Registered number: 06035633
Charity numbers: 1118444 and SCO43668

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

PROGRESSING SAFER SURGERY
The Association for Perioperative Practice

ArmstrongWatson®
Accountants, Business & Financial Advisers

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

CONTENTS

	Page
Our Vision, Mission and Values	1
Reference and administrative details of the Company, its Trustees and advisers	2
President's message	3
Chief Executive Officer's message	5 - 6
Your Board of Directors/Trustees and Advisors to the Board	7 - 13
Directors' Report	14 - 21
Trustees' responsibilities statement	22
Independent auditors' report on the financial statements	23 - 26
Consolidated statement of financial activities	27
Consolidated balance sheet	28 - 29
Company balance sheet	30 - 31
Consolidated statement of cash flows	32
Notes to the financial statements	33 - 56

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

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

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2026

Trustees	R A Collins, Trustee (resigned 31 December 2025) O D Tierney, President L Dye, Trustee L H Nealen, Trustee M Page, Trustee L E Tierney, Trustee (resigned 15 September 2025) N J Deane, Trustee A C Venn, Trustee (resigned 31 December 2025) W Windsor, Trustee C F Griffiths, Trustee G Headley, Trustee (appointed 1 October 2025) T M Roberts, Treasurer (appointed 1 October 2025) J Biddle, Treasurer (appointed 1 January 2026) H Shaw, Treasurer (appointed 6 June 2026)
Company registered number	06035633
Charity registered numbers	1118444 and SCO43668
Registered office	7 Grimbald Crag Court St James Business Park Knaresborough HG5 8QB
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

PRESIDENT'S MESSAGE
FOR THE YEAR ENDED 31 MARCH 2026

Dear Members,

It is my privilege to present the President's Report for the 2025-26 Annual General Meeting.

As I reflect on the past year, I am immensely proud of what we have achieved together as an association. The healthcare landscape continues to evolve rapidly, bringing both opportunities and challenges for perioperative professionals. Throughout this period, AfPP has remained committed to supporting its members, advancing perioperative practice, and championing excellence in patient care; It truly is an honour to serve as your president.

Members

Our members remain at the heart of everything we do. Your commitment, expertise, and passion for perioperative practice continue to strengthen our profession and our association.
I am pleased that AfPP has maintained a stable and engaged membership community. While we have said farewell to some valued colleagues through retirement and changing circumstances, we have also welcomed new members from across the perioperative workforce. This balance demonstrates the ongoing relevance of AfPP and the importance of belonging to a professional organisation that advocates, educates, and supports practitioners throughout their careers.

As we look to the future, we remain committed to ensuring that AfPP is modern, responsive, and reflective of the needs of today's perioperative workforce. We will continue to listen to our members and evolve our services to provide meaningful professional value.

Education and Professional Development

Education remains one of our core priorities and a cornerstone of our mission.

The creation and launch of the AfPP Behaviours Charter is something I am personally very proud of and should be seen as a crowning achievement for 25-26. Not only has this charter been endorsed nationally by CPOC and Civility Save Lives, but it has also gained international endorsement from the IFPN. We now move forward with the creation of teaching programme based around the charter and I hope this will provide the momentum needed to ensure the departments we work are civilised, caring and supportive for all.

Over the past year, AfPP has continued to deliver a broad programme of educational opportunities, including conferences, study days, webinars and our first symposium held fittingly at the Royal College of Surgeons, London.

The highlight of our educational endeavours is, of course, our national conference at Warwick University and once again we, you, proved that the AfPP national conference is not only one of the greatest educational events nationally but dare I say internationally too.

These events have provided members with access to current evidence, emerging best practice, and opportunities for professional networking and development. They have also provided an opportunity for us as perioperative practitioners to share our experiences as these are often as important as the presentations themselves; never forget the power of your voices.

The continued success of our educational programme reflects both the dedication of our speakers and organisers and the enthusiasm of our members to engage in lifelong learning. Feedback has remained extremely positive, and we are committed to continually enhancing our educational offering to ensure it remains relevant, accessible, and impactful.

Collaboration and Partnerships

Collaboration continues to be essential to achieving meaningful progress within perioperative care.

PRESIDENT'S MESSAGE CONTINUED
FOR THE YEAR ENDED 31 MARCH 2026

AfPP has maintained strong relationships with partner organisations, professional bodies, healthcare stakeholders, and policymakers. Through these partnerships we have contributed to advocacy initiatives, consultation exercises, educational programmes, and the development of guidance and best practice resources that support the perioperative workforce.

Our ongoing engagement with organisations including CPOC, the Surgical Plume Alliance, national healthcare bodies, and international partners through IFPN ensures that the voice of perioperative professionals is heard at local, national, and international levels.

This year also saw the reformation of the Perioperative Care Collaborative with a goal to standardise practice in advanced roles to better protect the staff and the patients they care for.

These partnerships reinforce AfPP's position as a trusted and respected authority within perioperative practice and enable us to influence positive change for both practitioners and patients.

Advocacy and Professional Recognition

The recognition of perioperative professionals remains one of our key strategic priorities.

AfPP continues to advocate for the vital contribution made by perioperative practitioners to safe, effective, and high-quality surgical care. We have contributed expertise to discussions affecting workforce development, patient safety, professional standards, and future service delivery.

Through ongoing engagement with stakeholders and healthcare leaders, we continue to raise awareness of the challenges and opportunities facing our profession and to ensure that perioperative voices contribute to shaping future healthcare policy and practice.

Looking Ahead

As we move forward into another year, AfPP remains focused on supporting our members, strengthening professional standards, advancing education, and promoting excellence in perioperative care.

The challenges facing healthcare are significant, but so too are the opportunities. By working together, sharing knowledge, and maintaining our commitment to high-quality patient care, we can continue to advance our profession and make a meaningful difference to the patients and communities we serve.

Closing Remarks

I would like to extend my sincere thanks to the AfPP Board, our regional teams, volunteers, members, partners, and the dedicated staff at Headquarters. Your hard work, commitment, and professionalism make everything we achieve possible.

Together, we continue to strengthen the profession, support one another, and improve outcomes for patients across the United Kingdom and beyond.

Thank you for your continued support of AfPP.

