

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

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THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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OUR VISION, MISSION AND VALUES

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

Leading Perioperative Excellence

Our mission is:

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

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

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

We achieve our vision and values by:

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

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025

Trustees	R A Collins (President to 1 January 2025), Trustee O D Tierney (President from 1 January 2025), President L Dye, Trustee J Maher, Trustee (resigned 5 August 2024) L H Nealen, Trustee M Page, Trustee J E Spencer, Trustee (resigned 1 January 2025) L E Tierney, Trustee N J Deane, Trustee A C Venn, Trustee W Windsor, Trustee (appointed 1 January 2025) C F Griffiths, Trustee (appointed 1 January 2025)
Company registered number	06035633
Charity registered numbers	1118444 and SCO43668
Registered office	Daisy Ayris House 42 Freemans Way Harrogate North Yorkshire HG3 1DH
Chief executive officer	Alex Duke
Independent auditors	Armstrong Watson Audit Limited Chartered Accountants Statutory Auditors Third Floor 10 South Parade Leeds West Yorkshire LS1 5QS
Bankers	National Westminster Bank 3 Cambridge Crescent Harrogate HG1 1PE
Solicitors	Hempsons Solicitors The Exchange Station Parade Harrogate HG1 1TS

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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PRESIDENT'S MESSAGE
FOR THE YEAR ENDED 31 MARCH 2025

I am pleased to report on the developments and achievements of The Association for Perioperative Practice (AfPP) during the past year. Overall, it has been a hugely successful year for AfPP and has seen many regenerative initiatives and projects launched and completed.

I would like to thank Ruth Collins (former President) for all her support and encouragement and the hard work of the Board of Trustees and HQ Team. Their efforts have seen great improvements to AfPP and have allowed me to move seamlessly into my presidency. Their continued hard work is much appreciated and should never be underestimated. The board of Trustees and HQ team have also welcomed several new team members and I am confident that their addition will bring fresh ideas and energy for the coming year.

Nationally, we continue to have an important and influential role in the development of the perioperative environment across a variety of prestigious groups. AfPP has continued to be a prominent member of The Centre for Perioperative Care (CPOC) and this has allowed us to positively influence not just the perioperative environment but the pathways that safely lead our patients through their perioperative journeys. We have also worked closely with the Health and Safety Investigation Bureau (HSIB) in analysis and development of actions surrounding perioperative incidents. Internationally, we continue to work alongside the International Federation of Perioperative Nurses (IFPN), ensuring a presence on the world stage.

Whilst this will be spoken about in more detail on the CEO's report, it is important we recognise the implementation of the new CRM system (Radius) and website on 16 April 2024. This was a much-needed development and allows us to offer more to our membership in terms of online resources and support.

I am also delighted to announce that we have implemented free student membership alongside a new introductory, lower-cost, membership for newly qualified practitioners. This move is designed to grow our membership at the grassroots and allow us to support the next generation of practitioners as they move from student to qualified practitioners.

In terms of the Journal and IPP, this has now gone 100% digital. Alongside this, we have been able to fully launch the new Journal Writers SIG to help support our members to publish their own work; I hope this will create a Journal for the membership, written by the membership.

This year marked the 60th anniversary of AfPP and this was celebrated at our Annual National Conference in August 2024. The conference, hosted at the University of Warwick, was a huge success and I personally look forward to building on this success at next year's conference and beyond. The feedback from our membership was very positive and the variety of speakers and content demonstrate that the AfPP National Conference is at the cutting edge of perioperative practice.

Alongside the conference, we also ran, for the first time, a roadshow of regional study days to further celebrate AfPP's 60th anniversary. These events were very well received and provided a diverse programme of education throughout the year. Thank you to all who attended and helped organise these events, this is something we can all be very proud of.

Overall, this past year has been very much a year of regeneration for AfPP, and I feel assured that we can, in the year ahead, achieve great things that will further support, develop and empower our perioperative teams.

Finally, I would like to say thank you to all our members, volunteers and staff for their continued hard work and dedication. Without you, AfPP is nothing, we truly are stronger together.

Sincerely,

Oliver Tierney

President, AfPP

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CHIEF EXECUTIVE OFFICER'S MESSAGE
FOR THE YEAR ENDED 31 MARCH 2025

I am delighted to highlight here for you some of the exciting improvements that we delivered during what was AfPP's 60th Anniversary, celebratory year. After previously identifying some of the ways we could improve the Association, this financial year was one of huge planning and activity.

Our new CRM system (Radius) and website went live on 16th April. It has enabled us to offer member resources on a more user-friendly platform. We also launched a new improved Job Forum page giving an enhanced user experience.

We have continued to make small improvements to the platform since go-live, by identifying and developing new features. This improvement work is on-going and will continue to be for the life of the system. To date, 73% of members have engaged with their unique member portal.

From an internal perspective, Radius has enabled us to streamline membership processes which has in turn freed up time to look more pro-actively at the member journey, recruitment and retention activities.

Two of the major changes this year have been the move to Free Student Membership and a new membership type, with an introductory level cost of Newly Qualified Member (NQM), both introduced in September 2024. We have actively promoted the benefits of AfPP membership via our student channels and student members ended the year at 627, up from 186 when membership was paid. We have an active campaign of regular 'touch points' which is helping to convert free students to NQM at the end of their study.

In April, we had a small membership price increase for registered, non-registered and retired members. Overseas member pricing was reduced to be in line with registered members. We offered members a new benefit of free access to live and on demand webinars. Additionally, we moved away from our contract with EBSCOhost. Members told us the offer we had wasn't comprehensive enough and that there were other places where they received the same benefit (such as their employer or university). We re-negotiated the contract with EBSCO and bought library access e-publications from them instead, which are available free to members via the member portal.

New SIG forums were added for the Robotics and Human Factors specialities. However, the forums have struggled to gain momentum, and we have been looking at different ways to promote SIG Forum participation from our members through IPP articles, social media and targeted emails.

Changes to the way we process the member insurance policy, putting more onus on the professional integrity of the applicants, resulted in a far less onerous task for the membership team. The process was much smoother, simpler and less time consuming than it had been previously.

Strengthening our educational output was one of our first goals and a new position of Education Lead was filled in August 2024. Since then, our Education Lead worked on curating the content for the remainder of the AfPP Roadshow events and 2025's Annual conference.

During the year we hosted a three-week online Research, Education and Leadership (REL) placement for three ODP students from Hallam University. The output was useful in providing fresh perspectives on what students require and reinforcing our support of learning and developing the future theatre workforce.

Our Education Lead has worked on both educational content for the member portal in the new 'Resource Hub' and education modules that we plan to sell commercially under our AfPP Academy brand.

Unfortunately, we were unable to find the right candidate for the role of Head of Department - Education, Publications and Professional Advice within the financial year, although I'm pleased to report that the appointment is now in place and their efforts will start to have an impact in the financial year 2025/26.

I mentioned in last year's report the ongoing challenges around recruitment and retention of volunteer members and how this impacts our ability to deliver study days. We trailed an initiative as part of our 60th anniversary celebrations whereby the HQ team take the lead on the events-based education offered. Our events team, along with some incredibly engaged volunteers (comprising regional leads, SIGs and some board members) masterminded the AfPP Roadshow, visiting eight cities across the UK.

