HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

England & Wales · Charity number 1167883

Details

Other names	HPMA
Status	Registered
Legal form	CIO
Registered	2016-06-28
Register	View on the Charity Commission register

Contact

Address	PO Box 343 Lytham St Annes FY8 9JF
Phone	03003655560
Email	admin@hpma.org.uk
Website	www.hpma.org.uk

Activities

Objects: ObjectsThe objects of HPMA are to promote and protect good health and relieve sickness for the public benefit through:(1) Developing and maintaining good practice in the science of people management by such means as the trustees think fit, including:(a) bringing together people and organisations working within people management and related services within healthcare services in a UK-wide network;(b) promoting excellence in people management, organisational development and leadership within healthcare services;(c) working in partnership with other organisations, healthcare commissioners and providers to benefit patients through people management, organisational development and leadership;(2) Undertaking studies and research work into people management and related services within healthcare and publishing the useful results.

Activities: HPMA develops good practice in science of people management, including:operating UK-wide network for HR and people management professionals in health and care sectors;promoting excellence in people management, organisational development and leadership; and undertaking studies and research work

Downloaded from opencharities.uk/ew/1167883

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£895,822	£1,140,301	£270,070	3
2024-03-31	£1,030,091	£1,127,938	£514,549	3
2023-03-31	£1,012,811	£877,955	£612,396	2
2022-03-31	£583,908	£583,046	£477,539	2
2021-03-31	£576,781	£380,432	£476,677	2

Trustees

Name	Role	Appointed
Amy Nicole Millson		2025-01-20
Dean Anthony Royles		2019-04-01
Debbie Eyitayo		2025-07-01
Janet Sarah Wilkinson		2019-01-01
Julia Helena Tybura		2025-09-29
Paul Colin Beal		2025-07-01
Sarah Faith Morley		2019-05-05
Stephen John Ham		2025-04-01
Terry Michael Godwin Roberts		2025-07-01

Downloaded from opencharities.uk/ew/1167883

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

England & Wales - Charity number 1167883

Accounts

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

REGISTERED CHARITY NUMBER: 1167883

FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2025

FOR

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

	Page
Report of the Trustees	1 to 9
Report of the Independent Auditors	10 to 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Cash Flow Statement	16
Notes to the Financial Statements	17 to 23
Detailed Statement of Financial Activities	24

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES
Objectives and aims
Public benefit

Healthcare People Management Association (HPMA) is a membership body comprised of corporate, commercial and individual members. Its primary objectives are to promote and protect good health for the public benefit and HPMA does this through developing good practice in the science of people management, including operating UK-wide networks for human resources, organisational development and people management professionals in healthcare and related services and undertaking studies and research. One of its core ambitions is to represent all people professionals working in healthcare across the 4 nations of the United Kingdom at every level within workforce and organisational development.

The Trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

ACHIEVEMENTS AND PERFORMANCE

Introduction

In 2024 HPMA celebrated its 50th anniversary. In our annual report for 2023-24 we noted that a lot has changed since 1974 including the organisation's status, with the successful transition to a Charitable Incorporated Organisation in June 2016. As we reflect back on the past 12 months, it is clear that this has been a significant milestone year for the charity, not just due to the big anniversary but also due to the changes that we have instigated following the arrival of our new Chief Executive Officer in July 2024. In January 2025, we launched a 15-month 'Transformation Programme' to modernize our operating model and strengthen our foundations of governance, financial management and delivery for our members.

It remains the case that healthcare organisations across the United Kingdom face significant challenges to deliver in an unrelenting demand climate, with cost improvement pressures, efficiency targets, workforce supply shortages and the ongoing impact of major structural change, particularly in the English NHS. As we entered 2025-26, new changes were announced for the NHS in England which have made the context within which HPMA operates even more challenging. But equally makes the case for the work we do to support those working in healthcare even stronger. Our view is that HPMA's mission and its work to support people professionals at all levels has become even more relevant and crucial.

Achievements and Performance Highlights 2024-25

Our values underpin what we do but more importantly how we do it. They are:



HPMA Strategy 2022-25

It is more vital than ever that our wider healthcare workforce feel nurtured and cared for in relation to their well-being given the challenges and significant pressures they are experiencing week in week out. Happy staff means happy patients &families and better quality of care and outcomes. HPMA continues to look for new opportunities to work in partnership and to expand existing networks and relationships, to help influence the culture for our members and to create world-class people management. Our strategy sets out five areas of focus, or 'ambitions'. These are:



Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

The following sections highlight some of the key achievements during 2024-25.

- **Continually develop our people.**

HPMA has continued to increase the number of national events, mainly on a virtual platform, developing a core offer for members, with plans being developed in advance of the start of 2025-26 for a substantial expansion of the national programme. During the year we also issued for the first time planning guidance to our local branches to inform and support the delivery of their local offers for 2025-26.

- **Engaging our members**

We are continually working on communications to ensure that we can communicate directly with individuals within the membership, and work has continued with our member organisations seeking up-to-date information that facilitates the work for the Charity. Following a review of our financial commitments we found it necessary to discontinue our specialist communications support and have brought this activity in-house. We took the decision to move away from X (formerly twitter) as we felt some of the platform content was no longer aligned with the charity's values and aspirations. This decision was welcomed by members. We have continued to make good progress in increasing our social media visibility, mainly on LinkedIn.

- **Provide leading-edge practice and research**

The caliber of our annual award entries continues to illustrate leading-edge practice and excellence, providing great case studies, examples of approaches and a diverse range of interventions. We have organised events for shortlisted applicants to share their work for the broader benefit of our membership. Employment Relations follow up research was undertaken and the results were disseminated in early 2025 through a number of online and in person sessions. We have also supported the dissemination of the 'Avoiding Harm' work initiated in the Welsh NHS through a series of masterclasses and a research paper produced for HPMA members.

- **Lead Talent management for our profession**

The Charity succeeded in its bid to deliver an England-wide aspiring Deputy Chief People Officer development programme designed to support the emergence of talent and provide skills and experience for new people leaders moving forward into the changing world of work. This programme completed its first run in autumn 2024 and we received positive feedback from participants. We have been working with NHS England to explore a 2nd cohort to commence in 2025-26. In late 2024-25 we were commissioned to undertake a study, a Learning needs Analysis for aspirant Chief People Officers. The results of this will be shared in September 2025. Working with NHS England as a partner has provided new opportunities for HPMA in terms of profile and future opportunities. We continue to keep in close contact with the Governments and senior leads in the other 3 nations also to ensure that we are able to respond to any requests and to promote our expertise. Our London Academy has undertaken a great deal of work in supporting the development of our profession to ensure we nurture and support our talent and provide model programmes which can be built on for the rest of the UK.

- **Provide support for our members**

Since the appointment of our new CEO in July 2024, there has been a stronger link between what HPMA seeks to provide and what our members want. The governance and engagement with branch chairs, who are the 'spokespeople' for their regions has been significantly strengthened and there is positivity about the level of information and interaction. There remains more to do, however, for the charity to achieve its ambitions, especially in the context of the changes and challenges being faced across all member nations.

Charity-wide activity and achievements

We have continued to provide good quality professional development for our members and have attracted some new memberships in what has been another challenging year for the National Health Service and healthcare in general. We have seen some changes to our executive leadership with the arrival of our new CEO Julie Rogers. We are grateful to Tracy Hill for stepping into the Chief Executive role during the previous year and for holding the reigns until Julie arrived as well as ensuring continued progress in our key workstreams and programmes including in relation to inclusion, leadership development, member support, and governance.

HPMA has continued to provide both face-to-face and virtual opportunities for development, supporting our profession through the challenges they have faced whilst maintaining their personal development, building upon activity from previous years. There is no doubt that the universal availability of platforms like Microsoft Teams has enhanced our offer and increased the number of attendees that can benefit from the development, ranging up to 285 attendees for some of the online webinars for national and branch events. Some of the highlights from 2023-24 are:

-Successful HPMA Awards and conference in Belfast in October 2024.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

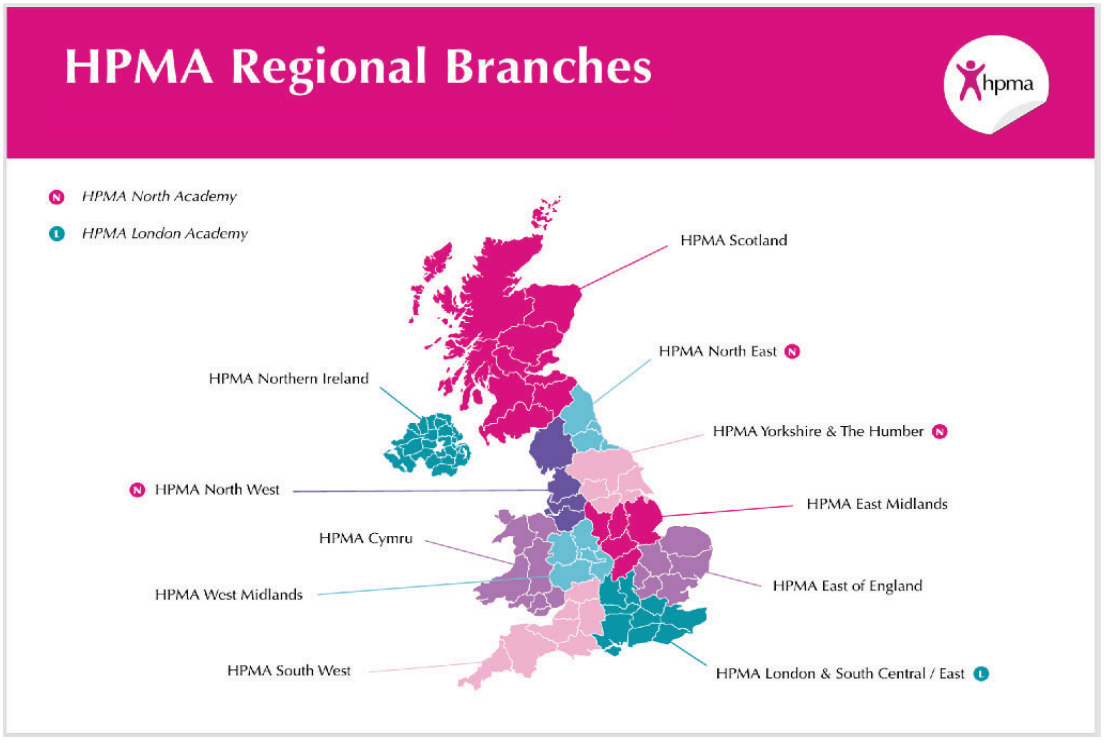
-Continued success with our #InclusiveHR social movement to bring about a step change in the experience, development and career outcomes for black, Asian and minority ethnic people professionals. During 2024-25 this work and the toolkit that support it have been actively promoted under the banner of #InclusiveHR. 80 organisations had signed up by summer 2025, up from the previous year total of 55. Our London Academy Development Director has been instrumental in promoting and leading this work with its NHS founder, with dedicated input from the charity's people project officer.
- Successful completion of the first pilot cohort of the Future People Leaders Programme commissioned and part-funded by NHS England, which saw 45 people participate.
- A substantial increase in the number of national events open to all members across the UK.
-Completed and launched in partnership our third piece of research into Employee Relations in the NHS.
-Delivered through our London Academy a core programme of circa 150 learning events, the 6th cohort of our ASPIRE HR/OD Business Partner Programme and the 6th cohort of the ASPIRE deputy director talent pool.