Oliver Tierney
Oliver David Tierney (Sep 7, 2026 14:49:03 GMT+1)
President
Association for Perioperative Practice (AfPP)

CHIEF EXECUTIVE OFFICER'S MESSAGE FOR THE YEAR ENDED 31 MARCH 2026

I am delighted to highlight here for you some of the exciting activities and improvements that we delivered during what was AfPP's 61st year. This financial year was once again one with much activity.

We have continued to make improvements to our CRM platform by identifying and developing new features. This improvement work is on-going and will continue to be for the life of the system. In this financial year we implemented a subscription membership model of continuous payment to eliminate the onerous task of having to re-contact credit card paying members each year to manually renew their membership. Although this became live for credit card payers in October 2025, the real effect will not be felt until October 2026, when the members card payments will renew automatically with little membership team intervention.

Membership of the Association fell during the period and we have looked at how modern membership organisations operate from a number of perspectives.

After taking time to look more pro-actively at the member journey, recruitment and retention activities in this year, we identified the need to gather more member information to be able to communicate with different segments of our membership in different ways. Personalisation and relevance are more important than ever in communication. Essentially, our current membership types of registered, non-registered, student etc, whilst giving us a basis for payment levels, do not help us understand where each member is in their career journey.

We took time to map out the stakeholder journeys and possible career paths for each member type, recognising that for example, a registered member could be newly qualified, experienced, or in an advanced or a leadership role etc, and each of these career stages warrant a different type of communication with different products and services being of interest, rather than a one size fits all approach. The mapping and CRM development work for these options, which are different for each member type, was developed in this financial year with the live implementation just pushing into the next financial year.

In the year, we took the decision and implemented the addition of our Standards and Recommendations publication being made a member benefit. A free digital version became part of membership from the October 2025 renewals and for new memberships. An annual £15 membership increase was applied (£1.25 for direct debit payers) and the benefit was welcomed by members whilst giving us stable and continuous income from the publication.

Our education department was strengthened with the appointment of a new Head of Clinical, who has looked more strategically at our education output. Our earlier mentioned stakeholder journey work led to the development of education modules to support our Behaviours Charter (mentioned in our presidents report). This work then fed into our #notjusta campaign which is being launched at the 2026 Annual National Conference. Both these major pieces of work contributed to not only very worthwhile issues, but also excellent brand awareness and possible commercial income.

Our conference and events output continued to be strong as we position ourselves as the provider of quality practice-based education with tangible outputs that can be put into practice. We have been able to articulate our point of difference from the multiples of free events that now occupy the perioperative event landscape.

Our Annual National Conference this year took place for the second year at the University of Warwick. The event received great feedback from participating delegates and suppliers alike. There were 347 delegates plus 18 volunteers, 9 board members, giving a total of 374 practitioners. 52% of the delegates were non-members, giving us an opportunity to showcase AfPP to a wider audience. Additionally, there were 33 speakers, 37 supplier stands and 74 company representatives on site.

Our Audit & Accreditation work continues to produce a healthy pipeline of new enquiries, although conversion can take quite a while. We achieved our budget for this area and are pursuing all ongoing enquiries. Other commercial work in terms of advertising has been more challenging and we are hopeful that a dedicated in-house sales professional will assist us in reaching our goals.

CHIEF EXECUTIVE OFFICER'S MESSAGE CONTINUED FOR THE YEAR ENDED 31 MARCH 2026

We have continued developing and formalising the reports generated from the audit and accreditation visits and launched a training programme for consultants. This has helped to strengthen the robust nature of the audit process and the strong reputation that the AfPP Accreditation award carries.

Our Journal Editor, Carolina Britton, has worked hard to ensure that the journal content is aligned with what our membership want to read. A flexible page count was secured to enable the Association to print more quickly the backlog of papers in the system, enabling our editor to have more control over the curation of each issue of the Journal.

It was with great sadness that we reported the death of former Journal contributor for many years, Professor Harold Ellis. A collection of his papers was made freely available to celebrate his 100th birthday which he was able to celebrate before his death.

The HQ team have been dedicated to improving the visibility and strength of the Association. I am proud and delighted with all that they have achieved, especially so, being such a small team. I give enormous thanks and praise to them all, as I do our wonderful volunteers, without whom we couldn’t do the great work we perform. We will continue working hard to keep AfPP current and relevant to practitioners at all stages in their career.

Alex Duke

Chief Executive Officer

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD FOR THE YEAR ENDED 31 MARCH 2026

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, and from her trustee role in December 2025.

Maxine Page: President Elect/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.

**YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED
FOR THE YEAR ENDED 31 MARCH 2026**

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.

Maxine is due to take on the role of President in January 2027.

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.

Lisa stepped down from her trustee role in September 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.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED FOR THE YEAR ENDED 31 MARCH 2026

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.

Alison stepped down from her trustee role in December 2025.

Louise Dye: 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 Paramedic’s. The trust she works in facilitates Degree students and apprentice students form several local universities’ which brings a wide variety of course programmes for them to facilitate.

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 Northest 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.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED FOR THE YEAR ENDED 31 MARCH 2026

Will Windsor: Elected Trustee
Chair of AfPP's Inclusivity and Diversity Group and Educators SIG Lead.

Will Windsor brings more than two decades of perioperative experience to his role as Elected Trustee, Chair of the Association for Perioperative Practice's Inclusivity and Diversity Group, and Educators Specialist Interest Group (SIG) Lead. His career is characterised by clinical excellence, forward thinking leadership, and a steadfast commitment to the wellbeing of both patients and the perioperative workforce.

Will began his career as a Healthcare Assistant at Princess Alexandra Hospital and has continued to break new ground throughout his professional journey. Most notably, he became the first Operating Department Practitioner (ODP) to be appointed Matron at University Hospitals Dorset, a landmark achievement reflecting his credibility, expertise, and leadership within multidisciplinary teams. Across roles in trauma, vascular services, robotics, and wider surgical service leadership, Will has consistently championed high standards of care while building inclusive, high performing teams.

He played a key role in the development of the surgical hub at Llantrisant Health Park, a state of the art facility housing 12 operating theatres dedicated to high volume day surgery and arthroplasty.

Will has since joined Swansea Bay University Health Board, where he is the first Operating Department Practitioner to hold the post of Deputy Head of Nursing for Theatres, Day Surgery, and Pre assessment at Singleton and Neath Port Talbot Hospitals. In this role, he continues to advocate for professional development, compassionate leadership, and inclusive practice across perioperative services.