**CHIEF EXECUTIVE OFFICER'S MESSAGE CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

Our Annual National Conference this year took place for the first time at the University of Warwick. The more central location received great feedback from participating delegates and suppliers alike. There were 332 delegates plus 30 volunteers and board members, giving a total of 362 practitioners. Of the delegates, 52% were non-members, giving us an opportunity to showcase AfPP to a wider audience. Additionally, there were 31 speakers, 34 supplier stands and 75 company representatives on site.

We have been engaging positively with our Link Members, providing them with updated notice board content to refresh on a regular basis. The Link members have been highly engaged with this and regularly send in photographs of their AfPP displays.

Membership of the Association fell during the period as we had anticipated, and the changes put into place to build our education output in addition to the improvements we will gain from our new CRM should start to impact membership numbers positively in the next financial year.

Our commercial work continues to be strong, and we secured the contract to re-accredit the Circle Health Group (49 sites) as each hospital's initial two-year accreditation expires. The press we have achieved around these accreditations appears to have encouraged interest from many other hospitals, particularly in the private sector, and we have a healthy pipeline of new enquiries.

We have spent considerable time developing and formalising the reports generated from the audit and accreditation visits and worked on producing a training programme for consultants which will be launched in the next financial year. This will all strengthen the robust nature of the audit process and the strong reputation that the AfPP Accreditation award carries.

With our Journal, after an initial test period (where there was an option to retain paper or switch to digital) the JPP transitioned to be 100% digital. We appointed a new Editor for the JPP, Carolina Britton, and she is working hard to ensure that the journal content is aligned with what membership want to read. Our past Editor, Julie Quick curated celebratory 60th Anniversary collections of articles which were made available to members and non-members in an effort to demonstrate the value of the journal. The IPP also has a new Editor in Nikki Stroud, and we have been delighted with the content and production of both publications.

We have undertaken a large project around updating our policies and procedures for members, board, volunteers and the HQ team. This has been a huge undertaking to align everything with current legislation and to ensure we have just one point of truth. This has been months of effort and is nearing completion.

The HQ team have been dedicated to improving the visibility and strength of the Association. I am pleased to advise that we achieved all our half and full year strategic objectives, plus some additional items that were not in the initial plan. I give enormous thanks and praise to the HQ team; I am very proud of all they have achieved, and we will continue working hard to make AfPP relevant to practitioners at all stages in their career.

Alex Duke

Chief Executive Officer

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**YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD
FOR THE YEAR ENDED 31 MARCH 2025**

Oliver Tierney: President/Trustee and Director of AfPP Ltd

Oliver started with the NHS in 1999 at the Liverpool Royal Hospital, qualifying as an Operating Department Practitioner in 2008. Post qualification, he worked at the Liverpool Heart and Chest before moving to The Walton Centre in 2013. Oliver became a Band 6 Clinical Skills Facilitator in 2015 and then a Band 7 Practice Education Facilitator in 2017. Since May 2022, Oliver's role has further expanded, and he is now the Lead for Education, Risk and Governance at Walton Operating Theatre.

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

In 2019, Oliver became an accredited Mental Health First Aider and from this, set-up the Walton Theatre Health & Wellbeing team, which would prove invaluable during the COVID pandemic.

He has been an AfPP Trustee since 2021 and a director of AfPP Ltd since January 2024.

Ruth Collins: Immediate Past President/Trustee and Director of AfPP Limited

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

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

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

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

Ruth stepped down from her president role in January 2025.

Julia Spencer: Trustee

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

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

Julia is currently the Professional Lead for Advanced Clinical Practice at York and Scarborough Teaching Hospitals NHS trust, working clinically within the speciality of breast surgery and oncoplastics.

Julia stepped down as an AfPP Trustee in January 2025.

**YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

Jennifer Maher: Trustee

Jennifer is an ODP Team Leader and a Clinical Skills Facilitator. She has over 23 years' experience in and around theatres. Most of these years were spent in large adult trusts in Liverpool, with the last 5 years in Paediatrics in Alder Hey Hospital. Jennifer has an ILM level 3 in Leadership & Management and is currently studying a level 5 Coaching qualification. She is also a trained Human Factors trainer.

Jennifer has a keen interest in Human Factors and the impact on patient safety. Recently, she has been part of a core team developing a new programme to create a safer way of working in teams, using Human Factors, Simulation and Coaching as the core of the programme. She feels her vast experience and skills across the many specialities help her to understand the needs, and the many challenges theatre staff can face day to day. Jennifer believes that we can coach our teams into overcoming, and maybe preventing some of these challenges.

Jennifer stepped down as an AfPP Trustee in August 2024.

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 Lisa moved to the Independent sector working for over 5 years as 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 has worked for the Care Quality Commission (CQC) since July 2015 as a Specialist Advisor and has participated in numerous Inspections in the NHS and Independent 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, Bangladesh and the UK.

Lisa is a non-elected Trustee and a Consultant for AfPP Ltd. She also provides consultancy services for healthcare providers regarding regulatory compliance and registration.

Maxine Page: Elected Trustee

Maxine began her theatre career in 1992 as a newly qualified nurse. Over the last 30 years she has worked primarily as a scrub practitioner within general, urology, colorectal and vascular surgery and rotationally in PACU. She was the Theatre Education Co-ordinator at the Princess Alexandra Hospital, Harlow. In January 2009 she became the Matron for theatres, post anaesthetic care unit, day surgery theatres, pre assessment and the acute pain service. Maxine was a previous associate lecturer at Anglia Ruskin University on the ODP degree programme.

Maxine is passionate about education and the development of staff. She has devised roles, training programmes and competencies within theatres and PACU at Princess Alexandra Hospital to foster staff development and growth. She has shared her educational experiences at several conferences, including AfPP's Annual conference, to inform, support and energise theatre practitioners around education and its importance.

Maxine is equally passionate about patients' safety, quality and providing a positive patient experience. She works collaboratively with patients and relatives to improve care and service delivery.

Maxine is a mental health first aider and is committed to staff health and wellbeing.

Maxine has been a member of NATN latterly AfPP since 1992. During this time, she has been a link member, Educators SIG Lead and an AfPP Consultant for theatre accreditations.

**YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

Nadiene Deane; Elected Trustee

Nadiene qualified as an Operating Department Practitioner in 2014 having built her career in the perioperative setting. After gaining invaluable experience in the NHS, Nadiene moved into the private sector. As a continuous champion for high standards of care, Nadiene progressed through the roles of Team Lead and Clinical Coordinator into her current role of Deputy Theatre Manager. In this latest role, Nadiene assisted in leading the team to achieve full marks in AfPP Accreditation.

Nadiene has also completed training as a Surgical First Assistant and has also completed leadership and management training.

With a passion for Patient Safety, Nadiene has a keen interest in Human Factors and the relationship between perioperative team culture and patient experience. She is also passionate about talent recognition and development, strongly advocating that competent, confident staff create a safe perioperative environment, and believes that effective staff engagement and development can improve both patient safety and experience.