National Conference & Awards 2024

Our national conference and awards remain the highlight of the year for many of our partners and members. In 2024, it was held in Belfast for the first time since 2008. The event was enormously successful with great feedback from attendees, sponsors and partners. Organised annually, the conference includes a range of developmental and thought-provoking sessions with speakers drawn from a wide range of backgrounds and professional disciplines. The Awards are unique in the healthcare sector and aim to showcase and celebrate excellence within the people management arena. Application rates continue to grow - we routinely see in excess of 230 entries achieved annually across a significant number of organisations.

Following the 2024 Awards, the CEO initiated a review of both the Award categories and the format. With input from a steering group made up of representatives from our members and our event partner Chamberlain Dunn, the CEO instigated a number of positive changes to increase the diversity of the judging panels, to streamline the categories and align them with HPMA values, to ensure 4 nations representation on several of the top awards and to improve applicant experience. These were well received, and we are hopeful that it will enhance the Awards entry and participation experience even further.

Regional delivery



Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

Our regional branches are led by Vice Presidents who chair the branch committee and oversee activity for their region. There are several branches where we have co-Vice Presidents in post, all are people professionals and volunteers who give their time pro bono. We are extremely grateful for the commitment and contributions of all our Vice Presidents to the charity and the development of people managers across the UK. We also want to recognise the part that employers play in enabling and supporting our volunteers' participation in branch work as well as member attendance at events and training & development programmes

It has been another challenging year for all our branches, given the pressures on the systems within which they work and the reliance on committee members to find time to take on 'the doing' as well as the collaborating. It reflects the passion and commitment to our cause that despite the challenges most branches have continued to host high-quality and well-attended events and development for members. During the year we have seen some natural turnover within our Vice Presidents which is to be expected, and we are grateful to all those who have supported the charity for many years through their leadership of the local branch. It is pleasing that we have been able to recruit volunteers to replace our outgoing chairs, and it was good to see changes introduced by our CEO to open up these opportunities to a wider pool as well as adding transparency to governance processes for appointments.

In late 2025, following consultation with branches and the National Council, the CEO introduced a new events support arrangement for branches. Previously only available to London Academy and part of the National Programme, the new contract provides for unified marketing, booking, hosting and some technical support for branch events and conferences. Alongside the transfer of the national events programme onto the new arrangement, this now means that all of our events are hosted and accessible on a single platform. In time this should enable data reports to be produced for the whole business on sign-ups, attendance, drop-out rates etc. The benefits of the new arrangements will be felt from 2025-26.

London/South East/South Central Academy

The Academy is well-established and runs a substantial programme of activity every year. Members of the Academy pay considerably higher fees than those for our other branches, via a supplement to the Charity's national corporate membership rate. This supplement is discussed and proposed by the Academy 'Board' and forms part of the annual fee arrangements determined by the Charity Trustees. Highlights from the Academy are pulled together into an annual summary which can be accessed via our website Home - HPMA.

North Academy

The North Academy covers the Yorkshire & Humber, North East and North West Branches. Members of the Academy pay an additional supplement over and above the national corporate member fee. This is set by the Charity taking account of the views of the National Council. Following the departure of the HPMA's Chief Executive in October 2023 the Development Director for the North Academy agreed to take on the Interim Chief Executive role whilst recruitment was undertaken. This did impact initially on the volume of activity planned and delivered by the Academy in the second half of 2023, but the situation has since been recovered. During 2024, discussions took place about how to maximise the benefits of the Academy in 2025-26.

Highlights during the year included:

- Built on previous success, with a couple of our programmes repeated from the 2023-2024 membership year due to strong demand and positive feedback.
- Delivered seven webinars covering relevant topics for members.
- 80 members attended workshops or programmes in 2024-25, marking a 51% increase from the previous year (53 attendees), and reflecting growing interest in our development offer.
- Access to expert-led content Members gain insights from leading firms like Weightmans, KPMG, and Boo Coaching through workshops, webinars, and thought leadership sessions tailored to NHS workforce challenges.

Key performance indicators

Our Strategy, launched in 2022, remains our guiding document to inform our work and partnerships. It includes our vision as a Charity which is 'Improving Health Through People'. Whilst this contains actions to be delivered, there is a need for more focus on KPIs and data to enable the organisation, Trustees and members to track and monitor delivery as well as achievement of outcomes.

To deliver our charitable purpose, we bring a diverse range of people together to learn, share experiences and best practices on all aspects of human resources, workforce, organisational development, people management and transformational change, to name a few. The focus for 2024-25 has again been on increasing our reach and membership, working with organisations and commercial members alike to continue to enable an increase in the number of national and branch events.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

We have seen an increase in the number of corporate members and in commercial partners. We have also seen a positive increase in the number of events delivered nationally and locally, providing a significant number of CPD hours for our members. This has however been a challenging year for the organisation and a number of reviews in autumn 2025 have led to some key decisions being taken by Trustees. In January 2025, the Board signed off the development and roll-out of a 15-month Transformation Programme, which aims to modernise the charity's operating model, and building on existing foundations ensure that HPMA is exercising good governance and is able to thrive and survive in the healthcare context within which it is operating.

FINANCIAL REVIEW

Financial position

HPMA retained its corporate membership model for 2024 - 2025 but the Trustees did accept the National Council recommendation to freeze corporate member fees and increase commercial member fees with effect from 1 April 2024. Considering the current financial challenges facing the sector, continuing to demonstrate value for money and ensuring membership retention as well as growth has been a priority for us and will continue to be for the foreseeable future.

Principal funding sources: Income from membership has slightly increased to £454,360 (2024: £365,214), and our overall sponsorship has decreased to £441,462 (2024: £664,877).

Including all membership fees, sponsorship and branch events our total income was £895,822 (2024: £1,030,091) for the year.

Other than Head Office salaries and expenditure on contractors, expenditure has been predominantly on specialist trainers and speakers for the events. We have again benefited from our commercial partners who have made considerable contributions in the form of event sponsorship, content and other services offered pro bono or at much-reduced rates, reflecting the charitable nature of HPMA activities and the connection many feel to HPMA's charitable objectives. We want to convey our thanks to all those who have supported us during the year, as without their generosity, we would not have been able to undertake so much activity.

A financial report has been prepared and received at Trustee meetings during the year. The Board of Trustees continue to have a focus on ensuring that as much spending as possible is focused on delivering HPMA's charitable objectives.

Reserves policy

All reserves are held in funds whose use is at the discretion of the Trustees if they are used to further the objects and aims of the Charity. The Board of Trustees set the reserves policy, which was reviewed, amended and approved in March 2025.

The Association's policy is to secure its viability beyond the immediate future. This requires income to be put aside when this can be afforded as a reserve against future uncertainties and opportunities. The key elements of the policy are:

- All funds are unrestricted income funds. These are split into General funds and Branch funds.
- The General funds are to be built up to be equal to or greater than six months expenditure of the head office.
- The Branch funds are to be built up to be equal to or greater than six months expenditure of the branch.
- Collectively, the funds are to be built up to equal to or greater than six months total relevant expenditure.

HPMA reserves have again decreased by £244,479 this year and now stand at £270,070. Thus, the net reserves figure at the end of 2024/25 is £102,066 below target as per the reserves policy. The Charity continues to work towards this goal.

Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

HPMA was incorporated as a Charitable Incorporated Organisation (CIO) on 28th June 2016. Its constitution, rules and bylaws govern the association. The registered name, registered office and the names of the Trustees and other officers are listed later in this section. The Board of Trustees are the legal Trustees and have control of the assets of the Charity.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of Trustees

HPMA is committed to recruiting Trustees with the appropriate skills and talents. Vacancies for Trustees are advertised across the National Council and branch committees, as well as on social media platforms.

The composition and size of the Board of Trustees are reviewed regularly to assess the skills profile of the Board, relevant to its requirements to meet the needs of the Charity. The Board, through the Chair, is responsible for appointing Trustees. During autumn 2024, a review was undertaken of the Trustee tenures and this led to some extensions and also some strengthening of the processes for monitoring & recruitment.

Induction and training of Trustees

Our policy is for all new Trustees to be briefed on their responsibilities and statutory obligations under charity law. In addition, all Trustees are encouraged to attend appropriate Trustee training courses and to identify any individual requirements. All Trustees are given the opportunity to meet key members of staff and have an initial induction discussion with the CEO. The Board welcomed 2 new trustees on 1 December 2024 and 20 January 2025 - Tracy Hill and Amy Millson

Organisational structure

The Association is managed by a Board of Trustees comprising up to 12 Trustees. The Trustees receive no remuneration but can claim reasonable travel-related expenses, and elected members serve for between 1 and 3 years but can be re-elected at the Annual General Meeting.

Members are organised into 11 branches covering all regions of the UK, 8 across England and 1 in each of Wales, Scotland and Northern Ireland. Each branch has a Vice President (VP) to act as Branch Chair, and they, in turn, represent the branch as members of the National Council. The Board has clarified that nominations to the role of Vice President are to be recommended by branches, but appointments are to be approved by the CEO and notified to the Trustees. The National Council is the members' representative body, acts as an advisory group and inputs into activities, events, and other matters. During 2023-24 a decision was taken to extend the membership of the National Council to include key strategic partners from the four nations of the UK, and this was actioned during 2024-25. Each branch is expected to have in place a committee to oversee its activity and interface with local members, as well as to work with the national team.

The Board of Trustees will consult with the National Council on some issues but will remain ultimately responsible for all financial and statutory matters, providing oversight to the strategy and ensuring that activities are aligned with HPMA's charitable objectives.

