



**The Association
for
Perioperative Practice**

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

Year ended 31 March 2020

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



Contents

	PAGE
President's message	4
Chief Executive Officer's Message	6
Your Board of Directors/Trustees and Advisors to the Board	8
Directors' report	13
Auditors' report to members	24
Consolidated statement of financial activities	27
Consolidated and charity balance sheet	28
Consolidated statement of Cash Flows	29
Notes to the financial statements	30



PRESIDENT'S MESSAGE

TRACEY WILLIAMS

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 Service and across the private sector. This includes health care assistants, nursing associates, assistant theatre practitioners, registered nurses, 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 set the strategic direction of the organisation to reflect the needs of members and to promote safe high-quality patient care. 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 and contribute their expertise). The board is led by the president who holds a two year tenure. At the end of this tenure the vice president takes on the role of president for the next two years. Julie Peirce-Jones has held the position of Vice president during my tenure as president. Due to personal reasons Julie stepped down from the role of trustee and vice president in September. The vice president elect, John Dade, accepted the role of vice president with immediate effect. Currently we have one vacancy for an elected trustee and one non-elected trustee. The current board is represented by ODPs and nurses from academia and clinical practice. We also have representation from experts in the field of finance, infection control and clinical management.

This year has been an exceptional year due to the Covid-19 pandemic. Like all areas of perioperative practice across the world AfPP as an organisation is experiencing challenging situations. The delivery of services has been impacted and new ways of working have evolved. Staff at headquarters have continued to deliver the high quality service members expect. This has involved some staff working from home.

The delivery of study days and the annual residential event have also been affected. We have postponed the residential event until next year due to restrictions on social gatherings. The board considered alternative delivery options but felt that the postponement was the best action to ensure that the whole experience of attending and engaging with the many activities on offer was not compromised.

Similarly the delivery of study days was interrupted. However AfPP have continued to support the development of members by means of webinar events. We have hosted our own webinars and collaborated with the Association of Anaesthetists and the Royal College of Surgeons Edinburgh in delivering multidisciplinary webinars. These sessions have addressed pertinent subjects such as the delivery of care and the health and wellbeing of staff during the Covid-19 pandemic. We also launched access to the Big White Wall, a resource for members to provide support for mental health and wellbeing. We felt that now more than ever our members needed help and guidance to cope during extreme circumstances.

We were aiming to host an event in every region this year and as President, it was my intention to attend each region to meet the membership and support the volunteer regional teams who work tirelessly to deliver these events. I am pleased to report that I did attend a number of study days before lock down and it was heart warming to witness such high calibre sessions. The speakers demonstrated expertise and audience



engagement was substantial. Meeting and talking with delegates enabled me to get a real understanding of the issues that are faced every day in a diverse range of backgrounds from the NHS and private sector to the education industry. The successful delivery of these events is dependent upon our network of volunteers from the regional teams and the SIGs (Specialist Interest Groups) and my heartfelt thanks go to each and every one of them. These volunteers continued to support our members even after lockdown, acting as a resource for support and guidance via virtual means.

To support practice and to ensure safe high-quality care, AfPP produce a range of toolkits. We have revised the Perioperative Audit Tool to incorporate data protection and GDPR and care for patients with dementia. The second edition is now available. This has been successfully utilised and implemented and I am pleased to report that we are now in a position to recommence peer reviews and visits to organisations to accredit the excellent standards of practice and care delivery.

We are also in the process of reviewing the Standards and Recommendations of Safe Perioperative Practice and the fifth edition will soon be available. We released the infection control section early and made this available electronically to support practitioners during the Covid-19 pandemic. Early reports indicate that this was very well received and proved beneficial to members dealing with new and previously unknown challenges in difficult circumstances.

AfPP continues to act as chair for the Perioperative Care Collaborative and the group published the Role of the Perioperative Healthcare Assistant in the Surgical Care Team in March. The number of health care assistants working in perioperative practice is increasing every year. This group provides a valuable contribution to the perioperative team. Their roles are diverse as is their training and education. The PCC guidelines recognise this and the guidelines have been developed to promote and ensure the safety of patients and continuity of high quality care delivery.

Throughout the lockdown 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.

International collaborations were planned with speakers representing AfPP at IFPN and AORN. AfPP remain well respected throughout the international community and it is a privilege and honour to influence and shape international care delivery. Despite the cancellation of all conferences we remain in contact with our international colleagues and continue to engage in work influencing the international delivery of safe perioperative care. We continue to support the work of SAFE OR, a collaboration of AfPP, The Royal College of Surgeons, Association of Anaesthetists, Lifebox, World Federation of Societies of Anaesthesiologists and Royal College Obstetricians. This group deliver safe operating room care delivering courses to multidisciplinary teams in low income countries such as Ethiopia, Uganda, India and Rwanda. The team also train the local faculty to deliver the programme themselves. Prior to lockdown courses in India, Ethiopia and Bangladesh were delivered. The group also delivered a one day course in Manchester to national delegates.