Currently, Nadiene chairs the staff engagement forum within her hospital. She also sits on the resus committee and takes an active role in Radar investigation and learning.

Nadiene says: "I am keen to support the development of AfPP's long-term strategy by taking a more active role in upholding the vision, mission and values which very much align with my own. It is both a welcomed opportunity and an honour to sit on the Board of Trustees and share and develop my own skills whilst positively contributing to the future of perioperative practice."

Outside of work, Nadiene is a wife and mother of three. She has a passion for love and laughter, believing in enjoying life in all its fullness!

Alison Venn: Non-Elected Trustee

Alison has previously collaborated with AfPP within her current role at Becton Dickinson UK Ltd (BD), working as a Senior Clinical Consultant. More specifically in her role, Alison focuses on Infection Prevention and Biosurgery.

Alison has a strong working knowledge of the NHS, as well as the economic and regulatory environment. She strives to deliver strong engagement and advocacy with customers and external stakeholders, including the NHS at all levels, regulatory bodies, and scientific and clinical associations. Alison also excels at delivering clinical solutions that drive patient safety, experiences and outcomes to high-level clinical and academic thought leaders.

Within her role at Becton Dickinson UK Ltd, Alison also acts as a coach and mentor for national and international clinical leaders to enable effective platforming of value-based care, which includes BD solutions. In addition, she also provides training to sales team and their customers at a tactical level, providing tools and resources enabling them to work effectively.

Louise Dyc: Non-Elected Trustee

Louise is a Clinical Education Facilitator for the Orthopaedic Theatres service at the Norfolk & Norwich Hospital. Louise qualified as a Registered General Nurse in April 1993, she has been working within the field of perioperative practice for over 25 years with the majority of her practice being within the field of Orthopaedics and Trauma. Working in both full time and part time roles from Band 5 Nurse to Band 8a Lead Nurse / Theatre Manager across 3 NHS trusts and 2 private sector hospitals.

Louise has been an AfPP member for several years and has held the position as Orthopaedic SIG Lead for 5 years. As part of the Anglia regional team, Louise has been involved with the organization and delivery of regional study days. She is also a member of AO Trauma UK Faculty and has facilitated local and national AO Trauma Operating Room Personnel Courses.

Louise is also involved with the supervision and assessment of students who are on placement in her team these include Nurses, Operating Department Practitioners and Paramedics. The trust she works in facilitates Degree students and apprentice students from several local universities which brings a wide variety of course programmes for them to facilitate.

**YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

Lisa Nealen: Elected Trustee

Lisa gained her 'Practice Development' degree in 2017, since then Lisa has used the knowledge and confidence gained to reach a wider audience through webinars and study days. Lisa is passionate about education, with over 29 years of theatre experience, Lisa loves providing the junior staff and students with the knowledge and skills to enable them to become confident, safe practitioners. Lisa represents AfPP as a regional member for the Northeast area and is the Link member within her own theatre department. Lisa represents the AfPP through national webinars and at the 'Safety for All', conference at the Royal College of Physicians in London.

Lisa has worked alongside Stryker UK LTD as their 'Key Opinion Leader' and with them has helped others to have courageous conversations within their own departments in order to create 'Clean Air Theatres', which safeguard their colleagues and patients from the potential dangers of surgical smoke plume. Lisa's work has been acknowledged by us and her webinar has been awarded CPD hours that staff can use towards their revalidation. Lisa has also helped to create guidelines within her departments, ensuring the continued use of smoke evacuation devices.

Lisa is a Freedom to Speak up champion and is part of two committees: Surgical smoke coalition and Surgical Burns Action Group.

Will Windsor: Elected Trustee

Will Windsor is currently serving as the Senior Clinical Lead (ODP) for the Llantrisant Health Park Development at Cwm Taf Morgannwg University Health Board. With a career spanning over two decades, Will has built an impressive track record in the field of surgical health care and theatre management.

Beginning his journey at Princess Alexandra Hospital in Harlow, Essex, Will started as a Healthcare Assistant in theatres from 1999 to 2006, which sparked his passion for the Operating Department Practitioner role. He progressed to become a Student Operating Department Practitioner, training across multiple specialities including Orthopaedic, Vascular, and General Surgery, before specialising in Vascular and General Surgery.

Throughout his career, Will has held several prominent positions, including Senior Operating Department Practitioner for Major Trauma and Vascular at St Mary's Hospital, Paddington, where he led a team that contributed to significant research on swab safety that went on to be published in a number of journals including AfPP. His role as Clinical Leader at Poole Hospital NHS Trust saw him establish robotics services, while his tenure as Clinical Lead for General Surgery at Royal Bournemouth Hospital NHS Trust involved managing a large team and overseeing various surgical specialities.

In 2018, Will became the first Operating Department Practitioner Matron at University Hospitals Dorset NHS Trust, where he was responsible for quality care and established a well-being team that received recognition and was officially open by the then Prince Charles.

Currently, in his role at Llantrisant Health Park, Will is at the forefront of developing a state-of-the-art healthcare facility that will feature 12 theatres, focusing on high-volume, low acuity day surgeries and arthroplasty surgery. He is committed to standardising practices across multiple sites and enhancing the training and well-being of healthcare staff.

Will's career is marked by his dedication to improving surgical care, fostering team development, and his commitment to the well-being of his colleagues and patients.

Craig Griffiths: Elected Trustee

Craig began his career in healthcare while still a university student, taking on a weekend role in sterile services. His journey into perioperative practice truly began when he became a theatre assistant at St Michael's Hospital, where he discovered the Operating Department Practitioner (ODP) profession and met his future wife. Inspired, Craig pursued a degree in Operating Department Practice at Cardiff University, completing placements within what is now the Swansea Bay University Health Board.

After graduating, Craig returned to Bristol to work as a Paediatric Anaesthetic and Recovery Practitioner at the Bristol Royal Hospital for Children (BCH). It was here that his passion for education and professional development took root. Together with his colleague, Justin Blackett, Craig co-created PIPcast, a podcast dedicated to ODPs and the perioperative field, aiming to raise awareness of the profession. Through PIPcast, Craig became actively involved with the AfPP conference, contributing as a co-comperé and delivering insightful round-up talks—a role he has proudly fulfilled for over five years.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

In 2018, Craig returned to academia, joining his alma mater as a lecturer. By 2021, he became the course leader for the newly established ODP program at the University of South Wales. Craig and his colleague, Deborah Ryan, designed the programme with the guiding mantra of "me and mine," emphasising a personalised and practitioner-focused approach to education.

In this role, Craig has championed the integration of simulation-based learning into anaesthetics and surgery training. He has supported the development of innovative spontaneous simulation models, primarily for anaesthetics and recovery practice, created by his colleague Ash Davies. Separately, Craig has developed innovative surgical simulation models specifically tailored to enhance teaching and training for surgical first assistant practice.

Craig is deeply committed to the mission of the AfPP, advocating for the highest standards of patient care and supporting the professional development of perioperative practitioners. Throughout his career, he has taken great pride in fostering teamwork and collaboration, believing these values are central to achieving excellence in patient care and professional practice. His dedication to education and partnership continues to drive positive change in the field.