To manage the day-to-day activities of the Charity, there is a Chief Executive who is supported by a small team and who reports to the President(s). HPMA also has a Deputy President, and both the Deputy and the President are nominated by the National Council. They serve as Trustees for the duration of their Presidency. They also chair the National Council. During 2024-25 the President role has continued to be filled on a job share basis by two individuals. The President and Deputy President roles are voluntary and unremunerated.

The Trustees would like to take this opportunity to thank the HPMA staff, all the Vice Presidents, members of the National Council and members of the branch committees for all that they do for HPMA and its members.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure, Governance and Management Reviews

During 2024-25 considerable work has gone into revamping the financial management, including budget setting, financial reporting and information shared with the Board. We are grateful to our Independent Financial Expert Alun Lloyd for his support and advice. Following approval of the 2024-25 budget plan, detailed financial reports have been introduced from autumn 2024 and these have been well received at Trustee meetings during the year. The Board of trustees have supported the CEO in introducing new financial management arrangements and processes to ensure that there is a continued focus on ensuring that as much spending as possible is focused on delivering HPMA's charitable objectives.

The review of the organisation's financial governance arrangements in 2024-25 highlighted that the previously submitted 2022-23 Annual Accounts should have been subjected to full audit not independent examiner's report. The Charity Commission was notified of this non-compliance with audit requirements, and, in November 2024, Trustees appointed auditors to audit both 2022-23 and 2023-24 Annual Accounts. The revised audited 2022-23 Annual Accounts and audited 2023-24 Annual Accounts were approved and adopted at the Annual general Meeting on 22nd May 2025.

In autumn 2024, the Trustees supported a further review of the organisation's governance arrangements to ensure that they were fit for purpose and compliant with regulatory and other requirements. The review followed on from initial work undertaken by the Independent Financial Expert and the CEO which focused on financial governance. Its scope included the Constitution, Rules and Byelaws, Schemes of Delegation and Terms of Reference for critical groups. This led to the decision to make changes to all three governing documents and to introduce a new & updated operating model for the charity. A 15-month Transformation Programme was rolled out in January 2025 and is due to complete in March 2026.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1167883

Principal address
PO Box 343
Lytham St Annes
Lancashire
FY8 9JF

Trustees
D McAlister (resigned 30.6.25)
J M Marshall (resigned 30.6.25)
J S Wilkinson
D J Tarrant (resigned 30.6.25)
S F Hobbs
S F Morley
D Holmes (resigned 30.6.25)
D A Royles
T J Hill (appointed 1.12.24)
A Millson (appointed 20.1.25)

Auditors
Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

Executive Officers
Tracy Hill Interim -CEO from October 2023 until end May 2024

Julie Rogers-CEO appointed 1 July 2024

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

MAJOR RISKS AND MANAGEMENT OF THOSE RISKS

The Charity regards the management of risk as a key issue. A risk register is maintained and is reviewed regularly throughout the year. In January 2025 the Board of Trustees received and considered a paper relating to strategic risks, and agreed a new reporting regime for operational risks.

Financial resilience is the greatest challenge discussed and recognised by the Trustees. This relates to the stability and sustainability of income. HPMA operates with a largely variable cost base. If sponsorship income is not received, discretionary expenditure can be reduced. The Charity reviews its fee levels annually.

The other primary risk for the Charity relates to its reputation as an association supporting people professionals and is carefully managed when events are organised, speakers booked, and content confirmed. HPMA remains focused on its role in education and professional development and now makes informed statements in response to national workforce issues. HPMA has a code of conduct in place, set out in the Rules and Byelaws document. There has been no need to use it to date, no reports of breaches or complaints.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under charity 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011 and The Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 25/11/25 and signed on its behalf by:

Signed by:
Sarah Morley
9FB91C8E0FAB41F...

S F Morley - Trustee

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Opinion

We have audited the financial statements of Healthcare People Management Association (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, 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 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

Our responsibilities for the audit of the financial statements
We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud
We identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, and then, design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

We discussed our audit independence complying with the Revised Ethical Standard 2024 with the engagement team members whilst planning the audit and continually monitored our independence throughout the process.

Identifying and assessing potential risks related to irregularities.
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- enquiring of management, including obtaining and reviewing supporting documentation, concerning the Charity's policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual. suspected or alleged fraud;
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- discussing among the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.
- obtaining an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Charity, The key laws and regulations we considered in this context included the UK Companies Act and relevant tax legislation.

Audit response to risks identified
In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations;
- enquiring of management concerning actual and potential litigation and claims; performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the operational rationale of any significant transactions that are unusual or outside the normal course of operations.

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 Report of the Independent Auditors.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Use of our report

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

Bevan Buckland LLP

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

Date: 25 November 2025

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities	2				
Charitable activities		895,822	-	895,822	1,030,091
EXPENDITURE ON					
Raising funds	3	-	-	-	38,211
Charitable activities	4				
Charitable activities		1,140,301	-	1,140,301	1,089,727
Total		1,140,301	-	1,140,301	1,127,938
NET INCOME/(EXPENDITURE)		(244,479)	-	(244,479)	(97,847)
RECONCILIATION OF FUNDS					
Total funds brought forward		514,549	-	514,549	612,396
TOTAL FUNDS CARRIED FORWARD		270,070	-	270,070	514,549

The notes form part of these financial statements

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

BALANCE SHEET
31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	9	3,975	-	3,975	10,067
CURRENT ASSETS					
Debtors	10	34,427	-	34,427	379,169
Cash at bank		392,973	-	392,973	601,199
		427,400	-	427,400	980,368
CREDITORS					
Amounts falling due within one year	11	(161,305)	-	(161,305)	(475,886)
NET CURRENT ASSETS		266,095	-	266,095	504,482
TOTAL ASSETS LESS CURRENT LIABILITIES		270,070	-	270,070	514,549
NET ASSETS		270,070	-	270,070	514,549
FUNDS	12				
Unrestricted funds				270,070	514,549
TOTAL FUNDS				270,070	514,549

The financial statements were approved by the Board of Trustees and authorised for issue on .25/11/25..... and were signed on its behalf by:

Signed by:
Sarah Morley
9FB91C8E0FAB41F...

S F Morley - Trustee

The notes form part of these financial statements

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	(206,765)	117,789
Net cash (used in)/provided by operating activities		(206,765)	117,789
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,461)	(1,265)
Net cash used in investing activities		(1,461)	(1,265)
Change in cash and cash equivalents in the reporting period		(208,226)	116,524
Cash and cash equivalents at the beginning of the reporting period		601,199	484,675
Cash and cash equivalents at the end of the reporting period		392,973	601,199

The notes form part of these financial statements

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(244,479)	(97,847)
Adjustments for:		
Depreciation charges	7,553	7,352
Decrease in debtors	344,742	109,966
(Decrease)/increase in creditors	(314,581)	98,318
Net cash (used in)/provided by operations	(206,765)	117,789

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank	601,199	(208,226)	392,973
	601,199	(208,226)	392,973
Total	601,199	(208,226)	392,973

The notes form part of these financial statements

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charity, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Membership fees and sponsorship income
Membership income is recognised on a daily accruals basis. Any income received in advance is deferred until the next period.

Sponsorship income is recognised once the sponsored event has occurred.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 25% on cost

Taxation
The charity is exempt from tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits
The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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

Cash at bank and in hand
Cash at bank and cash 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.

continued...

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

1. ACCOUNTING POLICIES - continued

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

Financial instruments
The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets
Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets
Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

continued...

1. ACCOUNTING POLICIES - continued

Derecognition of financial liabilities
Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

Hire purchase and Leasing agreements
Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Employee benefits
The charity provides a range of benefits to employees, paid holiday arrangements and defined benefit and defined contribution pension plans.

Short term benefits
Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

Functional and Presentational currency
The functional and presentational currency is £ sterling.

Going Concern
Trustees and management have assess the company's ability to continue as a going concern by scrutinies current and forecasted cash flows, reviewing operating performance and profitability and considering external factors (e.g. economic conditions). The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

2. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2025 £	2024 £
Membership	Charitable activities	454,360	365,214
Sponsorship and events	Charitable activities	441,462	664,877
		895,822	1,030,091

3. RAISING FUNDS

Raising donations and legacies

	2025 £	2024 £
Support costs	-	38,211

continued...

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 5)	Totals
	£	£	£
Charitable activities	815,578	324,723	1,140,301

5. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Charitable activities	262,634	118	61,971	324,723

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

During the year, the Charity made the following payments to trustees:

Name	Position	2025	2024	Reason
		£	£	Travel
S Morley	President	-	308	Travel
D Tarrant	Trustee	291	214	Travel
D McAlister	Trustee	379	199	Travel
D Royles	Trustee	244	-	Travel
T Hill	Trustee	38		Travel
J Marshall	Trustee	293		Travel
		1245	**721**	

7. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	242,778	151,665
Social security costs	17,491	9,498
Other pension costs	2,365	-
	262,634	161,163

The average monthly number of employees during the year was as follows:

	2025	2024
Average number of employees	4	3

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

	2025	2024
£80,001 - £90,000	1	-

The chief executive was appointed from 1 July 2024.

continued...

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Charitable activities	1,030,091	-	1,030,091
EXPENDITURE ON			
Raising funds	38,211	-	38,211
Charitable activities			
Charitable activities	1,089,727	-	1,089,727
Total	1,127,938	-	1,127,938
NET INCOME/(EXPENDITURE)	(97,847)	-	(97,847)
RECONCILIATION OF FUNDS			
Total funds brought forward	612,396	-	612,396
TOTAL FUNDS CARRIED FORWARD	514,549	-	514,549

9. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 April 2024	30,038
Additions	1,461
At 31 March 2025	31,499
DEPRECIATION	
At 1 April 2024	19,971
Charge for year	7,553
At 31 March 2025	27,524
NET BOOK VALUE	
At 31 March 2025	3,975
At 31 March 2024	10,067

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	16,241	66,850
Other debtors	-	293,830
VAT	-	1,439
Prepayments	18,186	17,050
	34,427	379,169

continued...