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.

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.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED FOR THE YEAR ENDED 31 MARCH 2026

Thomas Roberts: Non-Elected Trustee
A dedicated and compassionate leader, with over 10 years' experience within the National Health Service (NHS), Thomas is proud to have started his career as an operating theatre orderly, prior to undertaking his Operating Department Practitioner (ODP) training at Birmingham City University. A second-generation ODP, Thomas was inspired to follow in the footsteps of his late father, who proudly worked in theatres for over 30 years.

Currently a Trauma and Elective Orthopaedic Theatre Team Leader, Thomas brings to the board clinical, operational, strategic and leadership experience, which is further underpinned by recent Chartered Management Institute (CMI) accreditation and academia in the form of a Bachelor of Science (BSc) in Health and Social Care Management.

Thomas works across multiple specialities in the roles of anaesthetics, scrub and recovery forming both emergency and elective patient care pathways. His interests include the use of digital technologies in healthcare, robotic assisted surgery and the role of artificial intelligence (AI), machine learning and big data in patient care.

Thomas is a passionate advocate for perioperative civility, compassionate leadership and emotionally intelligent practice. Thomas prioritises an emphasis on continual professional development and workforce coaching and development to create positive and supportive workplaces and cultures. This approach promotes improved team dynamics, staff cohesion and multidisciplinary and interprofessional collaboration, where kindness, dignity, respect and professionalism are prerequisites to holistic, high-quality and equitable patient care.

Thomas enjoys research into the areas of human factors and patient safety shaping safer, well informed and higher functioning perioperative teams, exploring further how teams communicate and care for one another and the direct influence this holds upon the quality of patient care, outcomes and wider workforce engagement, wellbeing and satisfaction.

Committed to transformational leadership, workplace recognition and ongoing innovation, Thomas has managed award-winning quality improvement projects in areas such as patient safety, human factors and operational efficiency. Drawing upon research, systems thinking and an evidence-based approach, he enjoys appraising perioperative nuance to identify improvement opportunity and implement practical and innovative solutions.

As a Board Trustee for the Association for Perioperative Practice (AfPP), Thomas is committed to supporting the perioperative community through strong governance, strategic insight and both operational and clinical understanding. He is eager to contribute to the AfPP's mission of promoting excellence in perioperative practice, supporting the profession's advancement and strengthening the collective voice of practitioners both nationally and internationally.

Georgia Headley: Non-Elected Trustee
Georgia is a People Consultant at Nuffield Health, a position she has held since 2024, managing the HR function across two hospitals. She brings over a decade of HR experience in the public, private and charity sectors, having worked with the Medicines and Healthcare products Regulatory Agency (MHRA), Ark Schools, the Ministry of Justice and Chelsea Football Club. Her diverse career has equipped her with a strong understanding of how to foster inclusive, high-performing environments within regulated organisations.

Georgia's background spans involvement in employee relations, recruitment, trade union collaboration, and policy development. She prides herself on her pragmatic, people-centred approach and her ability to balance strategic priorities with ethical judgement and professionalism. She enjoys using data and engagement tools to inform workforce decisions, strengthen communication and shape meaningful change.

A passionate advocate for equity, diversity and inclusion, Georgia chairs her hospitals ED&I Working Groups and promotes employee voice, wellbeing and organisational culture as key enablers of success. She also supports leadership capability through a coaching style, helping teams and individuals reach their full potential.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED
FOR THE YEAR ENDED 31 MARCH 2026

John Biddle: Elected Trustee
I spent ten years in the British Army before qualifying as an Operating Department Practitioner in 2005. Since then, my work has taken me across the South and Southwest of England, including London, in a range of specialties that have shaped how I understand theatre life. I've always kept my practice broad, because staying close to the work keeps you honest. It reminds you of the pace, the pressure and the quiet moments that hold everything together.

I trained with UK-Med and served on their on-call rota, preparing for deployment into challenging environments. Their training is world class and demands clarity, adaptability and a deep respect for safe practice. That experience changed the way I think about teamwork and the importance of holding standards steady, even when the surroundings are far from ideal.

My path with AfPP began in 2008 when I became the Student Lead, a role I held for five years. It gave me a front-row view of how much guidance and encouragement shape a practitioner's early confidence. Teaching has stayed with me ever since. I've lectured postgraduates, mentored colleagues and tried to build learning spaces that feel open, fair and grounded in real practice.

Alongside my work as an ODP, I'm a Surgical First Assistant and the Infection Prevention and Control lead for theatres. Both roles keep me close to the detail that protects patients and supports teams. I also work as an expert witness in perioperative cases, which sharpens my understanding of professional standards and the impact of the decisions we make.

What continues to strike me about theatre is the people who choose to work in it. Practitioners are a breed apart. The things we see, the things we do and the responsibility we carry each day set us slightly outside ordinary experience. It takes a particular blend of skill, humour, resilience and compassion to do this job well. I've always felt a deep respect for the people who make theatre work, and that respect guides how I try to show up for them.

Outside work, I write. I'm a published fiction author and I'm working on a non-fiction book about medicine. Writing gives me a different way to look at our profession and the people who keep it moving.

I'm proud to have been elected as an AfPP Trustee. It's a responsibility I don't take lightly. The members placed their trust in me, and I intend to honour that by supporting high standards, strengthening our profession and helping practitioners feel valued, confident and heard. AfPP has always stood for safer, stronger perioperative care, and I'm committed to contributing to that work.

Hana Shaw: Non-Elected Trustee
Hana is a strategic marketing leader with more than a decade of experience spanning communications, product marketing and brand strategy within the healthcare sector. Her career sits at the intersection of health, sustainability, and human insight, where she enjoys collaborating with cross-functional teams to deliver campaigns with real impact.

Hana began her career at The Royal College of Surgeons, where she supported the growth and engagement of more than 28,000 members, helping to expand the Women in Surgery network and increase awareness of surgical careers through a revitalised affiliate membership programme. She later joined Accurx, working with product, commercial and operations teams to launch and grow digital healthcare solutions in primary care. She now works within Ecolab's Healthcare Division, supporting healthcare providers to improve compliance and best practice in infection prevention, from hand hygiene to instrument reprocessing.