We also continue to support past President, Mona Guckian Fisher, in her role as President of the International Federation of Perioperative Nurses. AfPP hosted the last meeting at the residential event in York. It was a very successful event and a great opportunity for members to network and share experiences with colleagues from around the world. Four AfPP members have also benefitted from the IFPN Florence Nightingale Initiative – a leadership development programme.

This has been a particularly difficult year for everyone. Despite the enormous challenges we have proved that as a group perioperative practitioners are resilient and dynamic. Together we have faced extreme working conditions, but we have prevailed. AfPP have been a constant source of support and guidance during all of



this and will continue to be so. My final year as president has not been as I expected or would have chosen but I am proud to be a part of this organisation. I would like to acknowledge all the hard work of all our volunteers, the board, headquarters staff and our CEO, Dawn Stott - I thank them all for their support and achievements. I would also like to thank all our members; AfPP is all about you and without you we could not exist. Thank you.

CHIEF EXECUTIVE OFFICER'S MESSAGE

DAWN STOTT

This financial year has been challenging, we have made some progress against our strategic objectives, which continue to be reviewed as part of our Board meetings. Our high level objectives are:

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

We saw a drop in membership at the end of the financial year when the Covid-19 pandemic hit the country. Up until March it had remained steady with small fluctuations each month. We have worked hard to engage with our student fraternity and have seen a small growth in this area. The largest drop by profession has been nurses with our ODP membership increasing.

The commercial element of the Association has continued, however, Covid-19 impacted on the work that could be undertaken due to elective procedures being put on hold. Our end of year results reflect the falling membership numbers and the drop in commercial income.

Our collaborative approach has been ongoing this year. We have continued our partnership with the OneTogether programme and new initiatives have been agreed and environmental resources are being developed, which will include a resource guide around maintaining asepsis in surgical practice. The OneTogether group consists of RCN; CODP; IPS; CSJ and ourselves, All information produced belongs to the group and is available for distribution to the wider perioperative audience. The OneTogether conference held at the Vox Conference Centre in Birmingham on 7 November 2019 was extremely well attended and proved to be a successful event.

We held nine regional study days throughout the year in Anglia (x2), Belfast, London (x2), North Yorkshire, North West, Scotland and West Midlands. With subjects ranging from Never say Never, Glimpses of the Future for students, We've come a long way – a vision for the future, Occupational stress in the Perioperative Environment, Rescue to Rehab, Trauma and Effective Team Responses, a Changing Culture – developing resilience and courage in challenging times and the Principles & Practice in frailty trauma. We saw nearly 600 delegates across the nine study days, sadly having to cancel the last one due to Covid-19.

I am often in attendance at our regional study days and it is always great to see our volunteer networks working on our behalf to engage and grow our membership and I would like to thank them for all their hard work in bringing together such excellent educational events for our members to enjoy.

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.



Through the support of our industry partners we were able to hold our flagship event, again at the University of York. The residential event was a sell-out success and the feedback was excellent. The standard of speakers and core content provided an all-round educational event for all levels of practitioner.

We support education in many ways, sometimes by endorsing the platforms of other providers, giving them the AfPP seal of approval that their content is in line with our core standards and recommendations for safe practice. Towards the middle of the year we experienced some difficulties with our online learning platform and have taken the opportunity to update all the content, which we hope to release next year.

We continued to support the universities by attending their fresher week 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.

Our Journal continues to be managed and produced by Sage Publications and the relationship has grown over time. As a result of not seeing the growth in advertising that we predicted we have changed back to Open Box Media who now source our advertising and also manage our new Innovation People and Practice Magazine (IPP). The IPP is a new addition to our publications, it was launched in January 2020 to replace AfPP's Procurement Guide and newsletter. 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 a wellbeing feature, interviews with practitioners and suppliers, articles on Best Practice and product innovation. It is proving to be a great success.

As CEO my role is to support the Trustees in improving the standards of care and patient safety within the perioperative area and that can mean supporting members who are campaigning for change. This can be through the introduction of safety initiatives, petitioning parliament to change legislation or raising awareness of issues within the theatre environment that, in our expert view, require change. This year we have supported the 10,000 feet safety initiative, a smoke plume petition and raised awareness of the issues of fires within theatres and developing education to improve knowledge and understanding.

I cannot finish without mentioning the outbreak of Covid-19 in March 2020, at the end of our financial year, but still impacted our final results. This has, however, strengthened my determination in my approach to the operational leadership of our brilliant 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, particularly now as we deal with remote working, uncertainty and change. We have managed to ensure we continue to work cohesively even though we are not attending HQ every day, to ensure we achieve our main goal, which is growing our membership base, delivering education and ensuring we have a strong voice around patient safety in the perioperative environment.



YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD

Tracey Williams: President/Trustee and Director of AfPP Limited

Tracey has dual qualifications as both a nurse and an ODP. She registered as a general nurse with the NMC in 1990 and has worked in theatres since 1992. After completing various theatre nursing courses, she went on to complete her training as an operating department practitioner enabling her to register with the HCPC in 2000. She holds a 1st class honours degree in nursing and a Master's in Education (Professional Practice), is a registered nurse teacher with the NMC and a fellow of the Higher Education Academy.

Tracey recently retired as senior lecturer at the University of Central Lancashire, where she delivered operating department practice modules and was course leader for the post graduate perioperative programme. She was also an external examiner for other university courses. To maintain clinical skills Tracey had an honorary contract with a local NHS Trust. Tracey will continue to work as a private consultant providing knowledge and expertise about perioperative practices.

Tracey is a partner with HCPC and sits on fitness to practice panels for ODPs. She is also a visitor for the HCPC attending course validation events.

From a clinical perspective, Tracey is particularly interested in professional development for all perioperative practitioners and is also interested in developing and promoting standards of perioperative practice. She is involved in developing safe standards in low income countries and delivers the multi-disciplinary safe operating room course to those areas.

Tracey has been involved with AfPP since 1992, starting as branch secretary and progressing to Trustee. She is involved in the delivery of education for AfPP, regularly participating in regional study days, delivery of theatre access courses for industry representatives and has conducted audits of standards on behalf of AfPP.

John Dade: Vice 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.

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

Dezita Taylor-Robinson: Trustee

Dezita started her theatre career as a nurse cadet on an apprenticeship scheme and she went on to qualify as an ODP back in 2006. She is a passionate and dedicated ODP who has gained professional credibility for her strong work ethic and for being a driving force for change within clinical practice and perioperative education. In 2018 she was awarded the AfPP Trustee Special Recognition Award for outstanding contribution to the AfPP and in 2017, she was awarded two Royal Awards from The Royal Wolverhampton



NHS Trust; The CEO Individual Award where she was recognised for her national and international work in robotic surgery and the Exceeding Expectations Award for always striving for gold standard care, inspiring staff development, going above and beyond the call of duty, supporting colleagues and maintaining excellent working relationships.

Currently, Dezita undertakes the role of Acting Head of Department for Pre-Qualifying Practice within Birmingham City University. This includes both the FdSc Nursing Associate Higher Apprenticeship and the FdSc Assistant Practitioner Higher Apprenticeship. She also delivers pre- and post-registration education within the Operating Department Practice programme; undertakes the role of external examiner for other university courses and is a fellow of The Higher Education Academy. Dezita is also currently undertaking her MSc in Healthcare Leadership.

Dezita has held senior roles within the NHS, she has been a Theatre Team Leader within Gynaecology and Obstetrics where she also carried out theatre managerial responsibilities. Her particular interests are healthcare leadership, coaching and mentoring, patient safety, human factors and perioperative innovation. She has held a number of positions on committees such as The Society of European Robotic Gynaecological Surgeons (SERGS) and The British and Irish Association of Robotic Gynaecological Surgeons, working as a member of each committee to develop educational opportunities for perioperative teams.

An active member of the AfPP since 2007, Dezita was the West Midlands AfPP Regional Lead for several years, representing the Association and the views of perioperative practitioners at regional strategic meetings. She is a peer reviewer for the Journal of Perioperative Practice and conducts audits within perioperative workplaces using the AfPP perioperative audit tool.

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 within the 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

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-centred 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.

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 is currently working with Parish Nursing Ministries UK as its CEO and has been working 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 2020. 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 2015)

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:	Tracey Williams (President) John Dade (Vice President) Dezita Taylor-Robinson Ros Moore (appointed 24 July 2019) Kat Topley (appointed 2 September 2019) Lisa Tierney (appointed 15 October 2019) Nicholas Baker (appointed 10 April 2020) Ruth Collins (appointed 19 August 2020) Chloe Rich (resigned 3 October 2019) Frances Thackray (appointed 24 July 2019, resigned 16 June 2020) Angela Cobbold (resigned 30 July 2020) Julie Peirce-Jones (resigned 1 September 2020)
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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	Tracey Williams John Dade (appointed 1 September 2020) Dawn Stott David Robinson Julie Peirce-Jones (resigned 1 September 2020)
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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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Trustees' Annual Report and Consolidated Financial Statements
for the year ended 31 March 2020



Auditors

Saffery Champness LLP
Mitre House, North Park Road, Harrogate HG1 5RX

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' Ayris 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 2020, the charity has one wholly owned subsidiary company being AfPP Limited (No. 3102102).

The principal activities of the Company is the provision of training and consultancy to healthcare institutions and organisations working in or visiting the perioperative environment.

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 through our ongoing regional activities. 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 provide 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.

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. Alongside this we produce a bi-monthly procurement guide that highlights the latest innovations within the industry. 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 included 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

The Residential Event at York University

Our event this year was entitled 'Minds that Learn – Hearts that Care' and again the weekend provided a central forum for perioperative practitioners to learn and network. This value for money event, subsidised by AfPP for its members, enables as many delegates as possible to come along and join in the education and learning. The value proposition for our medical device partners remains strong with attendance at the event providing them with the opportunity to network with over 300 delegates during the weekend.