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	45,638	140,887
Taxation and social security	15,909	2,034
Other creditors	99,758	332,965
	161,305	475,886

12. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£
Unrestricted funds				
General fund	408,585	(244,479)	105,964	270,070
Designated fund-FPLP	105,964	-	(105,964)	-
	514,549	(244,479)	-	270,070
TOTAL FUNDS	514,549	(244,479)	-	270,070

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	895,822	(1,140,301)	(244,479)
TOTAL FUNDS	895,822	(1,140,301)	(244,479)

Comparatives for movement in funds

	At 1.4.23	Net movement in funds	Transfers between funds	At 31.3.24
	£	£	£	£
Unrestricted funds				
General fund	452,396	(12,847)	(30,964)	408,585
Designated fund-FPLP	75,000	-	30,964	105,964
Designated fund-Aspire Deputy Director	85,000	(85,000)	-	-
	612,396	(97,847)	-	514,549
TOTAL FUNDS	612,396	(97,847)	-	514,549

Comparative net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	1,030,091	(1,042,938)	(12,847)
Designated fund-Aspire Deputy Director	-	(85,000)	(85,000)
	1,030,091	(1,127,938)	(97,847)
TOTAL FUNDS	1,030,091	(1,127,938)	(97,847)

continued...

12. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	452,396	(257,326)	75,000	270,070
Designated fund-FPLP	75,000	-	(75,000)	-
Designated fund-Aspire Deputy Director	85,000	(85,000)	-	-
	612,396	(342,326)	-	270,070
TOTAL FUNDS	612,396	(342,326)	-	270,070

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,925,913	(2,183,239)	(257,326)
Designated fund-Aspire Deputy Director	-	(85,000)	(85,000)
	1,925,913	(2,268,239)	(342,326)
TOTAL FUNDS	1,925,913	(2,268,239)	(342,326)

13. RELATED PARTY DISCLOSURES

During the year the charity was charged for a workshop presentation at a cost of £1,447 by Dean Royles Ltd. The charity traded at arms length with Dean Royles Ltd a company of which Mr D Royles, is a director.

Docusign Envelope ID: A08CD584-8763-45FC-8433-9EA8D5C34BB3

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Charitable activities		
Membership	454,360	365,214
Sponsorship and events	441,462	664,877
	895,822	1,030,091
Total incoming resources	895,822	1,030,091
EXPENDITURE		
Charitable activities		
Rent	1,479	325
Insurance	619	615
Postage and stationery	1,390	1,232
Contractors and consultancy	242,621	166,173
Events and awards expenses	490,184	635,639
General expenses	206	2,680
Marketing and publicity	26,928	41,029
Telephone internet & computer	16,892	16,829
Bad debts	14,253	(6,830)
Recruitment costs	-	17,854
Repairs & Maintenance costs	114	32
Travel costs	13,339	8,591
Depreciation of tangible fixed assets	7,553	7,352
	815,578	891,521
Support costs		
Management		
Wages	242,778	151,665
Social security	17,491	9,498
Pensions	2,365	-
	262,634	161,163
Finance		
Bank charges	118	138
Governance costs		
Auditors' remuneration	17,251	12,000
Bookkeeping	32,159	25,495
Accountancy fees	7,225	5,900
Strategic Management Costs	-	31,000
Trustees Reimbursed Expenses	1,245	721
Legal fees	4,091	-
	61,971	75,116
Total resources expended	1,140,301	1,127,938
Net expenditure	(244,479)	(97,847)

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

England & Wales - Charity number 1167883

Accounts

REGISTERED CHARITY NUMBER: 1167883



FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2024

FOR

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

	Page
Report of the Trustees	1 to 10
Report of the Independent Auditors	11 to 13
Statement of Financial Activities	14
Balance Sheet	15
Cash Flow Statement	16
Notes to the Cash Flow Statement	17
Notes to the Financial Statements	18 to 24
Detailed Statement of Financial Activities	25

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Public benefit

Healthcare People Management Association (HPMA) is a membership body comprised of corporate, commercial and individual members. Its primary objectives are to promote and protect good health for the public benefit and HPMA does this through developing good practice in the science of people management, including operating UK-wide networks for human resources, organisational development and people management professionals in health and care sectors and undertaking studies and research. One of its core ambitions is to represent all people managers working in health and care across the 4 nations of the United Kingdom including people professionals at every level within Workforce and OD.

The Trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

ACHIEVEMENT AND PERFORMANCE

Achievements and Performance

HPMA @50th Anniversary - 2024

It is 50 years since the HPMA was originally established. A lot has changed since 1974 including the organisation's status, with the successful achievement of charitable status in June 2016. It remains the case that healthcare organisations across the United Kingdom face significant pressure to deliver in a challenging climate, with pressures on workforce supply and the ongoing impact of industrial action. There is little prospect of the challenges reducing for healthcare organisations given the ever-increasing demand for services arising from amongst other things health inequalities, chronic conditions and 'peak death'. Coupled with a falling birth rate, there is a new generation of workers that want a different employment deal, both of which impact on workforce supply and we have a perfect storm. The healthcare workforce and our members are at the forefront of these challenges. In this context HPMA's mission and its work to support people managers at all levels becomes even more relevant and crucial.

Achievements and Performance highlights 2023-24

Our values underpin what we do but more importantly how we do it. They are:



HPMA Strategy 2022-25

It is more vital than ever that our wider healthcare workforce feel nurtured and cared for in relation to their well-being given the challenges and significant pressures they are experiencing week in week out. Happy staff means happy patients &families and better quality of care and outcomes. HPMA continues to look for new opportunities to work in partnership and to expand existing networks and relationships, to help influence the culture for our members and to create world-class people management. Our strategy sets out five areas of focus, or 'ambitions'. These are:



The following sections highlight some of the key achievements during 2023-24.

- **Continually develop our people.**

HPMA has continued to increase the number of national events, mainly on a virtual platform, developing a core offer for members, which will continue to be built upon during 2023-2024. This has facilitated an enhanced offer to what the branches also offer for their local membership.

- **Engaging our members**

We are continually working on communications to ensure that we can communicate directly with individuals within the membership, and work has continued with our member organisations on seeking up-to-date information that facilitates the work for the Charity. We have continued to benefit from our specialist communications support, who have supported our brand's increased promotion alongside increased social media visibility, mainly X (twitter) and LinkedIn.

We have increased the number of followers on our main X account and our LinkedIn followers are also steadily on the rise. Data on positive engagement with our posts is limited but where available this again shows a positive trend.

- **Provide leading-edge practice and research**

The calibre of our annual award entries continues to illustrate leading-edge practice and excellence, providing great case studies, examples of approaches and a diverse range of interventions. We have organised events for shortlisted applicants to share their work for the broader benefit of our membership. Employment Relations research was undertaken again to facilitate the comparison of how the world of NHS has evolved post- COVID or, as we would say, the 'new normal'.

- **Lead Talent management for our profession**

The Charity succeeded in its bid to deliver an England-wide aspiring Deputy Chief People Officer development programme designed to support the emergence of talent and provide skills and experience for new people leaders moving forward into the changing world of work. Working with NHS England as a partner has provided new opportunities for HPMA in terms of profile and future opportunities. Our Academies have undertaken a great deal of work in supporting the development of our profession to ensure we nurture and support our talent and provide model programmes which can be built on for the rest of the UK.

- **Provide support for our members**

This remains an emergent ambition for us and something which the newly appointed Chief Executive will take forward once in post. During the latter part of 2023-24 we made some progress with increasing the resources on our online hub and utilising the learning needs analysis results to inform the national offer and programmes.

Charity-wide activity and achievements

We have continued to support members and grow our memberships in what has been another challenging year for the National Health Service and healthcare in general. We have seen some changes to our executive leadership with the departure of our Chief Executive, Nicky Ingham, in October 2023 and an Interim Chief Executive appointment in parallel. In early 2024 the search began to find and appoint a new Chief Executive, with support from a Recruitment Agency and following a robust selection process we were pleased to appoint Julie Rogers in March 2024, effective from July 2024.

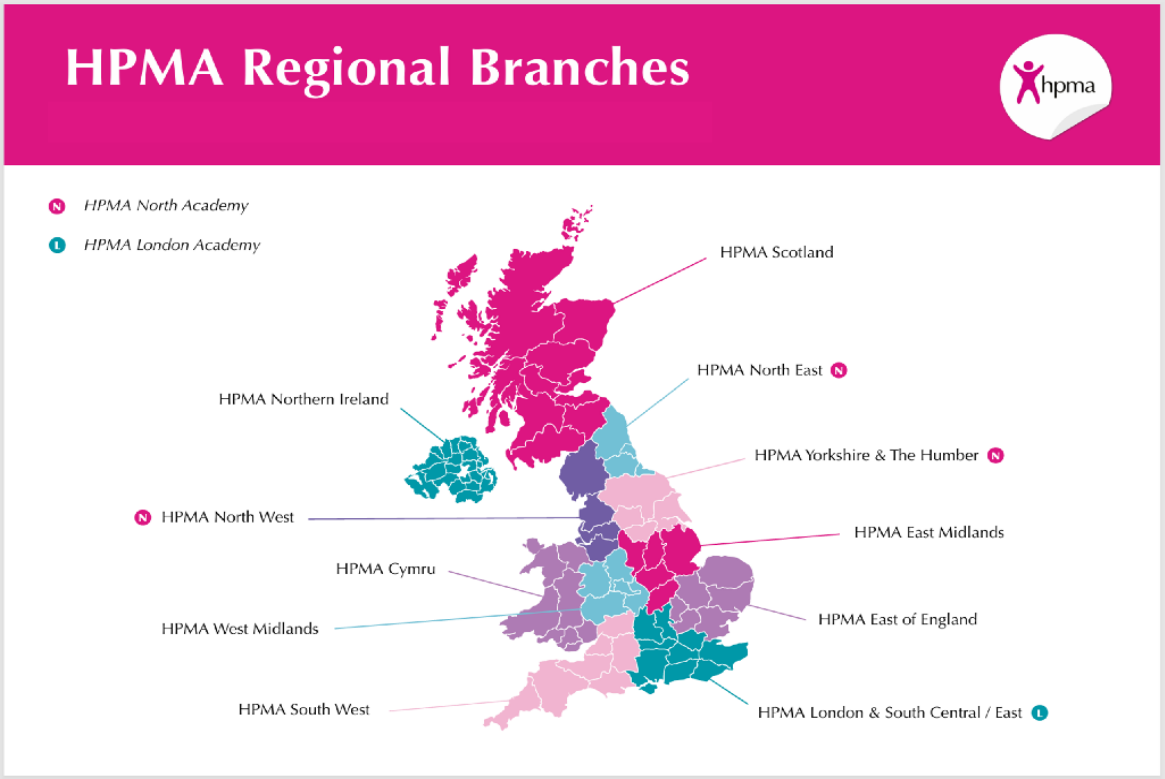
We are grateful to Tracy Hill for stepping into the Chief Executive role during the year and for ensuring continued progress in our key workstreams and programmes including in relation to inclusion, leadership development, member support, and governance. During the year we also considered and agreed to add a new programme to our portfolio 'Avoiding Harm' which will be taken forward during 2024-25.