Alex Duke: Chief Executive Officer and Director of AfPP Limited

Prior to taking on the role of CEO in June 2023, Alex worked for the Association at HQ in Harrogate for five years as the Commercial Development Lead when she also deputised for the CEO. She has broad ranging experience and has previously worked in a diverse range of sectors from retail, fashion and manufacturing to homeware, lighting, and healthcare IT, predominantly but not exclusively in the SME sector.

Working with SME's, including start up's, has provided Alex with very hands-on experience and strong commercial understanding. She enjoys getting involved with the variety of departments in a business, understanding how everything hangs together and the challenges facing each department. She also has the practical experience of setting up several new businesses from scratch and successfully selling a healthy, profitable retail and web-based business of her own.

Her responsibilities have generally been in the management, problem solving, planning, sales and marketing functions and she sees herself very much as a people person who thrives on colleague and customer interaction.

Working in New York for two and a half years as President of a US subsidiary to a large UK lingerie manufacturer gave Alex an appreciation and respect for anyone working in a foreign country. Alex says that, even as an English-speaking country, the United States was a minefield in terms of navigating subtle differences in language. She has huge respect for people working in the UK from abroad, for all the additional challenges that a different language brings.

Alex's strengths lie in her analytical approach, planning, evaluating, and implementation of commercial opportunities that will support the continued development of the Association. She has a keen attention to detail and naturally curious (some may say nosey!) nature.

Daniel Donnelly: Advisor to the Board and Non-Executive Director of AfPP Limited

Dan obtained a physics degree and then a PhD from Lancaster University before going on to undertake a career in IT and business management spanning 25+ years. During this time, he founded and built a number of businesses with a strong focus on operational process improvement, governance and technology.

He brings this experience to AfPP to transform the organisation's operations by increasing efficiency and fostering a collaborative and inclusive culture.

Dan's ability to identify underperforming business areas and recruit specialist third-party consultants into key roles to overhaul those aspects has led to significant and tangible improvements to the organisation as a whole.

In his role at AfPP, he has worked across all disciplines to help form a cohesive business transformation plan.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Directors present their report and audited financial statements for the year ended 31 March 2025. The financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

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

At 31 March 2025, the charity has one wholly owned subsidiary company being AfPP Limited (No. 3102102).

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

Further information is provided within the financial statements.

Pay policy for senior staff

The Directors, who are the Association's Trustees, consider that the key management personnel are the senior management team which is responsible for directing and controlling, running and operating the Association on a day-to-day basis. All Directors give their time freely and no Director received remuneration in the year for these services as Trustees. Details of Directors' expenses and related party transactions are disclosed in note 27 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.

DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

Recruitment and appointment of Directors/Trustees

In accordance with the Articles of Association, Directors/Trustees are elected by the voting members of the Charity 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 11 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. Virtual meetings have taken place to ensure they have been supported and kept up to date with ongoing AfPP business and all regional leads were invited to attend our Annual Conference at no cost. 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.

DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

The focus of our work

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

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

How our activities deliver public benefit

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

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

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

Overview:

The consolidated accounts for last financial year show a deficit of £28,000 versus a budget deficit of c£148,000. Overall, there was £120,000 less deficit than budgeted. The largest of the differences are outlined in this overview. To a greater extent, the reduced deficit is a result of our wages expenditure not being as high as we had anticipated (£80,000 less than budget), due in the most part to difficulty in finding the right candidate, for a new key role, causing a delay in recruitment, and not replacing a leaver from the membership department after efficiencies from the new Radius system kicked in.

Membership income was £9,000 below budget. And further information is provided below.

The journal income provided a pleasant surprise with a surplus £10,000 above budget, despite earlier suggestions that it could be below forecast.

The Job Forum surplus of £6,000 was £19,000 below budget, and this was the greatest disappointment. Open Box, our media sales partner had been through several staff changes, and it appeared they had lost direction somewhat. Despite our interventions to get them back on track, the jobs element of their sales portfolio still underperformed quite considerably. Unfortunately, the contract that is in place with them has no provision for under performance. We will be addressing this before the next contract renewal due in January 2026.

Annual National Conference, as I have already alluded to performed well with a surplus £14,000 above budget. The exhibitor sales floor was sold out and provided sales opportunities for the other events in our schedule. This certainly contributed to the events surplus also being £12,000 above budget.

The Corporate Services deficit was £15,000 less than predicted, key contributor here was c£6,500 more bank interest earned than initially predicted after we moved some cash into a high interest bond.

Governance costs were £11,000 less than budgeted. The key impact factors here were below expected overseas travel costs, the lack of trustee election costs (usually c£2,750), board development coming in below expectation and subscription costs to CPOC being postponed.

DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

Membership:

Membership at the end of March 2025 was 6,025, which included 627 free student members (5,398 paying members). Whilst paid membership has continued to fall, and remains a concern, the net loss of members each month has fallen from 76 per month in 23/24 to 15 per month in 24/25. These figures remove the free student element to show a true comparison.

Membership recruitment and retention has continued to be a challenge for the Association and new processes are being implemented to keep in contact more with members during the year, and not just when we need payment from them!

On 31st March 2025, the Charity's paid membership (excluding free students) was 5,398 (on 31st March 2024: 5,648, students removed is 5,462).

The membership subscription fee increased by 25p per month (£3 per annum) for registered, non-registered and retired members, the overseas member price came down to match the registered fee. The student subscription price remained the same until it became free in September 2024 and the Newly Qualified Member (NQM) rate was also introduced in September 2024.

Annual Conference:

The Charity's Annual Conference took place for the first time at the University of Warwick on 2-3rd August 2024. The conference was very successful and generated £14,000 above budgeted surplus (£97,000 surplus in total). We received excellent feedback and evaluations from our delegates and suppliers. Total attendees, including the HQ team was 483, which provided for a vibrant buzzing atmosphere.

AfPP Roadshow:

The AfPP Roadshow visited eight locations across the United Kingdom. A total of 659 delegates purchased tickets which were at special celebratory rates, introduced to encourage non-members to attend and see first-hand, the quality of the education offered and the benefits of AfPP membership. This special rate proved successful in that, of the 659 delegates who registered for the roadshow, 426 were members and 233 were non-members (35%). We are continuing to market to this new prospective member data.

Webinars:

The ease and convenience of webinars continues to be popular and the 7 live webinars that we hosted between November 2024 and March 2025 attracted 884 registrants, 6.5% of these were non-members. Non-member income from the 7 webinars was £843.

Webinars were free to members during this period and despite that, we achieved a strong attendance conversion rate of 65%. Average registrants over the 7 webinars was 126 delegates and average attendance was 81 delegates.

In addition, our 34 on-demand webinars proved incredibly popular, attracting 1,091 total views. Of these views, 178 (16%) were non-members who paid for the on-demand content. Once paid for webinars become over one month old, providing the content is still current, they are offered to members free of charge in the Resources Hub.