We kicked off early this year on the Thursday with some 'Speed Education' an opportunity for our medical device partners to provide education around their products and services. Smoke plume was the topic of the day and the initiative was very well received.

We had five streams of education providing delegates with more learning opportunities throughout the weekend. Jules Wyman, speaker and professional coach, provided us with an update of her personal journey through the healthcare system in the UK. Entitled 'How infectious are you' she reflected on how we can learn from experiences and how they can make a difference to us both at work and at home.

We all stayed together for the AGM and awards presentation, following which we split into our relevant streams. In stream one Rob Tomlinson, RGN, discussed the 10,000 feet initiative and how not all cultural change needs to be led from the top down. Stream two hosted by Allan Marriott, SCP, discussed orthopaedic aspirations and how a single practitioner can support elements of patient care; and Oliver Tierney, Clinical Lead for Education & Development, looked at the human factors supporting dual roles within theatres and how the development of the surgical assistant impacted on the culture at his hospital. Stream three was due to be hosted by Dr Steve Ray but he was unable to join us due to the smoke cloud. Chloe Rich, Trustee, Teaching Fellow and ODP stepped in and delivered a session on paediatric care in the perioperative environment. In stream four Maxine Page, Theatre Matron, delved into competency-based assessments and their impact on safety. Followed by Linda Hindle, Deputy Chief AHP Officer for England who provided an update on the national AHP work programmes. As part of our 'silent lectures' (stream 5) Lisa Nealen, RGN and Perioperative Practitioner, discussed the implementation of smoke free theatres and Mark Taylor, National Clinical Sales Manager for Unisurge, provided an update on theatre apparel – comfort v's protection.

We all then came back together to hear from Kat Topley, Clinical Efficiency Manager at 3M Medical Solutions Division, who provided an up date on the OneTogether collaborative and its approach to surgical site infection. Justin and Craig from PipCast rounded up the day with reflections on the learning provided.

Finally, our key note speaker, Chris Pointon, gave a very personal, thought provoking and heart warming session about the 'Hello my name is' initiative implemented by his late wife, Kate Granger MBE, registrar in elderly medicine who had terminal cancer. The campaign was started due to Kate's frustration with the number of staff who failed to introduce themselves to her when she was a patient. The campaign continues in over 150 NHS trusts and organisations across the world.

On Saturday we kicked off with the Siobhan Rankin Lecture, which was delivered by Professor Harold Ellis CBE, DM, MCh, FRCS, Emeritus Professor of Surgery, University of London. Prof. Ellis took us all back in time to look at the early days of the NHS and an 'old surgeon's' look back on his working life.

Julie Peirce-Jones then announced the poster competition winners.

Dr Harriet Palfreyman, Historian of Medicine was our final speaker before we split into our relevant streams. Dr Palfreyman looked at how the past can inform the future, following the outcomes of the Time Travelling Operating Theatre initiative. This was designed to open up the closed world of surgery and to facilitate conversations between the public and those working in the operating theatre, and the lessons that can be learned from the history of surgery and how they can inform and influence the future.

Stream one commenced with Scarlett McNally, Consultant Orthopaedic Surgeon who discussed diversity in surgery and surgical care teams. She asked the questions, why are there still so few women surgeons. She looked at the science of unconscious bias and how it affects human behaviour whilst highlighting strategies to overcome bias. Mona Guckian Fisher, IFPN President, AfPP past President and healthcare consultant looked at the history of IFPN in a global context of delivering safe perioperative care. Supporting the strategic ambition of the World Health Organisation to delivery of universal health coverage by 2030.

In stream two we heard from Adrian Jones, Immediate past President of AfPP and RGN. His session was the member's choice – advanced practice, I need an assistant – fact or fiction? He discussed what the current status of the role of non-medical surgical assistant is within the perioperative environment. Reviewing history, day to day practice and challenges facing those seeking a surgical assistant's skills. Joy Ongachachuy, OBE, Theatre Nurse, then gave her account of the terrorist attack on London Bridge. Joy was on duty on the night of the 3 June 2017 when the attacks took place. She provided her own story.

Stream three commenced with Lindsay Keeley, RGN, Patient Safety and Quality Lead at AfPP, who looked at the evolving roles within the perioperative environment and explored current practice, guidance and challenges faced in operating departments. Following on from this was Anthony Garbutt, Lecturer in Adult Nursing who discussed the Theatre Cap Challenge and the action learning cycle; taking data from the clinical trial period and using this to improve practice.

Stream four started with Denise Guzdz, Patient Safety and Governance Advisor, whose session identified how incivility makes us feel and how we can lose focus as a result. She looked at the effect incivility has on us and our ability to function as a team and also its effects on commitment and staff well-being. Gail Lowden, Clinical Surveillance Lead, then discussed reducing surgical site infection and how fewer effective antibiotics at our disposal could see an increase in SSIs.