HPMA has continued to provide both face-to-face and virtual opportunities for development, supporting our profession through the challenges they have faced whilst maintaining their personal development, building upon activity from previous years. There is no doubt that the universal availability of platforms like Microsoft Teams has enhanced our offer and increased the number of attendees that can benefit from the development, ranging up to 285 attendees for some of the online webinars for national and branch events. Some of the highlights from 2023-24 are:

- Successful HPMA Awards and conference in October 2023.

- Continued success with our #InclusiveHR social movement to bring about a step change in the experience, development and career outcomes for black, Asian and minority ethnic people professionals. We have proactively promoted this work under the banner of #InclusiveHRand have produced a toolkit to provide information and support to organisations signing up to the 5 step challenge to change. 55 organisations signed up in 2023-24. Our London Academy Development Director has been instrumental in promoting and leading this work with its NHS founder, with dedicated input from the charity's people project officer.
- Successful launch of the first pilot cohort of the Future People Leaders Programme commissioned and part-funded by NHS England, which saw 45 people participate.
- A substantial increase in the number of national events open to all members across the UK.
- The completion and launch of the Vice President welcome pack, aimed at new VPs.
- Commissioned and conducted in partnership our third piece of research into Employee Relations in the NHS, due to report in 2024-25.
- Led the North Academy oversight with successful delivery of programmes in relation to Business Partner development, peer supervision and curious conversations.
- Delivered through our London Academy a core programme of 150 learning events, the 5th cohort of our ASPIRE HR/OD Business Partner Programme, the 5th cohort of the ASPIRE deputy director talent pool and the 2nd cohort of the HR and OD anti racist leadership programme

Regional delivery



Our regional branches are led by Vice Presidents who chair the branch committee and oversee activity for their region. There are several branches where we have co-Vice Presidents in post, all are people professionals and volunteers who give their time pro bono. We are extremely grateful for the commitment and contributions of all our Vice Presidents to the charity and the development of people managers across the UK. We also want to recognise the part that employers play in enabling and supporting our volunteers' participation in branch work as well as member attendance at events and training & development programmes.

It has been another challenging year for all our branches, given the pressures on the systems within which they work and the reliance on committee members to find time to take on the doing as well as the collaborating. It reflects the passion and commitment to our cause that despite the challenges most branches have continued to host high-quality and well-attended events and development for members.

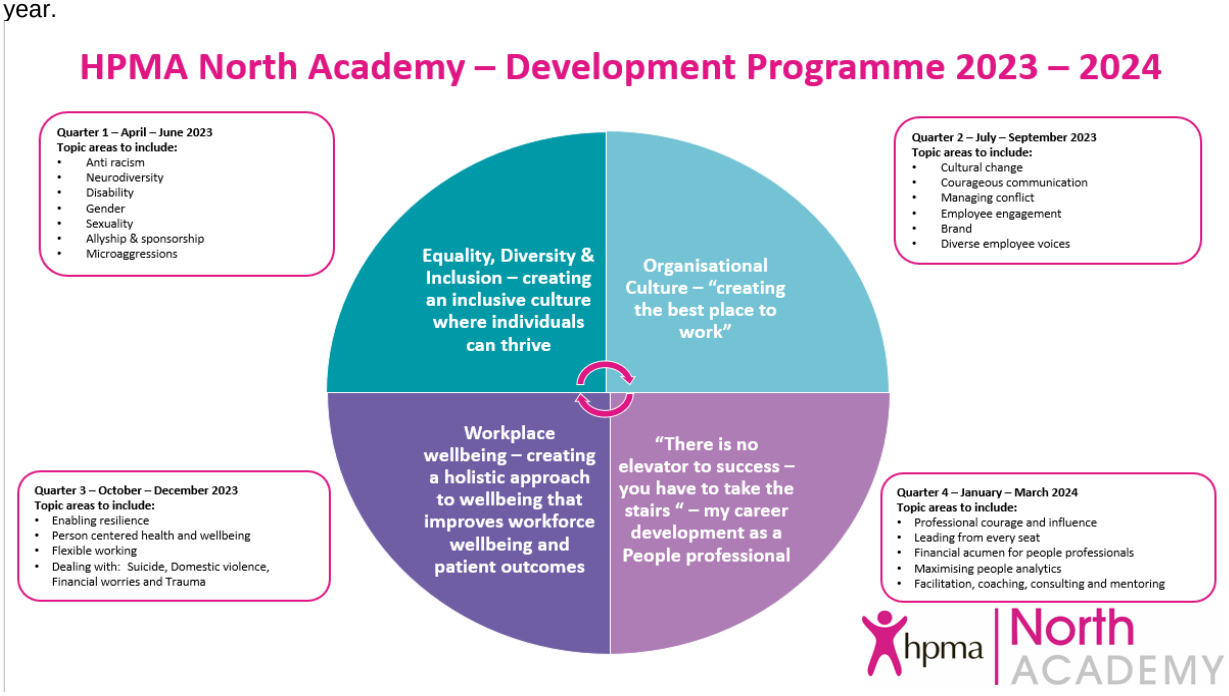
London/South East/South Central Academy

The Academy is well-established and runs a substantial programme of activity every year. Members of the Academy pay considerably higher fees than those for our other branches, via a supplement to the Charity's national corporate membership rate. This supplement is discussed and agreed by the Academy 'Board' and forms part of the annual fee arrangements set out by the Charity. Highlights from the Academy include:
- successfully delivered 150 learning events under the programme title 'Developing a collaborative & inclusive people profession to deliver integrated health & care' and achieving consistently high satisfaction rates.

- successfully delivered the 5th cohort of our ASPIRE HR/OD Business Partner Programme for 18 participants and the 5th cohort of the ASPIRE deputy director talent pool for 28 participants.
- implemented the second anti-racist leadership development programme for people professionals with positive feedback.
- delivered a well evaluated conference for 100 people professionals in the room and 150 online, titled 'Leading the Way with Purpose, Integrity and Compassion'.

North Academy

The North Academy covers the Yorkshire & Humber, North East and North West Branches. Members of the cademy pay an additional supplement over and above the national corporate member fee. This is set by the Charity taking account of the views of the National Council. Following the departure of the HPMA's Chief Executive in October 2023 the Development Director for the North Academy agreed to take on the Interim Chief Executive role whilst recruitment was undertaken. This did impact on the volume of activity planned and delivered by the Academy in the second half of the year.



Highlights during the year included:

- Delivered 14 webinars covering relevant topics for members.
- Hosted an Organisational Development (OD) Programme consisting of two cohorts, with 39 delegates successfully completing it.
- Wellbeing Programme: 14 members completed a 4-part workshop.
Networking Events: virtual and in-person, enabling members to connect and share best practices.
- Workshops and Training Sessions: Offered a range of workshops and training sessions designed to enhance professional development.

National Conference & Awards 2023-24

Our national conference and awards remain the highlight of the year for many of our partners and members. The event provides an opportunity to showcase and celebrate excellence within the people management arena and categories are hotly contested. Application rates continue to be high and in 2023-24 we had over 260 entries submitted, with 234 different submitting entrants across 136 organisations. Taking place in Leeds for the first time in many years, we saw one of our biggest attendances with over 600 individuals representing all four corners of the UK.

Entries by Category	**Submitted**
NHS Employers award for well-being	51
Team of the year	24
Hill Dickinson award for education, learning and development initiative	23
Capsticks award for innovation	23
Mills & Reeve award for leading in equality, diversity and inclusion	18
Browne Jacobson award for excellence in employee engagement	16

University of Bradford Award for cross sector working	16
Bevan Brittan award for digital and workforce analytics	16
Ward Hadaway Star award	15
Academy Wales award for excellence in organisational development	15
HSJ Jobs award for systems workforce planning and development	10
Director of the year	9
Social Partnership Forum award for partnership working between employers and trade unions	8
Deputy director of the year	7
Health Education and Improvement Wales (HEIW) award for working smarter	7
HST talent acquisition strategy of the year award	7
Presidents award for outstanding lifetime achievement	1

Key performance indicators

To deliver our charitable purpose, we bring a diverse range of people together to learn, share experiences and best practices on all aspects of human resources, workforce, organisational development, people management and transformational change, to name a few. This year's focus has again been on increasing our reach and memberships, working with organisations and commercial members alike to continue to enable an increase in the number of national and branch events.

The result has been a steady increase in the number of members both corporate and commercial. We have also seen a positive increase in the number of events delivered nationally and locally, providing a significant number of CPD hours for our members and additional face to face networking opportunities.

Our Strategy, launched in 2022, remains our guiding document to inform our work and partnerships. It includes our vision as a Charity which is 'Improving Health Through People'. Whilst this contains actions to be delivered, there is a need for more focus on KPIs and data to enable the organisation, Trustees and members to track and monitor delivery as well as achievement of outcomes.

FINANCIAL REVIEW

Financial position

HPMA retained its corporate membership model for 2023 - 2024 but did agree with National council an increase in fees. Our fees were increased for corporate members and the North Academy by 15%, the increase for commercial members was 20% and 5% for the London Academy members. Considering the current financial challenges facing the sector, continuing to demonstrate value for money and ensuring membership retention as well as growth has been a priority for us and will continue to be for the foreseeable future.

Income from membership has slightly decreased to £365,214 (2023: £385,908), and our overall sponsorship has decreased to £136,119 (2023: £311,100). Among other smaller sponsorships for branch events, we received £24,000 from NHS England and £36,800 from Surrey Heartlands ICB for the FPLP Programme this year, and £50,000 towards the development of our North Academy from a North West- based Integrated Board, as well as £10,000 from NHS Wales Shared Services Partnership and £8,000 from Health Education and Improvement Wales to support the Welsh branch. Including all sponsorship and branch events our total income reached £1,030,091 (2023: £1,012,811) for the year.

Other than Head Office salaries and expenditure on contractors, expenditure has been predominantly on specialist trainers and speakers for the events. We have again benefited from our commercial partners who have made considerable contributions in the form of event sponsorship, content and other services offered pro bono or at much-reduced rates, reflecting the charitable nature of HPMA activities and the connection many feel to HPMA's charitable objectives. We want to convey our thanks to all those who have supported us during the year, as without their generosity, we would not have been able to undertake so much activity.

A financial report has been prepared and received at Trustee meetings during the year. The Board of trustees continue to have a focus on ensuring that as much spending as possible is focused on delivering HPMA's charitable objectives.