Theatre Access Course (TAC):

During the year, we re-established our Theatre Access Course as a viable option for medical device company representatives. The course was updated and made into an online module with a test at the end. Over the year, 71 courses were purchased. We are continuing to market this course with new marketing material and a new course booklet for attendees.

Marketing:

The strength of our marketing has contributed greatly to the awareness of the Association. There were 17 press releases issued between August 2024 and March 2025, with over 35 articles achieving print and digital press. Additionally, the News area of the members portal was launched.

New emails have been written for the membership team to issue through Radius at different points of the member journey. Additionally, an onboarding video has been created highlighting benefits for new members.

Our active website users increased over the year by 3,000 and the engagement time has increased from 1 minute 06 seconds to 2 minutes 06 seconds.

DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

Professional Advice Service (PAS):

During the financial year from 1 April 2024 to 31 March 2025, the AfPP Professional Advice Service (PAS) supported 178 members with confidential cases, representing approximately 3% of members using the service. This reflects a modest increase from the previous financial year, when 145 members (2.6%) accessed the service. PAS has continued to be a vital source of support for members navigating professional challenges. Employment advice remained the most frequently requested topic, with 22 members (12.4% of PAS users) seeking guidance, followed by documentation (16 members, 9%) and other queries (17 members, 9.6%).

The Journal of Perioperative Practice (JPP) & The Innovation People and Practice Magazine (IPP):

The Charity's peer reviewed academic Journal (JPP) retained its impact factor of 1.2 as indexed in the Web of Science. The Journal is ranked 186/290 in the surgery category.

In the last year, the editor, Carolina Britton, has raised the bar for Journal submissions, to ensure only the best, on topic papers, enter the peer review process. In addition to this, the editor continues to independently encourage authors who are involved in new processes or 'on topic trends', such as AI, to submit a paper to the Journal.

In August 2024, the Journal, in line with other Sage Journals, moved to Cloud Editing. To maintain consistency throughout the proof process, and ensure the Journal kept its 'voice', rather than blending in with rest of the Sage portfolio, Gina Graydon worked closely with the Production Editor at Sage to update the Journal's style sheet. The new style sheet was successfully introduced last autumn.

Following on from the launch of the new Writers Special Interest Group (SIG) in the previous period, a number of new writers have had their first article published in the IPP. What's more, two have already expressed an interest in writing further articles.

The IPP magazine continues to be popular with good reviews from practitioners who perceive it to be an easy read, and it's favoured by advertisers.

We now have a range of digital advertisements on offer for both potential and existing advertisers. The team continues to explore new and innovative ways of enhancing the digital experience for both members and advertisers.

Projects and Collaborations:

We have continued to collaborate on several significant projects, and we sit on many groups including Centre for Perioperative Care Collaborative (CPOC), Perioperative Care Collaborative (PCC), Faculty of Perioperative Care (FPC), Royal College of Surgeons England (RCSE) Robotics Network, British Association of Day Surgery (BADS) Specialist Core Competencies Documents, and SAFE OR to name a few. These pieces of work further our mission to improve patient care through constantly developing and promoting the leading standards for perioperative practice and practitioners. Some of the specific projects include:

Surgical Burns Action Group (SBAG)

Lindsay Keeley acts as chair on behalf of AfPP as part of SBAG. This group was established to seek and consolidate clinical and patient support, to remove the significant gaps in the reporting of surgical fires/burns, ensuring patients are properly informed of the risk, and clinicians are educated/trained on the necessary safety requirements. The group is currently lobbying parliament to get recognition of the issue. We are awaiting the NHSE data analysis report on the incidents of surgical fires and burns from the Patient Safety Clinical Lead – Surgical Safety. This is taking longer than expected due to their review processes.

BD Joining Hands to Reduce Surgical Site Infection Project

Working with the European Expert Working Group (EWG) initiated by Professor Marja Boermeester from UMC Amsterdam to define the optimal universal, evidence-based bundle to reduce Surgical Site Infections (SSI). A Delphi methodology study was undertaken, and the manuscript from the Delphi Study has been submitted to the International Journal of Surgery. To date it is still awaiting publication.

NHS England – Peri-Operative & Theatres Workforce Programme Expert Stakeholder Engagement Group

AfPP continue to work as part of this EWG. It focuses on clinical roles within the theatre environment, looking at the four practitioner roles: Scrub, Anaesthetics, Recovery and Circulating. The review includes co-designing a way forward to address unwanted variation in the workforce, establishing a 'unified collective' voice.

DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

The group has reviewed the proposed capability framework and pathways, addressing the needs and expectations of the key stakeholders. Concerns were raised at the meeting on 3 December 2024 around the need for caveats to be put in place and added to the framework, to ensure it is not abused by organisations when staffing theatre lists across specialities. The group is awaiting documentation from NHS England with the caveats added and dates for piloting the capability framework before sharing information.

ISO Standard - ISO/TC 84 WG8

Providing clinical advice for ISO 23908 technical standards on sharp containers. This is still under review.

ISO Standard - ISO/TC 84 WG9 N927 Catheters

Providing clinical advice for ISO 10555-1 2023 Intravascular Catheters – sterile and single-use catheters. This is still under review by the group committee.

ISO Standard - ISO/TC84 WG10 N 213 Needles

Providing clinical advice for ISO 9626:2016 Stainless Steel Needle Tubing - for the manufacture of medical devices. This is still under review by the group committee.

Commercial Work

This area of work remained strong during the last financial year. Our consultants supported 29 hospital audit visits, comprising a mix of initial and follow-up visits. During these, 22 hospitals reached the end of the process within the reporting period and were successfully accredited. Four of these were reaccreditations, where the hospitals' previous accreditation had expired and they underwent the process again to maintain their accredited status for a further two years.

Additionally, one policy review, one staffing review and two medical device company re-endorsement / re-accreditations were undertaken.

The process of audit reporting has continued to be developed and improved during the year, including new report templates for all areas of work undertaken, and work has commenced on developing in-person and online training for consultants.

FINANCIAL REVIEW

Results of the Group

The gross income of the Group amounted to £1,380,831 (2024 - £1,477,965). The Group has reported a deficit for the year of £28,266 (2024 – Surplus £142,007) which is significantly lower than the budgeted deficit of £147,674.

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

Total funds as at 31 March 2025 amounted to £906,653 (2024 - £934,918) of which £906,653 (2024 - £934,918) was unrestricted. However, the unrestricted funds include functional fixed assets (e.g. goodwill, computer hardware, software and other equipment) of £360,124 (2024 - £399,324) 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 2025 were £546,529 (2024 - £535,594).

The Charity's policy is to achieve sufficient reserves to cover three months' expenditure on charitable activities (£350,000) plus the estimated costs of meeting all commitments on a winding-up of the organisation (£118,000); a total of £468,000. The trustees note that reserves freely available to spend have increased in the year again. This continues to reverse the significant decreases in the previous years which reflected deficits incurred as a direct result of the pandemic, which was out of our control, together with the impact of a positive decision to invest in our IT infrastructure. The trustees note that the Group was in a strong financial position prior to the pandemic and the group has maintained significant cash balances. Reserves freely available to spend at 31 March 2025 are above the level required to satisfy our reserves policy at that date. The trustees consider the reserves policy to be prudent.