Our silent lectures (stream five) started with Mark Taylor, National Clinical Sales Manager from Unisurge, providing a live demonstration comparing various gown fabrics and their properties. Following this Thomas McAlindon and Joshua Bartlett from Stryker provided helpful tips to identify and mitigate excessive waste within the operating room.

Following lunch, we all came back together to listen to Helen Beven OBE, Chief Transformation Officer at NHS England, discuss influencing and implementing change within a leadership role. This lively and interactive sessions, helped us explore some of the latest ideas, tools and approaches from leading practitioners of change around the globe.

Justin and Craig from PIP Cast were again on hand to provide a round up from the day and reflect on learning outcomes via a panel discussion.

Our final key note speaker was Adam Alderson, eight organ transplant survivor, (the Yorkshire Yak) discussed living life and giving life. His presentation was an informative, inspiring and light-hearted approach to a very dark and difficult time in his life. He proves that you should never give up on hope, even when all the odds are stacked against you.

The feedback from the weekend was very positive with some great topic suggestions for next year.

Regional study days

We held nine Study days throughout the financial year with in excess of 600 members being educated across the regions. The events covered topical and technical subjects to support the perioperative teams.

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. Our consultancy and audit programmes have increased in popularity and are seen by hospitals as an excellent method to receive external, impartial support to identify good practice and areas for improvement in their theatres.

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 2020 the Charity's membership was 6,845 (2019: 6,998).

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 the Online Education platform.

Indemnity Insurance

We saw 1,604 members renew their insurance in 2019/20; 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.

We are very much aware that our IT infrastructure is out of date and without external support due to the age and make up of the platforms. We are, therefore, currently working to update our online presence with a new website and customer relationship management (CRM) system which will be more dynamic and user friendly; with a more personal approach to managing our membership. Our educational offering will also be reviewed and updated providing more opportunities to experience AfPP education from a member's own home, through webinar capabilities, streaming and much more.

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.

Whilst our end of year results are not as strong as in previous years, the measures we have put in place around our new IT infrastructure will bring a longer term benefit to the Association.

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 £1,168,013 (2019: £1,172,445). The Group has reported a deficit for the year of £(18,852).

Included in the group deficit is a deficit of £37,935 (2019: surplus £19,719) reported by the subsidiary AfPP Limited.

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 2020 amounted to £846,510 (2019: £865,362) of which £846,510 (2019: £865,362) was unrestricted. However, the unrestricted funds include functional fixed assets (eg Goodwill, computer hardware, software and other equipment) of £353,466 (2019: £208,038) 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 2020 were £493,044 (2019: £657,324).

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 (£100,000); a total of £600,000. The trustees note that reserves freely available to spend decreased significantly during the year ended 31 March 2020 as a result of capital expenditures during the year on our IT infrastructure as reported above. Reserves freely available to spend at 31 March 2020 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 2020 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 £1,041,298 (2019: £975,585) 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: 11 December 2020

and signed on their behalf by:-



Tracey Williams, President

Auditors' Report to Members

Opinion

We have audited the financial statements of The Association for Perioperative Practice for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, consolidated and charity balance sheet, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 2020 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 the 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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.

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

We have nothing to report in this regard.



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 its 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:

- the group or parent charitable company has not kept adequate and sufficient accounting records, 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 Trustees' Responsibilities set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of 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's and 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 that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue 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.



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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company, and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery Champness LLP

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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

Date: 18 December 2020

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)

	Notes	Unrestricted Funds £	Restricted Funds £	2020 Total £	2019 Total (note 7) £
Income:					
Voluntary income: Donations and grants	1	340	-	340	-
Income from charitable activities	2	1,041,298	-	1,041,298	975,585
Investment income	3	3,141	-	3,141	6,271
Income from trading activities:					
Subsidiary - trading turnover and other income	4	123,156	-	123,156	190,488
Subsidiary - interest receivable	4	78	-	78	101
Total income		1,168,013	-	1,168,013	1,172,445
Expenditure					
Charitable activities	5	1,025,696	-	1,025,696	1,000,196
Raising funds	4	161,169	-	161,169	170,870
Total expenditure		1,186,865	-	1,186,865	1,171,066
Net income/(expenditure) resources before other recognised gains or losses		(18,852)	-	(18,852)	1,379
Transfer between funds	17	-	-	-	-
Net movement in funds		(18,852)	-	(18,852)	1,379
Reconciliation of funds:					
Total funds brought forward		865,362	-	865,362	863,983
Total funds carried forward		846,510	-	846,510	865,362

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	
		2020	2019	2020	2019
		£	£	£	£
Fixed assets					
Intangible fixed assets	8	15,000	-	-	-
Tangible fixed assets	9	338,466	208,038	323,567	208,038
Investments	11	-	-	70,058	70,058
		353,466	208,038	393,625	278,096
Current assets					
Stock	10	23,830	13,174	22,330	13,174
Debtors	12	670,507	600,453	543,334	447,771
Cash at bank in hand		515,148	695,244	474,195	685,166
		1,209,485	1,308,871	1,039,859	1,146,111
Creditors: amounts falling due within one year	13	(716,441)	(651,547)	(551,879)	(561,734)
Net current assets		493,044	657,324	487,980	584,377
Net assets		846,510	865,362	881,605	862,473
The funds of the charity:					
Unrestricted funds	18	846,510	865,362	881,605	862,473
Restricted funds		-	-	-	-
Total charity funds		846,510	865,362	881,605	862,473

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 29-45 form part of these financial statements.