Principal funding sources

Membership fees provided £365,214 (35.45%), sponsorship fees provided £136,119 (13.2%), branch & programme events including the Future People Leaders Programme provided £166,000 (16%) and Conference & Awards income provided £251,055 (25%) of generated income. This excludes the gifts of assets, donated services and grants received.

FINANCIAL REVIEW

Reserves policy

HPMA reserves have decreased by just under £98,000 this year and now stand at £514,549. All reserves are held in funds whose use is at the discretion of the Trustees if they are used to further the objects and aims of the Charity. The Board of Trustees set the reserves policy.

The Association's policy is to secure its viability beyond the immediate future. This requires income to be put aside when this can be afforded as a reserve against future uncertainties and opportunities. The Board of Trustees have adopted the following Reserves Policy:

- All funds are unrestricted income funds. These are split into General funds and Branch funds
- The Branch funds are to be built up to be equal to or greater than one year's expenditure of the branch.
- Collectively, the funds are to be built up to equal to or greater than one year's total expenditure. The Charity continues to work towards this goal. None of the funds are in deficit.

Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

During 2023-24 the Trustees commissioned a review of the organisation's governance arrangements to ensure that they remained up to date and fit for purpose. The review commenced in Quarter 4 of 2023/24 starting with the key documents that underpin our work. This included the Constitution, Rules and Byelaws, Schemes of Delegation and Terms of Reference for critical groups. There was also an initial report on the decision-making structure, roles and responsibilities and this has led to further work being identified to improve clarity, accountability and transparency in our activities. This work continues during 2024/25, we are now moving ahead with some of the conclusions through the new Chief Executive to revise our governance arrangements.

Governing Document

HPMA was incorporated as a Charitable Incorporated Organisation (CIO) on 28th June 2016. Its constitution, rules and bylaws govern the association. The registered name, registered office and the names of the Trustees, other officers and National Council members are listed on page 9 of this report. The Board of Trustees are the legal Trustees and have control of the assets of the Charity.

Recruitment and appointment of new trustees

The composition and size of the Board of Trustees are reviewed regularly to assess the skills profile of the Board, relevant to its requirement to meet the needs of the Charity. The Board, through the Chair, is responsible for appointing Trustees, who are recruited from as broad a network of personal contacts as possible. There has been some turnover in Trustees during 2023-24 and new appointments will be a priority for 2024-25.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Association is managed by a Board of Trustees comprising up to 12 Trustees. The Trustees receive no remuneration but can claim reasonable travel-related expenses, and elected members serve for between 1 and 3 years but can be re-elected at the Annual General Meeting.

Members are organised into 11 branches covering regions of the UK, 8 across England and 1 in each of Wales, Scotland and Northern Ireland. Each branch has a Vice President (VP) to act as Branch Chair, and they, in turn, represent the branch as members of the National Council. The Board has clarified that nominations to the role of Vice President are to be recommended by branches, but appointments are to be ratified by the Trustees. The National Council is the members' representative body, acts as an advisory group and inputs into activities, events, and other matters. During 2023-24 a decision was taken to extend the membership of the National Council to include key strategic partners from the four nations of the UK. Each branch is expected to have in place a committee to oversee its activity and interface with local members, as well as to work with the national team.

The Board of Trustees will consult with the National Council on some issues but will remain ultimately responsible for all financial and statutory matters, providing oversight to the strategy and ensuring that activities are aligned with HPMA's charitable objectives.

HPMA is committed to recruiting Trustees with the appropriate skills and talents. Vacancies for Trustees are advertised across the National Council and branch committees. Trustees receive an induction from key members of the organisation and can attend national and branch events. During 2023-24, a new VP handbook was developed and has been made available to all VPs as well as rolled-out to new VPs.

To manage the day-to-day activities of the Charity, there is an Executive, which consists of the President, Deputy President, and the Chief Executive. The President and Deputy President are elected by the National Council and serve as both Trustees and members of the National Council to ensure continuity, and the Chief Executive attends both meetings. In 2023-24 the President role was filled on a job share basis by two individuals. The President and Deputy President roles are voluntary and unremunerated.

The Trustees would like to take this opportunity to thank the Chief Executive, the interim Chief Executive and the HPMA staff, all the Vice Presidents, members of the National Council and members of the branch committees for all that they do voluntarily on top of their extremely challenging day jobs.

Induction and training of new trustees

Our policy is for all new Trustees to be briefed on their responsibilities and statutory obligations under charity law. In addition, all Trustees are encouraged to attend appropriate Trustee training courses, such as the one-day courses for the Chair, Investment Training for Trustees and Trustee Training Course. All Trustees are given the opportunity to meet key members of staff.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Charity regards the management of risk as a key issue. A risk register is maintained and is reviewed regularly throughout the year. Quarterly management accounts and related information are produced with an expectation that these are regularly scrutinised by branch committees as well as at national council and at Board meetings.

Financial resilience is the greatest challenge discussed and recognised by the Trustees. This relates to the stability and sustainability of income. HPMA operates with a largely variable cost base. If sponsorship income is not received, discretionary expenditure can be reduced. The Charity reviews its fee levels annually.

The other primary risk for the Charity relates to its reputation as an association supporting people professionals and is carefully managed when events are organised, speakers booked, and content confirmed. HPMA remains focused on its role in education and professional development and now makes informed statements in response to national workforce issues. HPMA has a code of conduct in place, set out in the Rules and Byelaws document. There has been no need to use it to date, no reports of breaches or complaints.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1167883

Principal address
PO Box 343
Lytham St Annes
Lancashire
FY8 9JF

Trustees
D McAlister Trustee
J M Marshall Trustee
J S Wilkinson Trustee
D J Tarrant Trustee
S F Hobbs Trustee
S F Morley Trustee
D Holmes Trustee
D A Royles Trustee

Auditors
Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

National Council
Janet Wilkinson and Sarah Morley -Joint Presidents - Council Chairs
Victoria Downing-Burns Vice President - South West
Chris Carron Vice President - Scotland
David Holmes Vice President - West Midlands
Karen Chummun Co-Vice Presidents London, South Central & South East (commenced May 2023)
Laura Bevan
Gareth Hardacre Vice President - Wales
Suzanne Hartshorne Co-Vice Presidents Yorkshire & Humber
Lyndsey Jenson
Amanda Rawlings Co-Vice Presidents - East Midlands
Caroline Wade
Annesley Donald Vice President - East of England
Jacqui Reid Vice President - Northern Ireland
Michelle Cloney Vice President - North West
Lynne Shaw Vice President - North East and Cumbria
Nicky Ingham CEO until October 2023
Tracy Hill Interim CEO from October 2023

STATEMENT OF TRUSTEES' RESPONSIBILITIES
The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....
D McAlister - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Opinion

We have audited the financial statements of Healthcare People Management Association (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, 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 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud
We identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, and then, design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

We discussed our audit independence complying with the Revised Ethical Standard 2019 with the engagement team members whilst planning the audit and continually monitored our independence throughout the process.

Identifying and assessing potential risks related to irregularities.
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- enquiring of management, including obtaining and reviewing supporting documentation, concerning the Charity's policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual. suspected or alleged fraud;
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- discussing among the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.
- obtaining an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Charity, The key laws and regulations we considered in this context included the UK Companies Act and relevant tax legislation.

Audit response to risks identified
In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations;
- enquiring of management concerning actual and potential litigation and claims; performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the operational rationale of any significant transactions that are unusual or outside the normal course of operations.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Use of our report

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

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

Date: .....

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities	2				
Charitable activities		1,030,091	-	1,030,091	1,012,811
EXPENDITURE ON					
Raising funds	3	38,211	-	38,211	15,282
Charitable activities	4				
Charitable activities		1,089,727	-	1,089,727	862,673
Total		1,127,938	-	1,127,938	877,955
NET INCOME/(EXPENDITURE)		(97,847)	-	(97,847)	134,856
RECONCILIATION OF FUNDS					
Total funds brought forward		612,396	-	612,396	477,540
TOTAL FUNDS CARRIED FORWARD		514,549	-	514,549	612,396

The notes form part of these financial statements

BALANCE SHEET
31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	9	10,067	-	10,067	16,154
CURRENT ASSETS					
Debtors	10	379,169	-	379,169	489,135
Cash at bank		601,199	-	601,199	484,675
		980,368	-	980,368	973,810
CREDITORS					
Amounts falling due within one year	11	(475,886)	-	(475,886)	(377,568)
NET CURRENT ASSETS		504,482	-	504,482	596,242
TOTAL ASSETS LESS CURRENT LIABILITIES		514,549	-	514,549	612,396
NET ASSETS		514,549	-	514,549	612,396
FUNDS	12				
Unrestricted funds				514,549	612,396
TOTAL FUNDS				514,549	612,396

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....
D McAlister - Trustee

The notes form part of these financial statements

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	117,789	9,148
Net cash provided by operating activities		117,789	9,148
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,265)	(321)
Net cash used in investing activities		(1,265)	(321)
Change in cash and cash equivalents in the reporting period		116,524	8,827
Cash and cash equivalents at the beginning of the reporting period		484,675	475,848
Cash and cash equivalents at the end of the reporting period		601,199	484,675

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(97,847)	134,856
Adjustments for:		
Depreciation charges	7,352	7,119
Decrease/(increase) in debtors	109,966	(382,300)
Increase in creditors	98,318	249,473
Net cash provided by operations	117,789	9,148

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23 £	Cash flow £	At 31.3.24 £
Net cash			
Cash at bank	484,675	116,524	601,199
	484,675	116,524	601,199
Total	484,675	116,524	601,199

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charity, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Membership fees and sponsorship income
Membership income is recognised on a daily accruals basis. Any income received in advance is deferred until the next period. Sponsorship income is recognised once the sponsored event has occurred.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment	-	25%	on cost

Taxation
The charity is exempt from tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

Cash at bank and in hand
Cash at bank and cash 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.

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

Financial instruments
The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

continued...

1. ACCOUNTING POLICIES - continued

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets
Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets
Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities
Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

Hire purchase and Leasing agreements
Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

continued...

1. ACCOUNTING POLICIES - continued

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Employee benefits
The charity provides a range of benefits to employees, paid holiday arrangements and defined benefit and defined contribution pension plans.

Short term benefits
Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

Functional and Presentational currency
The functional and presentational currency is £ sterling.

Going Concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

2. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024 £	2023 £
Membership	Charitable activities	365,214	385,908
Sponsorship and events		664,877	626,903
		1,030,091	1,012,811

3. RAISING FUNDS

Raising donations and legacies

	2024 £	2023 £
Support costs	38,211	15,282

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 5) £	Totals £
Charitable activities	891,521	198,206	1,089,727

continued...

5. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Raising donations and legacies	-	-	38,211	38,211
Charitable activities	161,163	138	36,905	198,206
	161,163	138	75,116	236,417

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

During the year, the Charity made the following payments to trustees:

Name	Position	£	£	Reason
S Morley	President	308	-	Travel expenses
D Tarrant	Trustee	214	247	Travel expenses
D McAlister	Trustee	199	125	Travel expenses
D Royles	President 2023	-	552	Travel expenses
		721	**924**	

7. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	151,665	124,966
Social security costs	9,498	6,481
	161,163	131,447

The average monthly number of employees during the year was as follows:

	2024	2023
Average number of employees	3	3

No employees received emoluments in excess of £60,000.

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Charitable activities	1,012,811	-	1,012,811
EXPENDITURE ON			
Raising funds	15,282	-	15,282
Charitable activities			
Charitable activities	862,673	-	862,673
Total	877,955	-	877,955

continued...

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
NET INCOME	134,856	-	134,856
RECONCILIATION OF FUNDS			
Total funds brought forward	477,540	-	477,540
TOTAL FUNDS CARRIED FORWARD	612,396	-	612,396

9. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 April 2023	28,773
Additions	1,265
At 31 March 2024	30,038
DEPRECIATION	
At 1 April 2023	12,619
Charge for year	7,352
At 31 March 2024	19,971
NET BOOK VALUE	
At 31 March 2024	10,067
At 31 March 2023	16,154

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	66,850	227,624
Other debtors	293,830	251,055
VAT	1,439	3,640
Prepayments	17,050	6,816
	379,169	489,135

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	140,887	56,595
Taxation and social security	2,034	2,210
Other creditors	332,965	318,763
	475,886	377,568

continued...

12. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	452,396	(12,847)	(30,964)	408,585
Designated fund-FPLP	75,000	-	30,964	105,964
Designated fund-Aspire Deputy Director	85,000	(85,000)	-	-
	612,396	(97,847)	-	514,549
TOTAL FUNDS	612,396	(97,847)	-	514,549

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,030,091	(1,042,938)	(12,847)
Designated fund-Aspire Deputy Director	-	(85,000)	(85,000)
	1,030,091	(1,127,938)	(97,847)
TOTAL FUNDS	1,030,091	(1,127,938)	(97,847)

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	477,540	134,856	(160,000)	452,396
Designated fund-FPLP	-	-	75,000	75,000
Designated fund-Aspire Deputy Director	-	-	85,000	85,000
	477,540	134,856	-	612,396
TOTAL FUNDS	477,540	134,856	-	612,396

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,012,811	(877,955)	134,856
TOTAL FUNDS	1,012,811	(877,955)	134,856

continued...

12. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	477,540	122,009	(190,964)	408,585
Designated fund-FPLP	-	-	105,964	105,964
Designated fund-Aspire Deputy Director	-	(85,000)	85,000	-
	477,540	37,009	-	514,549
TOTAL FUNDS	477,540	37,009	-	514,549

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,042,902	(1,920,893)	122,009
Designated fund-Aspire Deputy Director	-	(85,000)	(85,000)
	2,042,902	(2,005,893)	37,009
TOTAL FUNDS	2,042,902	(2,005,893)	37,009

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
INCOME AND ENDOWMENTS		
Charitable activities		
Membership	365,214	385,908
Sponsorship and events	664,877	626,903
	1,030,091	1,012,811
Total incoming resources	1,030,091	1,012,811
EXPENDITURE		
Charitable activities		
Rent	325	-
Contractors and consultancy	166,173	91,371
Events and awards expenses	635,639	511,894
General expenses	13,150	4,327
Marketing and publicity	41,029	34,922
Research and development	-	2,950
Telephone internet & computer	16,829	34,661
Bad debts	(6,830)	5,637
Recruitment costs	17,854	-
Depreciation of tangible fixed assets	7,352	7,119
	891,521	692,881
Support costs		
Management		
Wages	151,665	124,966
Social security	9,498	6,481
	161,163	131,447
Finance		
Bank charges	138	130
Governance costs		
Auditors' remuneration	12,000	12,000
Bookkeeping	25,495	25,625
Accountancy fees	5,900	6,490
Strategic Management Costs	31,000	8,458
Trustees Reimbursed Expenses	721	924
	75,116	53,497
Total resources expended	1,127,938	877,955
Net (expenditure)/income	(97,847)	134,856

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

England & Wales - Charity number 1167883

Accounts

REGISTERED CHARITY NUMBER: 1167883



FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2023

FOR

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

CONTENTS OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

	Page
Report of the Trustees	1 to 8
Report of the Independent Auditors	9 to 11
Statement of Financial Activities	12
Balance Sheet	13
Cash Flow Statement	14
Notes to the Cash Flow Statement	15
Notes to the Financial Statements	16 to 23
Detailed Statement of Financial Activities	24

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Public benefit

Healthcare People Management Association (HPMA) is a membership body representing all people professionals at every level within Workforce, OD and Human Resources in the health and care industries across the United Kingdom.

Its primary objectives are to promote and protect good health for the public benefit through developing and maintaining good practice in the science of people management, including bringing together all those working in human resources, workforce, people management and related people services within health and care services in a UK-wide network. Promoting excellence in people management, organisational development and leadership within health and care services and working in partnership with other organisations, health and care commissioners, and providers to benefit patients through people management, organisation development and leadership.

Additionally, undertaking studies and research into people management and related services within health and care services and publishing useful results.

The Trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

ACHIEVEMENT AND PERFORMANCE

Achievements and Performance

The year ending 31st March 2023 has been a rewarding year where we have continued to support our membership during what has been another challenging year for the NHS. However, the Charity continued progressing on its 3-year strategy and our underpinning five key workstreams.

HPMA celebrated its 49th Year.

Healthcare organisations have never been so challenged with significant pressures on the service, particularly the workforce, to deliver in a challenging climate with an ever-challenging workforce supply and the ongoing impact of industrial action. HPMA has continued to grow in relation to membership during 2022 - 2023, providing both face-to-face and virtual opportunities for development, supporting our profession through the challenges they have faced whilst maintaining their personal development, building upon activity from previous years.

Key Achievements through 2022 - 2023

- Successful HPMA Awards and conference in September 2022.
- Successful bid to commission a Deputy Chief People Officer Programme for NHS England, which will be delivered during 2023 - 2024.
- Ongoing collaboration with Chartered Institute of Personnel and Development (CIPD), Healthcare People Management Association (HPMA), Public Services People Managers Association (PPMA) and Universities Human Resources (UHR utilising the MoU, with several joint events for senior workforce leaders across the North of England.
- Continued increase in the number of events held virtually by the central team open to all members across the UK.
- A continued increase in visibility on social media with regular improvements to the website.
- Launched our third piece of research into Employee Relations in the NHS.
- Continued increase of opportunities for members of the North Academy with successful programmes in relation to Business Partners development, peer supervision and curious conversations.
- Increased membership both from a corporate and a commercial perspective.

Our vision as a Charity remains the same, which is 'Improving Health Through People' as it is vital more than ever that our wider healthcare workforce feel nurtured and cared for in relation to their well-being given the challenges that Covid19 and the 'new normal' have presented. Happy staff means happy patients and families who received excellent care from staff who feel supported and cared for themselves. HPMA continues to set the culture for world-class people management, ensuring exceptional care and supporting workforce professionals to deliver excellence in workforce delivery every single day.

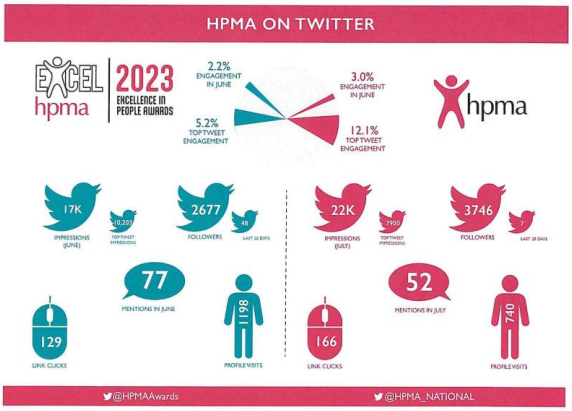
HPMA continued to focus on its five ambitions arising from our strategy during 2022- 2023.

Continually develop our people.

HPMA has continued to increase the number of national events, mainly on a virtual platform, developing a core offer for members, which will continue to be built upon during 2023-2024. This has facilitated an enhanced offer to what the branches also offer for their local membership.

Engaging our members

We are continually working on communications to ensure that we can communicate directly with individuals within the membership, and work has continued with our member organisations on seeking up-to-date information that facilitates the work for the Charity. We have continued to benefit from our specialist communications support, who have supported our brand's increased promotion alongside increased social media visibility, mainly twitter and LinkedIn. The infographic below shows the year at a glance for both the awards handle and our national handle.



Provide leading-edge practice and research.

The calibre of our award entries continues to illustrate leading-edge practice and excellence, providing great case studies, examples of approaches and a diverse range of interventions. We have organised events for shortlisted applicants to share their work for the broader benefit of our membership. Employment Relations research was undertaken again to facilitate the comparison of how the world of NHS has evolved post COVID or, as we would say, the 'new normal'.

Lead Talent management for our profession.

The Charity succeeded in its bid to commission aspiring Deputy Chief People Officer development programme designed to support the emergence of talent and provide skills and experience for new people leaders moving forward into the changing world of work. The two academies have undertaken a great deal of work in supporting the development of our profession to ensure we nurture and support our talent.

Provide support for our members.

This is an emergent ambition for the Charity, and we are keen to explore opportunities for our membership in relation to mentoring, coaching and welfare support building on programmes and practices that have been tried and tested and linking in with the four nations to ascertain what is available and how we can promote
and enhance the offer.

Branch Achievements

All branches have found the past year very challenging, given the pressure on the branch volunteers in relation to the ongoing challenges from Covid19 and the ongoing industrial action. However, most branches have continued to host events and development for their members, using virtual platforms, which have increased the reach compared to face-to-face events, which is great The central team have continued to enhance the core offer for all members to maintain momentum and meet the needs of our members. Events that branches have organised have been successful and provided much-needed support locally, encouraging new members to join branches, which is always refreshing and injects new ideas to support branch development. The Charity has benefited from the move to virtual events, meaning an increased number of attendees can benefit from the development —ranging up to 285 attendees for some of the online webinars for national and branch events.