The reserves policy is reviewed biannually.

**DIRECTORS' REPORT CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

Fundraising Activities

In the directors' opinion the charity does not carry out any fundraising activities of the nature set out in the Charities Act 2026.

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 £1,175,598 (2024 - £1,158,009) was generated from charitable activities.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025


The Trustees (who are also the directors of the Company 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the 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 Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:


.....
O D Tierney
(Trustee)
Date: 6 September 2025

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ASSOCIATION FOR PERIOPERATIVE PRACTICE

Opinion

We have audited the financial statements of The Association for Perioperative Practice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 March 2025 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ASSOCIATION FOR PERIOPERATIVE PRACTICE (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the 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 take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

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

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

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ASSOCIATION FOR PERIOPERATIVE PRACTICE (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, was as follows:

- we identified laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the industry. The key laws and regulations we identified as being applicable to the company were the Charities Act 2011, Companies Act 2006, employment legislation and tax legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the entity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and noncompliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and noncompliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

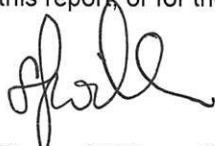
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ASSOCIATION FOR PERIOPERATIVE PRACTICE (CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 Auditors' report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Williams (Senior statutory auditor)

for and on behalf of
Armstrong Watson Audit Limited

Chartered Accountants
Statutory Auditors

Leeds

Date: 15/9/25

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	-	-	-	570
Charitable activities	4	1,174,337	1,261	1,175,598	1,158,009
Other trading activities	5	188,455	-	188,455	305,531
Investments	6	16,778	-	16,778	13,855
Total income		1,379,570	1,261	1,380,831	1,477,965
Expenditure on:					
Raising funds		208,493	-	208,493	306,123
Charitable activities	7	1,199,343	1,261	1,200,604	1,029,835
Total expenditure		1,407,836	1,261	1,409,097	1,335,958
Net movement in funds		(28,266)	-	(28,266)	142,007
Reconciliation of funds:					
Total funds brought forward		934,918	-	934,918	792,911
Net movement in funds		(28,266)	-	(28,266)	142,007
Total funds carried forward		906,652	-	906,652	934,918

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 29 to 49 form part of these financial statements.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)
REGISTERED NUMBER: 06035633

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	12	339,709	359,198
Tangible assets	13	20,415	40,126
		<u>360,124</u>	<u>399,324</u>
Current assets			
Stocks	15	14,590	17,339
Debtors	16	802,625	783,404
Cash at bank and in hand		687,823	683,744
		<u>1,505,038</u>	<u>1,484,487</u>
Creditors: amounts falling due within one year	17	(958,509)	(948,893)
Net current assets		<u>546,529</u>	<u>535,594</u>
Total assets less current liabilities		<u>906,653</u>	<u>934,918</u>
Total net assets		<u>906,653</u>	<u>934,918</u>
Charity funds			
Restricted funds	19	-	-
Unrestricted funds			
General funds	19	906,653	934,918
Total unrestricted funds	19	<u>906,653</u>	<u>934,918</u>
Total funds		<u>906,653</u>	<u>934,918</u>

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)
REGISTERED NUMBER: 06035633

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



O D Tierney
(Chair of Trustees)

Date: 6 September 2025

The notes on pages 29 to 49 form part of these financial statements.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)
REGISTERED NUMBER: 06035633

COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	12	339,709	356,198
Tangible assets	13	18,415	37,626
Investments	14	70,058	70,058
		<u>428,182</u>	<u>463,882</u>
Current assets			
Stocks	15	10,213	12,960
Debtors	16	707,976	508,550
Cash at bank and in hand		474,284	679,245
		<u>1,192,473</u>	<u>1,200,755</u>
Creditors: amounts falling due within one year	17	(674,696)	(708,441)
Net current assets		<u>517,777</u>	<u>492,314</u>
Total assets less current liabilities		<u>945,959</u>	<u>956,196</u>
Total net assets		<u>945,959</u>	<u>956,196</u>
Charity funds			
Restricted funds	19	-	-
Unrestricted funds			
General funds	19	945,959	956,196
Total unrestricted funds	19	<u>945,959</u>	<u>956,196</u>
Total funds		<u>945,959</u>	<u>956,196</u>

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)
REGISTERED NUMBER: 06035633

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Company's net movement in funds for the year was £(10,237) (2024 - £139,865).

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



O D Tierney
(Chair of Trustees)

Date: 6 September 2025

The notes on pages 29 to 49 form part of these financial statements.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	21,486	190,962
Cash flows from investing activities		
Purchase of intangible assets	(31,184)	(98,524)
Purchase of tangible fixed assets	(3,001)	(12,882)
Net cash used in investing activities	(34,185)	(111,406)
Cash flows from financing activities		
Investment income	16,778	13,855
Net cash provided by financing activities	16,778	13,855
Change in cash and cash equivalents in the year	4,079	93,411
Cash and cash equivalents at the beginning of the year	683,744	590,333
Cash and cash equivalents at the end of the year	687,823	683,744

The notes on pages 29 to 49 form part of these financial statements

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

The Association for Perioperative Practice is a charitable company limited by guarantee and a registered charity (No. 1118444) incorporated and registered in England and Wales under the Companies Act 2006. The registered office is given on the reference and administrative details of the charity page.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), 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.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 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 directors continue to adopt the going concern basis of accounting in preparing the financial statements. Having carried out a review of the Charity'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.

2.3 Income

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.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure

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 five. Irrecoverable VAT is charged as a separate cost item and allocated in the same way as other costs.

2.5 Research and development

Development costs are capitalised within intangible assets where they can be identified with a specific product or project anticipated to produce future benefits, and are amortised on the straight line basis over the anticipated life of the benefits arising from the completed product or project.

Deferred research and development costs are reviewed annually, and where future benefits are deemed to have ceased or to be in doubt, the balance of any related research and development is written off to the Consolidated statement of financial activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Taxation

The Company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Intangible assets and amortisation

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.8 Intangible assets and amortisation (continued)

The estimated useful lives are as follows:

Computer software	-	Between 4 and 8 years
Goodwill	-	5 years

2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line and reducing balance method.

Depreciation is provided on the following basis:

Building improvements	-	20% straight line
Plant and machinery	-	20% reducing balance
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	25% straight line
Computer equipment	-	20% straight line

2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.11 Stocks and work in progress

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.12 Debtors

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

2.13 Cash at bank and in hand

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

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.14 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.15 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.16 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

3. Income from donations and legacies

	Unrestricted funds 2025 £	Total funds 2025 £
	Unrestricted funds 2024 £	Total funds 2024 £
Grants	570	570

4. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Membership	692,373	-	692,373	740,725
Study days and events	79,880	-	79,880	13,790
Residential income	244,800	-	244,800	224,342
Journal subscriptions	1,469	-	1,469	1,811
Journal advertising income	127,105	-	127,105	140,740
Publication sales	28,210	-	28,210	36,601
Other	500	-	500	-
Awards	-	1,261	1,261	-
	<u>1,174,337</u>	<u>1,261</u>	<u>1,175,598</u>	<u>1,158,009</u>

The amount of membership income deferred at 31 March 2025 is £306,731 (2024 - £315,703) and this is included in accruals and deferred income in note 18.