A graduate of Durham University, with a BSc in Medical Anthropology, Hana brings a deep understanding of the social and behavioural factors that influence health. This perspective continues to shape her human-centred approach to strategy, communications and innovation. Her career highlight remains her time at The Cape Eleuthera Institute and Island School in The Bahamas, where she worked alongside scientists and educators delivering marine research and sustainable living projects.

Hana is committed to helping organisations better understand the needs of clinicians, patients, and healthcare systems to deliver meaningful and lasting change. Her passion continues to be improving the health and wellbeing of people and planet.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD CONTINUED FOR THE YEAR ENDED 31 MARCH 2026

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 Ltd
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.

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The Directors present their report and audited financial statements for the year ended 31 March 2026. 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 2026, 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 2026

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 12 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.

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 the financial year show a surplus of £3,326 versus a budget deficit of £75,762. Overall there was a favourable variance of £79,088. Many of the differences are timing related and addressed below.

Membership:

Membership income was £12,275 below budget. Membership numbers fell by 289 in total. Paying members fell by 427 (average 36/month) and student members increased by 138 to 765. On 31st March 2026, the Charity’s paid membership (excluding free students) was 4,971 (31st March 2025 paid membership was 5398).

Paid membership has continued to fall and remains a concern both in terms of membership recruitment and retention. We had the opportunity to re-structure the membership team and we have split the roles to give separate retention and recruitment focuses. This change was implemented in February 2026 and the last 3 months in particular have seen a marked improvement in the previous rate of decline (with two of the three months showing a slight increase for the first time in many years).

The team has spent time reviewing the customer journey and small amendments have been made to the CRM to make the joining process simpler and faster.

New emails have been written for the membership team to issue through Radius at different points of the member journey. And we have begun to capture the stage practitioners are at in their career (as outlined in the CEO Message), this will enable us to personalise our member communications making them more relevant. These changes will feed through over the coming months as more and more members select their preferences.

The membership subscription fee increased by £1.25 per month in October (£15 per annum) for registered and £0.75 per month (£9 per annum) for non-registered to include a free digital access to the Standards and Recommendations. This addition has been widely appreciated by members.

DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 31 MARCH 2026

Annual Conference:
The Charity's Annual Conference took place for the second time at the University of Warwick on 8th-9th August 2025. The conference was very successful and generated £111,500 surplus, £23,500 above budget. The team worked hard to control costs at all touch points and despite delegate income being below budget, a great result was achieved. We received excellent feedback and evaluations from our delegates and suppliers. Total attendees, including the HQ team was 481, which provided for a vibrant buzzing atmosphere once again.

AfPP Regional Conferences:
On the back of last year's AfPP Roadshow, we delivered ten regional conferences attracting 693 delegates in total. 376 were members (54%) and 317 non-members (46%). The highest-attended event was London with 171 delegates, followed by Canterbury with 87. London also attracted the greatest non-member audience, with 90 non-members attending. The strongest individual financial results were Nottingham, with a profit of £9,718.42, and Edinburgh, with £6,326.32. Aberdeen and Manchester recorded a loss, while Wrexham had to be cancelled and incurred cancellation costs.

Symposiums:
This year we launched our topic specific symposium programme with two being delivered within the financial year.

Robotics Symposium, Norwich, June 2025: 51 delegates, including 9 members and 42 non-members.

Emergencies and Trauma Symposium, London, March 2026: 102 delegates, including 63 members and 39 non-members.

These events are a slightly higher ticket price than our regional events and the format has been acknowledged as strong. We plan to continue with these specialist themes into the next financial year, with a greater number planned.

Overall, the 2025-26 events programme delivered strong educational reach, valuable member engagement, successful industry partnerships, and positive financial outcomes, further supporting AfPP's strategic objectives and growth.

Webinars:

AfPP increased the number of webinars considerably in the year from seven last year to 18 this. They continue to be a valued free resource for our members both live, and then later, on demand. This year's events attracted 2,180 registrations and 1,397 live attendees giving a conversion rate of 64% (last year 65%) and an average live attendance of 116 (last year 81). During the period there were 74 non-member ticket sales, giving an income of £865 plus £775 in webinar sponsorship income. The highest individual registration (251) was for the Behaviours Charter Pannel session.

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 were 126 delegates and average attendance was 81 delegates.

A total of 482 registrants signed up to our on-demand webinars in the year, all of which were members.

DIRECTORS' REPORT CONTINUED
FOR THE YEAR ENDED 31 MARCH 2026

Theatre Access Course (TAC):
Our renewed Theatre Access Course served 61 medical device representatives and generated income of £5,795 (course price £95 + VAT). We have created an online video and a new hand guide to support the course.

Marketing:
We have worked on several new marketing documents during the year including a new education prospectus, commercial services prospectus, TAC course booklet, in addition to the numerous posters, events communications and member videos.

We also created a new AfPP logo to reflect the evolution of the AfPP brand. The logo change was about evolution rather than revolution and it has given us a refreshed more modern look. Our next step is refreshed brand guidelines.

Our active website users now stand at 36,000 and the average engagement time is 1 minute 06 seconds. We made some small improvements to the user experience on the website, something we will continue to work on month on month.

Professional Advice Service (PAS):
During the financial year, the AfPP Professional Advice Service (PAS) supported 185 members with confidential cases, representing just over 3% of members using the service. This is very comparable to the previous financial year, when 178 members accessed the service. PAS has continued to be a vital source of support for members navigating professional challenges.

Documentation was the highest category (27), reflecting ongoing requests for policies, procedures, guidance documents and governance support. Employment and Staffing combined account for 45 cases, indicating a continued workforce-related theme. Clinical Surgery remains a consistently recurring clinical topic with 22 cases.

The Journal of Perioperative Practice (JPP) & The Innovation People and Practice Magazine (IPP):
The Charity's peer reviewed academic Journal (JPP) retained has a five-year impact factor of 1.1 as indexed in the Web of Science. The Journal is ranked 216/321 in the surgery category.

Carolina Britton has refined the paper selection to ensure only the best, on topic papers that are relevant to our members enter the peer review process. In addition, the flexible page count that was secured has enabled us to push through the backlog of old papers.