Approved by the board on 11th December 2020 and signed on its behalf by:



Tracey Williams *Director/Trustee*

John Dade *Director/Trustee*

Company Registration No. 6035633





Consolidated Statement of Cash Flows

	Notes	2020	2019
		£	£
Cash used in operating activities	25	(16,697)	(21,442)
Cash flows from investing activities			
Interest income		3,219	6,372
Purchase of tangible fixed assets		(134,118)	(182,946)
Acquisition of business	20	<u>(32,500)</u>	<u>-</u>
Net cash used in investing activities		(163,399)	(176,574)
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		<u>(180,096)</u>	<u>(198,016)</u>
Cash and cash equivalents at the beginning of the year		695,244	893,260
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year		<u>515,148</u>	<u>695,244</u>

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

	2020 Restricted £	2020 Unrestricted £	2020 Total £	2019 Total £
Donations from individuals	-	340	340	-
	-	340	340	-

2 Income from charitable activities

	2020 Unrestricted £	2020 Total £	2019 Total £
Membership	728,597	728,597	729,707
Study days and collaborative events	24,739	24,739	30,773
Residential income	188,190	188,190	134,653
Journal subscriptions	1,316	1,316	841
Journal advertising income	62,654	62,654	40,545
Publication sales	35,802	35,802	39,066
	1,041,298	1,041,298	975,585

The amount of membership income deferred at 31 March 2020 is £307,607 (2019: £319,146) and this is included in accruals and deferred income at note 13 to these accounts.

3 Investment income – unrestricted

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Investment income comprises the following:-				
Bank interest received	3,218	6,372	3,141	6,271
	3,218	6,372	3,141	6,271

Notes to the Consolidated Financial Statements

4 Income from subsidiary's trading activities

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

	2020	2019
	£	£
Turnover and other income	123,156	190,488
Cost of sales	<u>(21,704)</u>	<u>(25,989)</u>
Gross profit	101,452	164,499
Administrative expenses	<u>(139,465)</u>	<u>(144,881)</u>
	(38,013)	19,618
Other interest receivable and similar income	<u>78</u>	<u>101</u>
Net Profit/(Loss) for the year	<u>(37,935)</u>	<u>19,719</u>
Gift Aid donation to Charity	<u>(78)</u>	<u>(101)</u>
Retained in subsidiary	<u>(38,013)</u>	<u>19,618</u>
The assets and liabilities of the subsidiary were:		
Fixed assets	29,900	-
Current assets	213,809	197,988
Current liabilities	(208,747)	(125,043)
Total net assets	<u>34,962</u>	<u>72,945</u>
Aggregate share capital and reserves	<u>34,962</u>	<u>72,945</u>

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

Following a review of the classification of insurance income in the financial statements of AfPP Ltd, the net insurance income of £20,852 has been reclassified in the 2019 prior year comparatives from cost of sales to other income. This is a reclassification only and has not changed the net reported result in the subsidiary.

Notes to the Consolidated Financial Statements

5 Total resources expended

	Basis of allocation	Charitable activities £	Governance £	2020 Total £	2019 Total £
Costs directly allocated to activities					
Staff costs	Staff time	65,829	-	65,829	75,931
Publications, Printing and postage	Direct	107,589	-	107,589	98,678
Residential costs	Direct	156,000	-	156,000	136,857
Study day costs	Direct	19,529	-	19,529	19,722
Marketing	Direct	6,587	-	6,587	5,484
Online education depreciation	Direct	6,377	-	6,377	7,770
Subscriptions	Direct	7,348	-	7,348	7,113
Membership expansion costs	Direct	45,897	-	45,897	42,474
Awards	Direct	2,670	-	2,670	8,598
Grants	Direct	4,035	-	4,035	72
		<u>421,861</u>	<u>-</u>	<u>421,861</u>	<u>402,699</u>
Support costs allocated to activities					
Computer running costs	Usage	34,480	-	34,480	27,747
Board related costs	Usage	-	36,249	36,249	20,407
Staff costs	Staff time	273,470	18,000	291,470	304,689
Rent and rates	Usage	33,861	-	33,861	33,023
Light and heat	Usage	3,226	-	3,226	3,457
Insurances	Usage	3,470	-	3,470	6,413
Telephone	Usage	8,717	-	8,717	7,391
Sundries	Usage	432	-	432	322
Legal and professional	Usage	2,905	-	2,905	1,860
Depreciation	Usage	10,637	-	10,637	16,023
Loss on disposal of fixed asset	Usage	1,575	-	1,575	1,290
Irrecoverable VAT	Usage	72,487	-	72,487	71,620
Printing and stationery	Usage	18,401	-	18,401	19,263
Bank charges	Transactions	21,282	-	21,282	21,339
Staff recruitment costs	Usage	5,346	-	5,346	7,647
Staff travel	Transactions	4,470	-	4,470	3,142
Staff training	Transactions	9,190	-	9,190	10,423
Audit fees	Usage	1,699	4,650	6,349	6,260
Accountancy fees	Usage	-	1,150	1,150	1,100
Bad debts	Transactions	8,006	-	8,006	8,586
Office costs	Usage	13,686	-	13,686	22,722
Public relations	Usage	16,446	-	16,446	2,773
		<u>543,786</u>	<u>60,049</u>	<u>603,835</u>	<u>597,497</u>
Total resources expended		<u>965,647</u>	<u>60,049</u>	<u>1,025,696</u>	<u>1,000,196</u>