All income from charitable activities in the prior year was unrestricted.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£
Trading turnover and other income - subsidiary	188,455	188,455	305,531
	<u>188,455</u>	<u>188,455</u>	<u>305,531</u>

All income from non charitable trading activities in the prior year was unrestricted.

6. Investment income

	Unrestricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£
Interest receivable	14,768	14,768	11,121
Interest receivable - subsidiary	2,010	2,010	2,734
	<u>16,778</u>	<u>16,778</u>	<u>13,855</u>

All investment income in the prior year was unrestricted.

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£
Charitable activities	1,199,343	1,261	1,200,604	1,029,835
	<u>1,199,343</u>	<u>1,261</u>	<u>1,200,604</u>	<u>1,029,835</u>

All expenditure in the prior year was unrestricted.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

8. Analysis of expenditure by activities

Direct costs

	PAS	Events	Publications	Education	Journal	Awards	Insurance	Total funds 2025
	£	£	£	£	£	£	£	£
Staff costs	57,383	85,386	38,796	59,777	49,126	-	53,203	343,671
Publications, Printing and Postage	-	-	59,667	-	-	-	-	59,667
Conference costs	-	147,980	-	-	-	-	-	147,980
Study day costs	-	61,665	-	-	-	-	-	61,665
Marketing	-	12,820	9,615	6,410	-	3,205	-	32,050
Subscriptions	530	530	529	529	529	529	529	3,705
Membership expansion costs	3,490	3,490	3,490	3,490	3,490	3,490	3,489	24,429
Awards	-	-	-	-	-	2,827	-	2,827
	<u>61,403</u>	<u>311,871</u>	<u>112,097</u>	<u>70,206</u>	<u>53,145</u>	<u>10,051</u>	<u>57,221</u>	<u>675,994</u>

Direct costs for the year ended 31 March 2025 totalled £675,994. Out of this, £674,733 was unrestricted and £1,261 was restricted. All direct costs in the prior year were unrestricted. PAS is an abbreviation of Professional Advice Service.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

8. Analysis of expenditure by activities (continued)

Support costs

	Basis of allocation	Charitable activities	Total funds 2025	As restated Total funds 2024
		£	£	£
IT costs	Usage	44,704	44,704	38,896
Staff costs	Staff time	153,079	153,079	133,812
Rent and rates	Usage	36,771	36,771	36,493
Light and heat	Usage	4,710	4,710	6,058
Insurance	Usage	12,134	12,134	11,898
Telephone	Usage	2,650	2,650	10,198
Sundries	Usage	675	675	1,138
Legal and professional	Usage	7,722	7,722	5,558
Depreciation and impairment	Usage	60,560	60,560	11,747
Loss on disposal of fixed asset	Usage	9,124	9,124	-
Irrecoverable VAT	Usage	72,449	72,449	61,228
Printing and stationery	Usage	11,208	11,208	15,236
Bank charges	Transactions	20,220	20,220	25,134
Staff recruitment costs	Usage	6,979	6,979	13,012
Staff travel	Usage	3,389	3,389	1,862
Staff training	Usage	4,777	4,777	8,558
Bad debts	Transactions	12,788	12,788	17,060
Office costs	Usage	9,629	9,629	10,043
Public relations	Usage	1,847	1,847	2,593
Governance costs	Usage	48,994	48,994	40,355
		524,409	524,409	450,879

All support costs in the current year and prior year were unrestricted.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9. Net incoming resources for the period

This is stated after charging:

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Depreciation	13,387	15,938	12,887	11,747
Amortisation	50,673	3,000	47,673	-
Operating lease rentals - land and buldings	41,787	41,330	41,787	41,330
Audit fees	14,500	13,800	14,500	13,800
Tax compliance services	550	550	-	-
Accountancy and other services	3,000	3,000	2,000	2,000
	=====	=====	=====	=====

10. Staff costs

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Wages and salaries	530,672	493,887	444,789	366,418
Social security costs	48,223	43,887	40,167	32,695
Contribution to defined contribution pension schemes	11,794	10,542	11,794	10,542
	=====	=====	=====	=====
	590,689	548,316	496,750	409,655

During the year, the Charity recharged its subsidiary £93,940 (2024 - £138,661) for Staff costs. These are included within the management charge expenses in the accounts of the subsidiary.

The average number of persons employed by the Company during the year was as follows:

	Group 2025 No.	Group 2024 No.	Company 2025 No.	Company 2024 No.
Chief Executive	1	1	1	1
Member services	2	3	2	3
Patient Safety and Quality	2	2	2	2
Editorial	1	1	1	1
Marketing	2	2	2	2
Commercial	3	2	3	2
Finance	1	1	1	1
Management and administration	2	2	2	2
	=====	=====	=====	=====
	14	14	14	14

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

10. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	Group 2024 No.
In the band £70,001 - £80,000	-	1
In the band £80,001 - £90,000	1	-

During the year pension contributions on behalf of these staff amounted to £1,321 (2024 - £670).

During the year key management personnel received remuneration of £157,809 (2024 - £107,364).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL) from the charity. During the year the following trustees of the Charity, Maxine Page, Jen Maher, Lisa Tierney, Louise Dye and Ruth Collins (2024 - Maxine Page, John Dade, Jen Maher, Lisa Tierney, Louise Dye and Dawn Stott) , were paid £12,350, £5,000, £3,155, £500 and £2,350 (2024 - £8,800, £4,500, £2,500, £2,500, £2,500 and £400) respectively through the wholly owned subsidiary, AfPP Ltd, for consultancy services on behalf of the company. During the year, the President of the Charity received payment of £11,400 (2024 - £10,661) related to other promotional services on behalf of the Charity. None of these payments were made in relation to the individual's roles as trustees of the Charity, and the articles of association do not prohibit the payments.

During the year ended 31 March 2025, expenses relating to travel and subsistence costs totalling £1,540 were reimbursed or paid directly to 5 Trustees (2024 - £2,081 to 7 Trustees). Expenses amounting to £13,669 (2024 - £13,812) were paid directly by the Charity to third parties relating to travel and subsistence costs.