The sales function for the Journal and IPP magazine continued to under-perform and challenge our income requirements. As a result, we took the decision to end our contract with Open Box Media at the end of its term in December and recruit an in-house salesperson. Although there is a learning curve to overcome, we hope that with time we can improve our sales relationship with hospital and suppliers alike. Bringing the function in-house gives us opportunities to cross sell our products and services.

The IPP continues to be a favourite for supplier advertising, and it has been recognised that whilst costly, the IPP was previously a great vehicle for awareness, especially as it was shared across coffee rooms in theatres. To this end, we will be re-instating a paper version of the IPP for coffee rooms and although much of the planning has been done in this year, the fruits of our labour should become apparent in the next financial year when the IPP arrives in print again from July 2026.

Commercial Work

This area of work remained strong during the last financial year and overall was £2,000 ahead of budget. Our audit and accreditation work was behind budget, largely to timing issues, but this was counterbalanced by not having the associated costs of delivery.

Our consultants supported 48 hospital audit visits, comprising a mix of initial and follow-up visits. During these, 20 hospitals reached the end of the process and were successfully accredited or re-accredited.

At the very end of the year, we secured a contract valued at £355,000 to audit and accredit the 36 hospitals in the Nuffield Health Group. Work on this will commence early in the next financial year and the income is recognised in the months the work takes place.

We have a strong pipeline of interest, mostly from other private hospitals, and we have trained additional consultants to support us with this.

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 both in-person and online training for consultants.

Projects and Collaborations:

We have continued to collaborate on several significant projects, and we sit on many groups furthering patient safety including NHS England workforce policy groups, GIRFT, Building Outstanding Theatres, SAFE OR and HCPC forum groups.

AfPP has championed the re-incarnation of the Perioperative Care Collaborative (PCC) and has led and worked extensively on a long overdue revised Surgical First Assistant (SFA) position statement which will be published shortly.

This work ensures AfPP’s voice is heard and our members and patient interests are served in important decision-making around the future of perioperative practice.

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 Boermaster 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 2026

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 £1,529,052 (2025 - £1,380,831). The Group has reported a surplus for the year of £3,326 (2025 – Deficit £28,266) which is significantly different to the budgeted deficit of £75,762.

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 2026 amounted to £909,979 (2025 - £906,653) of which £909,979 (2025 - £906,653) was unrestricted. However, the unrestricted funds include functional fixed assets (e.g. goodwill, computer hardware, software and other equipment) of £330,098 (2025 - £360,124) 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 2026 were £579,881 (2025 - £546,529).

**DIRECTORS' REPORT CONTINUED
FOR THE YEAR ENDED 31 MARCH 2026**

The Charity's policy is to achieve sufficient reserves to cover three months' expenditure on charitable activities (£231,000) plus the estimated costs of meeting all commitments on a winding-up of the organisation (£85,000); a total of £316,000. 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 Covid19 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 2026 are significantly 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.

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:
- Declining membership numbers and the impact on financial stability
- Operational resilience and business continuity assurance
- Achieving delegate numbers at AfPP events
- Loss of key operational staff from HQ leading to loss of knowledge.
- Cyber security risks

Principal funding sources
During the year, a total of £1,205,228 (2025 - £1,175,598) was generated from charitable activities.

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2026

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 year. 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:

Oliver David Tierney (Sep 7, 2026 14:49:03 GMT+1)
....
O D Tierney
Chair of Trustees
Date: 07/09/2026

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 subsidiary (the 'group') for the year ended 31 March 2026 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 2026 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 and the Charities Act 2011.

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.

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 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.

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

Auditors' responsibilities for the audit of the financial statements

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 non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the not for profit sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; 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 charity'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 non-compliance 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;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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 members, 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, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Steven Williams (Senior statutory auditor)
for and on behalf of
Armstrong Watson Audit Limited
Chartered Accountants
Statutory Auditors
Leeds

Date: 10/09/2026

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income from:					
Donations and legacies	4	**1,260**	**-**	**1,260**	-
Charitable activities	5	**1,204,489**	**739**	**1,205,228**	1,175,598
Other trading activities	6	**305,669**	**-**	**305,669**	188,455
Investments	7	**16,895**	**-**	**16,895**	16,778
Total income		**1,528,313**	**739**	**1,529,052**	1,380,831
Expenditure on:					
Raising funds		**262,379**	**-**	**262,379**	208,493
Charitable activities		**1,262,608**	**739**	**1,263,347**	1,200,604
Total expenditure		**1,524,987**	**739**	**1,525,726**	1,409,097
Net movement in funds		**3,326**	**-**	**3,326**	(28,266)
Reconciliation of funds:					
Total funds brought forward		**906,653**	**-**	**906,653**	934,919
Net movement in funds		**3,326**	**-**	**3,326**	(28,266)
Total funds carried forward		**909,979**	**-**	**909,979**	906,653

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

The notes on pages 33 to 56 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Intangible assets	13		**315,395**		339,709
Tangible assets	14		**14,703**		20,415
			330,098		360,124
Current assets					
Stocks	16	**11,245**		14,590	
Debtors	17	**633,797**		802,625	
Cash at bank and in hand		**818,952**		687,823	
		1,463,994		1,505,038	
Current liabilities					
Creditors: amounts falling due within one year	18	**(884,113)**		(958,509)	
Net current assets			**579,881**		546,529
Total assets less current liabilities			**909,979**		906,653
Total net assets			**909,979**		906,653
Charity funds					
Restricted funds	20		**-**		-
Unrestricted funds					
General funds	20	**909,979**		906,653	
Total unrestricted funds	20		**909,979**		906,653
Total funds			**909,979**		906,653

THE ASSOCIATION FOR PERIOPERATIVE PRACTICE

(A company limited by guarantee)
REGISTERED NUMBER: 06035633

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

The Trustees acknowledge their responsibilities for complying with the requirements of the Acts 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:

Oliver David Tierney (Sep 7, 2026 14:49:03 GMT+1)

....
O D Tierney
(Chair of Trustees)

Date: 07/09/2026

The notes on pages 33 to 56 form part of these financial statements.