Costs directly related to activities include £nil (2019: £4,223) relating to restricted funds.

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	
	2020	<i>2019</i>	2020	<i>2019</i>
	£	£	£	£
Depreciation	18,114	23,793	17,014	23,793
Operating lease rentals:				
Plant and machinery	-	3,678	-	3,678
Land and buildings	37,964	38,257	37,964	38,257
Auditor's remuneration:				
Audit fees	8,430	10,391	6,349	6,260
Accountancy and other services	2,050	1,100	1,150	1,100

Notes to the Consolidated Financial Statements

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

	Notes	Unrestricted Funds	Restricted Funds	2019 Total
		£	£	£
Income:				
Voluntary income: Donations and grants	1	-	-	-
Income from charitable activities	2	975,585	-	975,585
Investment income	3	6,271	-	6,271
Income from trading activities:				
Subsidiary - trading turnover	4	190,488	-	190,488
Subsidiary - interest receivable	4	101	-	101
Total income		1,172,445	-	1,172,445
Expenditure				
Charitable activities	5	995,973	4,223	1,000,196
Raising funds	4	170,870	-	170,870
Total expenditure		1,166,843	4,223	1,171,066
Net income/(expenditure) resources before other recognised gains or losses		5,602	(4,223)	1,379
Transfer between funds	17	-	-	-
Net movement in funds		5,602	(4,223)	1,379
Reconciliation of funds:				
Total funds brought forward		859,760	4,223	863,983
Total funds carried forward		865,362	-	865,362

Notes to the Consolidated Financial Statements

8 Intangible fixed assets

GROUP	Goodwill £
At cost	
Balance brought forward	-
Additions	15,000
Balance carried forward	<u>15,000</u>
Amortisation and impairment	
Balance carried forward	<u>-</u>
Net book values	
As as 31 March 2020	15,000
As as 31 March 2019	-
 CHARITY	
At cost	
Balance brought forward	<u>-</u>
Balance carried forward	<u>-</u>
Amortisation and impairment	
Balance carried forward	<u>-</u>
Net book values	
As as 31 March 2020	-
As as 31 March 2019	-

Notes to the Consolidated Financial Statements

9 Tangible fixed assets

GROUP	Building Improvements £	*Software & computer equipment £	Fixtures fittings & equipment £	Plant & Machinery £	Motor vehicle £	2020 Total £
At cost						
Balance brought forward	13,034	406,138	12,838	-	-	432,010
Additions	-	134,118	-	14,000	2,000	150,118
Disposals	-	(27,177)	(12,838)	-	-	(40,015)
Balance carried forward	13,034	513,079	-	14,000	2,000	542,113
Accumulated depreciation						
Balance brought forward	13,033	198,101	12,838	-	-	223,972
Charge for the period	-	17,014	-	933	167	18,115
On Disposal	-	(25,602)	(12,838)	-	-	(38,440)
Balance carried forward	13,033	189,513	-	933	167	203,646
Net book values						
As as 31 March 2020	1	323,566	-	13,067	1,833	338,466
As as 31 March 2019	1	208,037	-	-	-	208,038

*Website, computer equipment and online educational assets.