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

12. Intangible assets

Group

	Computer software £	Goodwill £	Total £
Cost			
At 1 April 2024	356,198	15,000	371,198
Additions	31,184	-	31,184
At 31 March 2025	<u>387,382</u>	<u>15,000</u>	<u>402,382</u>
Amortisation			
At 1 April 2024	-	12,000	12,000
Charge for the year	47,673	3,000	50,673
At 31 March 2025	<u>47,673</u>	<u>15,000</u>	<u>62,673</u>
Net book value			
At 31 March 2025	<u>339,709</u>	<u>-</u>	<u>339,709</u>
At 31 March 2024	<u>356,198</u>	<u>3,000</u>	<u>359,198</u>

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

12. Intangible assets (continued)

Company

	Computer software £
Cost	
At 1 April 2024	356,198
Additions	31,184
At 31 March 2025	<u>387,382</u>
Amortisation	
Charge for the year	47,673
At 31 March 2025	<u>47,673</u>
Net book value	
At 31 March 2025	<u><u>339,709</u></u>
At 31 March 2024	<u><u>356,198</u></u>

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13. Tangible fixed assets

Group

	Long-term leasehold property £	Plant and machinery £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2024	13,033	14,000	120,279	147,312
Additions	-	-	3,001	3,001
Disposals	-	-	(32,320)	(32,320)
At 31 March 2025	13,033	14,000	90,960	117,993
Depreciation				
At 1 April 2024	13,033	11,500	82,653	107,186
Charge for the year	-	500	12,887	13,387
On disposals	-	-	(22,995)	(22,995)
At 31 March 2025	13,033	12,000	72,545	97,578
Net book value				
At 31 March 2025	-	2,000	18,415	20,415
At 31 March 2024	-	2,500	37,626	40,126

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

13. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2024	13,033	120,279	133,312
Additions	-	3,001	3,001
Disposals	-	(32,320)	(32,320)
At 31 March 2025	<u>13,033</u>	<u>90,960</u>	<u>103,993</u>
Depreciation			
At 1 April 2024	13,033	82,653	95,686
Charge for the year	-	12,887	12,887
On disposals	-	(22,995)	(22,995)
At 31 March 2025	<u>13,033</u>	<u>72,545</u>	<u>85,578</u>
Net book value			
At 31 March 2025	<u>-</u>	<u>18,415</u>	<u>18,415</u>
At 31 March 2024	<u>-</u>	<u>37,626</u>	<u>37,626</u>

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

14. Fixed asset investments

	Investments in subsidiary companies £
Company	
Cost or valuation	
At 1 April 2024	70,058
At 31 March 2025	<u>70,058</u>
Net book value	
At 31 March 2025	70,058
At 31 March 2024	<u>70,058</u>

Principal subsidiaries

The following was a subsidiary undertaking of the Company:

Name	Company number	Registered office or principal place of business	Class of shares	Holding
AfPP Ltd.	03102102	Daisy Ayris House, 42 Freemans Way, Harrogate, HG3 1DH	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Loss for the year £	Net assets £
AfPP Ltd.	190,465	208,493	(18,028)	29,746

15. Stocks

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Consumables held by the subsidiary	4,377	4,377	-	-
Education literature for resale	10,213	12,962	10,213	12,960
	<u>14,590</u>	<u>17,339</u>	<u>10,213</u>	<u>12,960</u>

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16. Debtors

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Due within one year				
Trade debtors	399,862	403,338	375,763	369,076
Amounts owed by group undertakings	-	-	156,689	14,051
Other debtors	22,851	-	-	-
Prepayments and accrued income	379,912	380,066	175,524	125,423
	<u>802,625</u>	<u>783,404</u>	<u>707,976</u>	<u>508,550</u>

17. Creditors: Amounts falling due within one year

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Trade creditors	44,723	70,974	40,077	67,077
Other taxation and social security	49,706	55,808	49,706	55,476
Other creditors	4,930	9,031	4,930	9,031
Accruals and deferred income	859,150	813,080	579,983	576,857
	<u>958,509</u>	<u>948,893</u>	<u>674,696</u>	<u>708,441</u>

18. Accruals and deferred income

	Membership £	Other £
Deferred income at 1 April 2024	315,703	427,268
Resources deferred during the year	306,731	352,427
Amounts released from previous periods	(315,703)	(427,268)
Deferred income at 31 March 2025	<u>306,731</u>	<u>352,427</u>

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19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
General Funds - all funds	934,918	1,379,571	(1,407,836)	906,653
Restricted funds				
Restricted Funds - all funds	-	1,261	(1,261)	-
Total of funds	934,918	1,380,832	(1,409,097)	906,653

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Unrestricted funds				
General Funds - all funds	792,911	1,477,965	(1,335,958)	934,918

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**NOTES TO THE FINANCIAL STATEMENTS
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20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
General funds	934,918	1,379,571	(1,407,836)	906,653
Restricted funds	-	1,261	(1,261)	-
	<u>934,918</u>	<u>1,380,832</u>	<u>(1,409,097)</u>	<u>906,653</u>

Summary of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
General funds	792,911	1,477,965	(1,335,958)	934,918
	<u>792,911</u>	<u>1,477,965</u>	<u>(1,335,958)</u>	<u>934,918</u>

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	20,415	20,415
Intangible fixed assets	339,709	339,709
Current assets	1,505,299	1,505,299
Creditors due within one year	(958,770)	(958,770)
Total	<u>906,653</u>	<u>906,653</u>

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21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	40,126	40,126
Intangible fixed assets	359,198	359,198
Current assets	1,484,487	1,484,487
Creditors due within one year	(948,893)	(948,893)
Total	934,918	934,918

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

	Group 2025 £	Group 2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(28,266)	142,007
Adjustments for:		
Depreciation charges	13,387	15,938
Amortisation charges	50,673	3,000
Interest income	(16,778)	(13,855)
Decrease/(increase) in stocks	2,749	(3,053)
Increase in debtors	(19,481)	(31,144)
Increase in creditors	9,877	78,069
Disposals	9,325	-
Net cash provided by operating activities	21,486	190,962

23. Analysis of cash and cash equivalents

	Group 2025 £	Group 2024 £
Cash in hand	687,823	683,744
Total cash and cash equivalents	687,823	683,744

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24. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	683,744	4,079	687,823
	<u>683,744</u>	<u>4,079</u>	<u>687,823</u>

25. Pension commitments

The group and charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group and charity in an independently administered fund. The pension cost charge in the year amounted to £11,794 (2024 - £10,542) and £2,527 (2024 - £4,031) was payable to the fund at the balance sheet date and are included in creditors.

26. Operating lease commitments

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Not later than 1 year	41,425	41,424	41,425	41,424
Later than 1 year and not later than 5 years	17,260	58,684	17,260	58,684
	<u>58,685</u>	<u>100,108</u>	<u>58,685</u>	<u>100,108</u>

27. Related party transactions

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL) from the charity. During the year five (2024 - five) of the trustees of the Charity were paid £23,355 (2024 - £21,200) through the wholly owned subsidiary, AfPP Ltd, for consultancy services on behalf of the company. Of these amounts, £Nil (2024 - £1,000) was outstanding at the year end and included in trade creditors.

During the year, the President of the Charity received payment of £11,400 (2024 - £10,661) related to other promotional services on behalf of the Charity. None of these payments were made in relation to the individual's roles as trustees of the Charity, and the articles of association do not prohibit the payments. Of these amounts, £Nil (2024 - £Nil) was outstanding at the year end.

Donations from the Trustees to the Charity during the year were £Nil (2024 - £Nil).

Management charges were paid to the Charity by its subsidiary during the year of £123,806 (2024 - £172,230). At 31 March 2025 the subsidiary owed £156,689 (2024 - £14,051) to the Charity.

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28. Controlling party

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 Officer who reports to the Board.