COMPANY BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Intangible assets	13		**315,395**		339,709
Tangible assets	14		**14,703**		18,415
Investments	15		**70,058**		70,058
			400,156		428,182
Current assets					
Stocks	16	**6,867**		10,213	
Debtors	17	**524,215**		707,976	
Cash at bank and in hand		**624,009**		474,284	
		1,155,091		1,192,473	
Current liabilities					
Creditors: amounts falling due within one year	18	**(651,788)**		(674,696)	
Net current assets			**503,303**		517,777
Total assets less current liabilities			**903,459**		945,959
Total net assets			**903,459**		945,959
Charity funds					
Restricted funds	20		**-**		-
Unrestricted funds					
General funds	20	**903,459**		945,959	
Total unrestricted funds	20		**903,459**		945,959
Total funds			**903,459**		945,959

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

The Company's net movement in funds for the year was £(42,500) (2025 - £(10,237)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Acts 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:

Oliver David Tierney (Sep 7, 2026 14:49:03 GMT+1)

....
O D Tierney
(Chair of Trustees)
Date: 07/09/2026

The notes on pages 33 to 56 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2025 £
Cash flows from operating activities		
Net cash used in operating activities	**146,641**	21,486
Cash flows from investing activities		
Purchase of intangible assets	**(27,888)**	(31,184)
Purchase of tangible fixed assets	**(4,519)**	(3,001)
Net cash used in investing activities	**(32,407)**	**(34,185)**
Cash flows from financing activities		
Investment income	**16,895**	16,778
Net cash provided by financing activities	**16,895**	**16,778**
Change in cash and cash equivalents in the year	**131,129**	**4,079**
Cash and cash equivalents at the beginning of the year	**687,823**	683,744
Cash and cash equivalents at the end of the year	**818,952**	687,823

The notes on pages 33 to 56 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

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 Group 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 Group has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Group'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 Group's cash flow and resources, the directors are confident that the Group 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 ember'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.

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 Group 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 Group and include costs linked to the strategic management of the Group.
- 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 eight. 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

2. Accounting policies (continued)

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 estimated useful lives are as follows:

Publications	-	5 years
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:

Long-term leasehold property	-	20% straight line
Plant and machinery	-	20% reducing balance
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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

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.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of fixed assets

In applying the charity's accounting policies, trustees are required to make estimates regarding the useful economic lives of fixed assets for the purposes of calculating depreciation and amortisation. These estimates are based on historical experience, expected patterns of consumption of economic benefits and anticipated technological developments. The trustees consider that the estimates applied are appropriate based on the nature and expected use of the assets. However, actual results may differ from these estimates and could result in a material adjustment to the carrying value of fixed assets in future financial periods.

Useful economic lives of intangible assets

The amortisation of intangible assets is based on management's estimate of their useful economic lives. These estimates are reviewed annually and are influenced by expected future usage, technological change, and market conditions. Changes to these estimates could significantly affect the amortisation charge recognised in future reporting periods and the carrying amount of intangible assets.

Investments in subsidiary companies

The recoverability of the Company's investment in its subsidiary is dependent on the future profitability and cash-generating capacity of the subsidiary. Management applies judgment in assessing whether there are indicators of impairment and in estimating the recoverable amount. These estimates are based on assumptions regarding future trading performance, cash flow projections, and market conditions. Changes in these assumptions could have a material impact on the carrying value of the investment.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

4. Income from donations and legacies

	Unrestricted funds 2026 £	**Total funds 2026 £**	Total funds 2025 £
Donations	1,260	**1,260**	-

5. Income from charitable activities

	Unrestricted funds 2026 £	**Restricted funds 2026 £**	**Total funds 2026 £**
Membership	669,882	-	**669,882**
Study days and events	126,627	-	**126,627**
Annual national conference income	271,254	-	**271,254**
Journal subscriptions	1,143	-	**1,143**
Journal advertising income	98,781	-	**98,781**
Publication sales	33,190	-	**33,190**
Other	3,612	-	**3,612**
Awards	-	739	**739**
	1,204,489	739	**1,205,228**

The amount of membership income deferred at 31 March 2026 is £318,829 (2025 - £306,731) and this is included in accruals and deferred income in note 19.

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Membership	692,373	-	692,373
Study days and events	79,880	-	79,880
Annual national conference income	244,800	-	244,800
Journal subscriptions	1,469	-	1,469
Journal advertising income	127,105	-	127,105
Publication sales	28,210	-	28,210
Other	500	-	500
Awards	-	1,261	1,261
	1,174,337	1,261	1,175,598

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2026 £	**Total funds 2026 £**
Sales	272,895	**272,895**
Insurance - admin fees	32,774	**32,774**
	305,669	**305,669**

	Unrestricted funds 2025 £	Total funds 2025 £
Sales	188,455	188,455

7. Investment income

	Unrestricted funds 2026 £	**Total funds 2026 £**
Interest receivable	14,353	**14,353**
Interest receivable - subsidiary	2,542	**2,542**
	16,895	**16,895**

	Unrestricted funds 2025 £	Total funds 2025 £
Interest receivable	14,768	14,768
Interest receivable - subsidiary	2,010	2,010
	16,778	16,778

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2026 £	**Restricted funds 2026 £**	**Total funds 2026 £**	**Total funds 2025 £**
Charitable activities	1,262,608	739	**1,263,347**	1,200,604
Total 2026	1,262,608	739	**1,263,347**	**1,200,604**

In the prior year, charitable activites costs totalled £1,200,604. Out of this, £1,199,343 was unrestricted and £1,261 was restricted.

Summary by expenditure type

	Activities undertaken directly 2026 £	**Support costs 2026 £**	**Total funds 2026 £**
Charitable activities	736,363	526,984	**1,263,347**
	736,363	526,984	**1,263,347**

	Activities undertaken directly 2025 **£**	Support costs 2025 **£**	Total funds 2025 **£**
Charitable activities	675,995	524,609	1,200,604
	675,995	524,609	1,200,604

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

9. Analysis of expenditure by activities

Direct costs

	PAS	Events	Publications	Education	Journal	Awards	Insurance	Total funds 2026
	£	£	£	£	£	£	£	£
Staff costs	68,847	149,233	73,138	76,688	68,755	7,647	-	**444,308**
Publications	-	-	6,554	-	-	-	-	**6,554**
Journal	-	-	-	-	25,712	-	-	**25,712**
Conference costs	-	159,659	-	-	-	-	-	**159,659**
Study day costs	-	71,517	-	-	-	-	-	**71,517**
Marketing	-	5,976	2,988	2,988	1,494	1,494	-	**14,940**
Subscriptions	-	-	-	396	-	-	-	**396**
Membership expansion costs	1,923	1,923	1,923	1,923	1,923	1,923	-	**11,538**
Awards	-	-	-	-	-	1,739	-	**1,739**
	70,770	388,308	84,603	81,995	97,884	12,803	-	**736,363**