CHARITY

At cost or valuation						
Balance brought forward	13,034	406,138	-	-	-	419,172
Additions	-	134,118	-	-	-	134,118
Disposals	-	(27,177)	-	-	-	(27,177)
Balance carried forward	13,034	513,079	-	-	-	526,113
Accumulated depreciation						
Balance brought forward	13,033	198,101	-	-	-	211,134
Charge for the period	-	17,014	-	-	-	17,014
On Disposal	-	(25,602)	-	-	-	(25,602)
Balance carried forward	13,033	189,513	-	-	-	202,546
Net book values						
As as 31 March 2020	1	323,566	-	-	-	323,567
As as 31 March 2019	1	208,037	-	-	-	208,038

Notes to the Consolidated Financial Statements

10 Stock

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Educational literature for resale	12,775	13,174	12,775	13,174
Consumables held by subsidiary	1,500	-	-	-
Costs incurred for future publications	4,770	-	4,770	-
Promotional goods - not for resale	4,785	-	4,785	-
	<u>23,830</u>	<u>13,174</u>	<u>22,330</u>	<u>13,174</u>

11 Fixed asset investment

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
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	
	2020 £	2019 £	2020 £	2019 £
Amount due from the subsidiary	-	-	44,186	-
Trade debtors	318,614	304,365	299,182	287,039
Other debtors	-	2,794	-	2,780
Prepayments and accrued income	351,893	293,294	199,966	157,952
	<u>670,507</u>	<u>600,453</u>	<u>543,334</u>	<u>447,771</u>

Notes to the Consolidated Financial Statements

13 Creditors

amounts falling due within one year	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Amount due to the subsidiary	-	-	-	35,230
Accruals and deferred income	542,267	513,142	407,062	390,108
Trade creditors	142,238	125,595	112,881	123,586
Other creditors	21,797	3,542	21,797	3,542
Other taxes and social security costs	10,139	9,268	10,139	9,268
	716,441	651,547	551,879	561,734

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 2019	319,146	85,288
Amount deferred in the year	307,607	138,640
Amount released to SOFA	(319,146)	(85,288)
Balance at 31 March 2020	307,607	138,640

14 Financial commitments

Land and buildings	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Operating leases which will expire:				
Within one year	36,000	36,000	36,000	36,000
Between two and five years	9,000	87,000	9,000	87,000
	45,000	123,000	45,000	123,000

At 31 March 2020 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 (2019: Group £12,050; Charity £12,050).

Notes to the Consolidated Financial Statements

16 Staff costs

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Salaries and wages	393,817	431,198	318,609	342,111
Social security costs	34,071	34,847	27,559	27,526
Pension costs	12,025	12,050	12,025	12,050
	439,913	478,095	358,193	381,687

During the year the charity recharged its subsidiary £81,540 (2019: £96,407) 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 £79,956 (2019: £78,743).

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

	2020	2019
	£'000	£'000
£70,000 - £79,999	1	1

During the year pension contributions on behalf of these staff amounted £4,214 (2019: £3,462).

The average monthly head count was 13 staff (2019: 14 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	
	2020	2019	2020	2019
	£	£	£	£
Chief Executive	1	1	1	1
Member services	3	4	3	4
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	2	2	2	2
	13	14	13	14

Notes to the Consolidated Financial Statements

17 Analysis of movements in unrestricted funds

	Balance 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2020 £
General fund	865,362	1,168,013	(1,186,865)	-	846,510
Total	865,362	1,168,013	(1,186,865)	-	846,510

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

	Tangible Fixed assets £	Net Current assets £	2020 Total £
Fund balances at 31 March 2020 are represented by:			
- Unrestricted	353,466	493,044	846,510
- Restricted	-	-	-
Group reserves	353,466	493,044	846,510

19 Capital and other commitments

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Contracted for but not provided in the financial statements	17,816	75,112	17,816	75,112

Notes to the Consolidated Financial Statements

20 Acquisition of business

On 18 March 2020 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	<hr/> 17,500
Goodwill	15,000
Total consideration	<hr/> 32,500
Satisfied by:	£
Cash	<hr/> 32,500
Contribution by the acquired business for the reporting period since acquisition:	£
Turnover	-
Profit after tax	<hr/> -

21 Trustees' emoluments

Expenses relating to travel and subsistence costs amounting to £22,849 (2019: £21,110) were reimbursed to nine (2019: seven) 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 £12,955 (2019: £3,898) was paid to University of Central Lancashire.

During the year seven (2019: five) of the trustees of the Charity, were paid £4,092 (2019: £7,204) through the wholly owned subsidiary, AfPP Ltd for running events and training for the company. Of these amounts, £Nil (2019: £nil) was outstanding at the year end and included in trade creditors.

Donations from the Trustees to the Charity during the year were £Nil (2019: £Nil).

Management charges were paid to the Charity by its subsidiary during the year of £121,297 (2019: £129,148). At 31 March 2020 the subsidiary owed £44,186 (2019: £35,329) to the Charity.

Payments relating to the JPP Article Reviewer fees amounted to £90 (2019: £360) were paid to one (2019: two) Trustees who served during the year.

25 Reconciliation of movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income for the reporting period	(18,851)	1,379
Adjustment for:		
Depreciation charges	18,114	23,794
Loss on disposal of Fixed Assets	1,575	1,290
Interest income	(3,219)	(6,372)
(Increase) in stocks	(9,156)	(4,091)
(Increase) in debtors	(70,068)	(77,233)
Increase in creditors	64,908	39,791
Net cash provided by operating activities	(16,697)	(21,442)