Direct costs for the year ended 31 March 2026 totalled £736,363. Out of this, £735,624 was unrestricted and £739 was restricted. In the prior year, direct costs totalled £675,995 and of this £674,734 was unrestricted and £1,261 was restricted. PAS is an abbreviation of Professional Advice Service.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

9. Analysis of expenditure by activities (continued)

Support costs

	PAS £	Events £	Publications £	Educations £	Journal £	Awards £	Insurance £	Total funds 2026 £
IT costs	4,275	6,413	6,413	8,550	8,550	2,137	6,413	**42,751**
Staff costs	5,655	37,460	33,883	30,065	33,883	3,770	5,607	**150,323**
Rent and rates	2,871	20,094	5,741	20,094	2,871	2,871	2,871	**57,413**
Light and heat	152	1,060	302	1,060	152	152	152	**3,030**
Insurance	555	3,882	1,108	3,882	555	555	555	**11,092**
Telephone	2,392	598	598	598	598	-	1,196	**5,980**
Sundries	37	257	73	257	37	37	37	**735**
Legal and professional	906	6,341	1,811	6,341	906	906	906	**18,117**
Depreciation and impairment	2,878	20,144	5,756	20,144	2,878	2,878	2,878	**57,556**
Loss on disposal of fixed asset	144	1,007	288	1,007	144	144	144	**2,878**
Irrecoverable VAT	-	74,351	-	-	-	-	-	**74,351**
Printing and stationery	341	2,385	680	2,385	341	341	341	**6,814**
Bank charges	875	6,128	1,752	6,128	875	875	875	**17,508**
Staff recruitment costs	275	1,923	548	1,923	275	275	275	**5,494**
Staff travel	-	4,144	-	2,763	-	-	-	**6,907**
Staff training	141	989	284	989	141	141	141	**2,826**
Bad debts	933	6,533	1,868	6,533	933	933	933	**18,666**
Office costs	399	2,790	796	2,790	399	399	399	**7,972**
Public relations	66	460	131	460	66	66	66	**1,315**
Governance costs	1,763	12,339	3,526	12,339	1,763	1,763	1,763	**35,256**
	24,658	**209,298**	**65,558**	**128,308**	**55,367**	**18,243**	**25,552**	**526,984**

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

10. Net incoming resources for the period

This is stated after charging:

	Group 2026 £	Group 2025 £	**Company 2026 £**	Company 2025 £
Depreciation	**7,354**	15,938	**5,354**	11,747
Amortisation	**52,202**	3,000	**52,202**	-
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

11. Staff costs

	Group 2026 £	Group 2025 £	**Company 2026 £**	Company 2025 £
Wages and salaries	**523,954**	530,672	**613,200**	444,789
Social security costs	**57,112**	48,223	**66,985**	40,167
Contribution to defined contribution pension schemes	**13,565**	11,794	**13,565**	11,794
	594,631	590,689	**693,750**	496,750

During the year, the Charity recharged its subsidiary £99,119 (2025 - £93,940) 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 2026 No.	Group 2025 No.	**Company 2026 No.**	Company 2025 No.
Chief Executive	**1**	1	**1**	1
Member services	**2**	2	**2**	2
Patient Safety and Quality	**3**	2	**3**	2
Editorial	**1**	1	**1**	1
Marketing	**2**	2	**2**	2
Commercial	**4**	3	**4**	3
Finance	**3**	1	**3**	1
Management and administration	**2**	2	**2**	2
	18	14	**18**	14

11. Staff costs (continued)

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

	Group 2026 No.	Group 2025 No.
In the band £80,001 - £90,000	**1**	1

During the year pension contributions on behalf of these staff amounted to £1,321 (2025 - £1,321).

During the year key management personnel received remuneration of £186,126 (2025 - £157,809).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2025 - £NIL) from the charity.

During the year, the President of the Charity received payment of £Nil (2025 - £11.400) 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 2026, expenses relating to travel and subsistence costs totalling £1,618 were reimbursed or paid directly to 7 Trustees (2025 - £1,540 to 5 Trustees). Expenses amounting to £11,258 (2025 - £13,669) were paid directly by the Charity to third parties relating to travel and subsistence costs.

13. Intangible assets

Group

	Publications £	Computer software £	Goodwill £	Total £
Cost				
At 1 April 2025	**-**	**387,382**	**15,000**	**402,382**
Additions	**3,250**	**24,638**	**-**	**27,888**
At 31 March 2026	**3,250**	**412,020**	**15,000**	**430,270**
Amortisation				
At 1 April 2025	**-**	**47,673**	**15,000**	**62,673**
Charge for the year	**188**	**52,014**	**-**	**52,202**
At 31 March 2026	**188**	**99,687**	**15,000**	**114,875**
Net book value				
At 31 March 2026	**3,062**	**312,333**	**-**	**315,395**
At 31 March 2025	-	339,709	-	339,709

13. Intangible assets (continued)

Company

	Publications £	Computer software £	Total £
Cost			
At 1 April 2025	**-**	**387,382**	**387,382**
Additions	**3,250**	**24,638**	**27,888**
At 31 March 2026	**3,250**	**412,020**	**415,270**
Amortisation			
At 1 April 2025	**-**	**47,673**	**47,673**
Charge for the year	**188**	**52,014**	**52,202**
At 31 March 2026	**188**	**99,687**	**99,875**
Net book value			
At 31 March 2026	**3,062**	**312,333**	**315,395**
At 31 March 2025	-	339,709	339,709

14. Tangible fixed assets

Group

	Long-term leasehold property £	Plant and machinery £	Computer equipment £	Total £
Cost				
At 1 April 2025	**13,033**	**14,000**	**90,960**	**117,993**
Additions	**-**	**-**	**4,519**	**4,519**
Disposals	**-**	**-**	**(15,518)**	**(15,518)**
At 31 March 2026	**13,033**	**14,000**	**79,961**	**106,994**
Depreciation				
At 1 April 2025	**13,033**	**12,000**	**72,545**	**97,578**
Charge for the year	**-**	**2,000**	**5,354**	**7,354**
On disposals	**-**	**-**	**(12,641)**	**(12,641)**
At 31 March 2026	**13,033**	**14,000**	**65,258**	**92,291**
Net book value				
At 31 March 2026	**-**	**-**	**14,703**	**14,703**
At 31 March 2025	-	2,000	18,415	20,415

14. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Computer equipment £	Total £
Cost			
At 1 April 2025	**13,033**	**90,960**	**103,993**
Additions	**-**	**4,519**	**4,519**
Disposals	**-**	**(15,518)**	**(15,518)**
At 31 March 2026	**13,033**	**79,961**	**92,994**
Depreciation			
At 1 April 2025	**13,033**	**72,545**	**85,578**
Charge for the year	**-**	**5,354**	**5,354**
On disposals	**-**	**(12,641)**	**(12,641)**
At 31 March 2026	**13,033**	**65,258**	**78,291**
Net book value			
At 31 March 2026	**-**	**14,703**	**14,703**
At 31 March 2025	-	18,415	18,415

15. Fixed asset investments

Company	Investments in subsidiary companies £
Cost	
At 1 April 2025	**70,058**
At 31 March 2026	**70,058**
Net book value	
At 31 March 2026	**70,058**
At 31 March 2025	70,058

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	7 Grimbald Crag Court, St James Business Park, Knaresborough, HG5 8QB	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit for the year £	Net assets £
AfPP Ltd.	**272,895**	**(227,063)**	**45,832**	**76,578**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

16. Stocks

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Consumables held by the subsidiary	**4,378**	4,377	**-**	-
Education literature for resale	**6,867**	10,213	**6,867**	10,213
	11,245	14,590	**6,867**	10,213

17. Debtors

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Due within one year				
Trade debtors	**386,278**	399,862	**372,166**	375,763
Amounts owed by group undertakings	**-**	-	**40,430**	156,689
Other debtors	**-**	22,851	**-**	-
Prepayments and accrued income	**247,519**	379,912	**111,619**	175,524
	633,797	802,625	**524,215**	707,976

18. Creditors: Amounts falling due within one year

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Trade creditors	**20,689**	44,723	**16,632**	40,077
Other taxation and social security	**59,142**	49,706	**59,089**	49,706
Other creditors	**4,552**	4,930	**4,552**	4,930
Accruals and deferred income	**799,730**	859,150	**571,515**	579,983
	884,113	958,509	**651,788**	674,696

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

19. Accruals and deferred income

	Group 2026 £	Group 2025 £	**Company 2026 £**	Company 2025 £
Deferred income at 1 April 2025	**659,158**	742,971	**659,158**	742,971
Resources deferred during the year	**748,840**	659,158	**748,840**	659,158
Amounts released from previous periods	**(659,158)**	(742,971)	**(659,158)**	(742,971)
Deferred income at 31 March 2026	**748,840**	659,158	**748,840**	659,158

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Balance at 31 March 2026 £
Unrestricted funds				
General Funds	**906,653**	**1,528,313**	**(1,524,987)**	**909,979**
Restricted funds				
Awards	**-**	**739**	**(739)**	**-**
Total of funds	**906,653**	**1,529,052**	**(1,525,726)**	**909,979**

Statement of funds - prior year

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

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Balance at 31 March 2026 £
General funds	**906,653**	**1,528,313**	**(1,524,987)**	**909,979**
Restricted funds	**-**	**739**	**(739)**	**-**
	906,653	**1,529,052**	**(1,525,726)**	**909,979**

Summary of funds - prior 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)	-
	934,918	1,380,832	(1,409,097)	906,653

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	14,703	**14,703**
Intangible fixed assets	315,395	**315,395**
Current assets	1,463,994	**1,463,994**
Creditors due within one year	(884,113)	**(884,113)**
Total	909,979	**909,979**

22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	20,415	20,415
Intangible fixed assets	339,709	339,709
Current assets	1,505,038	1,505,038
Creditors due within one year	(958,509)	(958,509)
Total	906,653	906,653

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

	Group 2026 £	Group 2025 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**3,326**	(28,266)
Adjustments for:		
Depreciation charges	**7,354**	13,387
Amortisation charges	**52,202**	50,673
Interest income	**(16,895)**	(16,778)
Decrease in stocks	**3,346**	2,749
Decrease/(increase) in debtors	**168,828**	(19,481)
Increase/(decrease) in creditors	**(74,396)**	9,877
Disposals	**2,876**	9,325
Net cash provided by operating activities	**146,641**	21,486

24. Analysis of cash and cash equivalents

	Group 2026 £	Group 2025 £
Cash in hand	**818,952**	687,823
Total cash and cash equivalents	**818,952**	687,823

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

25. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	687,823	131,129	818,952
	687,823	131,129	818,952

26. 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 £13,565 (2025 - £11,794) and £2,916 (2025 - £2,527) was payable to the fund at the balance sheet date and are included in creditors.

27. Operating lease commitments

At 31 March 2026 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2026 £	Group 2025 £	**Company 2026 £**	Company 2025 £
Not later than 1 year	**17,260**	41,425	**17,260**	41,425
Later than 1 year and not later than 5 years	**-**	17,260	**-**	17,260
	17,260	58,685	**17,260**	58,685

After the year end, the Charity entered into a new lease agreement for a commitment of two years at £23,700 per year.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

28. Related party transactions

During the year, no Trustees received any remuneration or other benefits (2025 - £NIL) from the charity. During the year three (2025 - five) of the trustees of the Charity were paid £36,715 (2025 - £23,355) through the wholly owned subsidiary,AfPP Ltd, for consultancy services on behalf of the company. Of these amounts, £2,950 (2025 - £Nil) was outstanding at the year end and included in trade creditors.

During the year, the President of the Charity received payment of £Nil (2025 - £11,400) 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 (2025 - £Nil) was outstanding at the year end.

Donations from the Trustees to the Charity during the year were £Nil (2025 - £Nil).

Management charges were paid to the Charity by its subsidiary during the year of £127,093 (2025 - £123,806). At 31 March 2026 the subsidiary owed £40,430 (2025 - £156,689) to the Charity.

29. 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.