London, SE and SC Branch

The following provides highlights of the main achievements of the London, SE and SC Branch for the 22/23
annual report:

- They delivered a successful core development programme entitled 'Stepping Forward as a future-focused people professional'. The programme involved the delivery of approximately 150 events throughout the course of the year and received our highest-ever satisfaction rates.
- They designed, commissioned, and delivered the first-ever anti-racist leadership programme for people professionals. There were 22 senior people professionals completing the training, and the feedback was highly positive. On the back of the programme's success, they secured further funding to deliver a second cohort.
- They delivered their first hybrid annual conference in November 2022 entitled 'Ourselves, our people, our passion —how the people profession is driving the future of healthcare'. They had 100 participants in the room and 200 online. The conference received excellent feedback.
- They continued to support the PlnclusiveHR movement for change and launched the 5-step challenge to change. Their work on improving equality and diversity for the people profession won the National Health and Care Award for best corporate initiative.
- They delivered the first anti-racism conference for the people profession on July 22 for 70 participants.
- They delivered their fourth aspirant Business Partner leadership programme for 18 participants and rolled out the fourth year of their aspirant Deputy Workforce Director programme for 22 participants.
- They supported piloting the new NHS talent framework 'Scope for Growth' for the people profession across 9 NHS organisations.

North Academy

The following provides highlights of the first seven months of the North Academy.
- Northern Academy established —soft launch September 2022, bringing together 3 HPMA branches —North West, North East & Cumbria, and Yorkshire 8 Humber.
- Programme Development Director recruited (15 hours/week)
- Number of Programmes introduced and made available to HPMA North Academy members.

- People Business Partner Programme successfully designed, implemented, and evaluated 26 participants (6 months duration, blended learning).
- Curious Conversations Programme implemented and successfully evaluated (10 hours of virtual learning, 7 cohorts).
- Pilot - Peer Supervision Programme for band 6 Advisers successfully ran in Yorkshire & Humber (4 half-day sessions in person).
- Learning needs analysis surveyed members to determine needs to inform the Learning Programme for 2023/2024.
- Annual Programme 2023/2024 launched to members in April 2023.

Yorkshire and Humber Branch

The Yorkshire and Humber Branch saw considerable change during the year with the departure of Joint Vice Presidents Laura Smith and Jenny Allen, Chief People Officers at Leeds Community Healthcare NHS Trust in October 2022. They had invested a significant amount of time in developing the Branch over the previous three years, including the COVID Pandemic. Their incredible leadership ensured the branch delivered events virtually to ensure the HR/OD community of Y8 H still had access to personal and professional development. The branch wishes to thank them both for their dedication to the People Profession. To continue their great work, Suzanne Hartshorne, Deputy Director of People 8 OD from Yorkshire Ambulance Service and Lindsey Jenson, Deputy Chief People Officer at South Yorkshire Partnership NHS Trust, became Joint Vice Presidents in November 2022. They are both proud to lead the branch and look forward to continuing to lead such an active and committed branch.

The branch continues to be supported by Hempsons, whose dedication, loyalty, and pure quality events management have meant the Branch has continued to grow in strength and reputation with participation from members being active and creative. Their legal knowledge has developed from the HR admin teams to Chief People Officers.

This year saw the launch of the HPMA North Academy, hence the buzz and excitement of an increased offer, which gave the Branch even more pride and loyalty into continuing to invest personal time to develop their programme. Due to industrial action and patient demand, the branch committee doubled in size and ensured they could provide a great programme despite capacity issues in Trusts. Highlights of the year include:

- March 2022: Webinar HR Essentials Programme: Managing ill health and reasonable adjustments.
- May 2022: Webinar HR Essentials Programme: Redundancy 8 Restructuring. It is always a popular choice with considerable engagement from all levels.
- July 2022: Webinar HR Essentials Programme: Social media —uses and abuses.
- September 2022: Webinar HR Essentials Programme: Employment contracts (A Practical Guide), which supported the development of our recruitment and HR administration teams

November 2022: We met the SUMO Guy, who delivered an enjoyable and valuable session providing insights and practical tools about supporting our health and well-being.

- November 2022: Webinar: Hybrid, agile and atypical working —the employment law issues.
- February 2023: We continued with our HR Essentials programme with a session on TUPE that had an incredible 217 people with a QBA lasting 90 minutes!
- March 2023: Anna Herko at Herkofy ran two webinars, the Psychology and Neuroscience of Change, which supported members to deepen their understanding of the diverse reactions to change, especially constructively supporting colleagues experiencing unpredictable and ambiguous environments. A second session from Anna helped members use Analytics using data to sell ideas.

Membership

Membership has risen slightly over the year with around 250 organisations, and approximately 83% of NHS organisations are now corporate members. The number of commercial members has steadily increased over the year, similar to previous years, and this remains an area of focus for the coming year, alongside re engaging members who chose not to renew in 2022-23.

National Awards

We had over 260 entries submitted, with 234 different submitting entrants across 136 organisations.

Entries by category	**Submitted**
NHS employers award for well being	51
Team of the year	24
Hill Dickinson award for education, learning and development initiative	23
Capsticks award for innovation	23
Mills and Reeve award for leading in equality, diversity and inclusion	18
Browne Jacobson award for excellence in employee engagement	16
University of bradford award for cross sector working	16
Bevan Brittan award for digital and workforce analytics	16
Ward Hadaway Star award	15
Academi Wales award for excellence in organisational development	15

HSJ jobs award for systems workforce planning and development	10
Director of the year	9
Social partnership forum award for partnership working between employers and trade unions	8
Deputy director of the year	7
Health education and improvement Wales (HEIW) award for working smarter	7
HST talend acquisition strategy of the year award	7
President's award for outstanding lifetime achievement	1

Entries by branch	**Submitted**
North West	57
Yorkshire and the Humber	33
London	31
Cymru	31
West Midlands	30
South Central & South East	17
South West	17
North East and Cumbria	16
East Midlands	16
East of England	12
Northern Ireland	5
Scotland	1

Key performance indicators

To deliver its charitable purpose, HPMA brings a diverse range of people together to learn, share experiences and best practices on all aspects of human resources, workforce, organisational development, people management and transformational change, to name a few. This year's focus has been to increase the membership of the Charity working with organisations and commercial members alike continuing to enable an increase in the number of national and branch events.

The result has been a steady increase in the number of members, despite several organisations merging to create much larger health and care organisations and thus reducing our potential catchment. In relation to the number of events we have put on nationally and locally, the London Academy totals over 120, providing a significant number of CPD hours for our members.

FINANCIAL REVIEW
Financial position
HPMA retained its corporate membership model for 2022 - 2023, considering the current financial challenges facing the sector, continuing to demonstrate value for money and maintaining consistent membership.

Income from membership has slightly increased to £385,908 (2022: £379,747), and our overall sponsorship has increased to £311,100 (2022: £27, 790). Among other smaller sponsorships for branch events, we received £75,000 from NHS England for the FPLP Programme this year, £100,000 towards the development of our North Academy from 2 North West-based Integrated Boards and £45,000 for the Anti Racist Leadership Programme from London-based Foundation Trust, and with sponsorship and branch events our total income reached £1,012,811 (2022: £583,908) for the year.

Other than Head Office salaries and expenditure on contractors, expenditure has been predominantly on specialist trainers and speakers for the events, purchasing virtual platforms in light of the move to delivery of events virtually, which has meant a reduction in expenditure on venues and catering. It is worthy of note that our commercial partners have made considerable contributions in the form of event sponsorship, content and other services offered pro bono or at much-reduced rates, reflecting the charitable nature of HPMA activities and the connection many feel to HPMA's charitable objectives. We want to convey our thanks to all those who have supported us during the year, as without their generosity, we would not have been able to undertake so much activity.

Expenditure continued to be tightly controlled as the Trustees have a high desire to ensure that as much spending as possible is focused on delivering HPMA's charitable objectives. The accounting system has continued to be developed in a year, providing more responsive support to branches and ensuring more robust financial governance.

Principal funding sources

Membership fees provided £385,908 (38.17%) and sponsorship fees provided £311,100 (30.72%) of generated income. This excludes the gifts of assets, donated services and grants received.

FINANCIAL REVIEW

Reserves policy

HPMA reserves have been slowly built up over many years and now stand at £612,396. All reserves are held in funds whose use is at the discretion of the Trustees if they are used to further the objects and aims of the Charity. The Trustees set the reserves policy.

The Association's policy is to secure its viability beyond the immediate future. This requires income to be put aside when this can be afforded as a reserve against future uncertainties and opportunities. The Trustees have adopted the following Reserves Policy:

- All funds are unrestricted income funds. These are split into General funds and Branch funds
- The Branch funds are to be built up to be equal to or greater than one year's expenditure of the branch.
- Collectively, the funds are to be built up to equal to or greater than one year's total expenditure.

None of the funds are in deficit.

Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

HPMA was incorporated as a Charitable Incorporated Organisation (CIO) on 28th June 2016. Its constitution, rules and bylaws govern the association. The registered name, registered office and the names of the Trustees, other officers and National Council members are listed on page 7 of this report. The Board of Trustees are the legal Trustees and have control of the assets of the Charity.

Recruitment and appointment of new trustees

The composition and size of the Board of Trustees are reviewed regularly to assess the skills profile of the Board, relevant to its requirement to meet the needs of the Charity. The Board, through the Chair, is responsible for appointing Trustees, who are recruited from as broad a network of personal contacts as possible.

Organisational structure

The Association is managed by a Board of Trustees comprising up to 12 Trustees. The Trustees receive no remuneration but can claim reasonable travel-related expenses, and elected members serve for between 1 and 3 years but can be re-elected at the Annual General Meeting. An Executive Committee assists the Trustees and consults with Vice Presidents appointed to each branch.

Members are organised into 11 branches covering regions of the UK, 8 across England and 1 in each devolved nation. Each branch appoints a Vice President, and they, in turn, represent the branch as members of the National Council. The National Council is the members' representative body inputting into activities, events, and other matters. All other branches have varied amounts of activity given the impact of the pandemic, and this will be reviewed going forward to ensure that all branches improve their levels of development and activity to meet the emergent strategy.

The Board of Trustees will consult with the National Council on some issues and remain ultimately responsible for all financial and statutory matters, providing oversight to the strategy and ensuring that activities are aligned with HPMA's charitable objectives.

HPMA is committed to recruiting Trustees with the appropriate skills and talents. Vacancies for Trustees are advertised across the National Council and branch committees. Trustees receive an induction from the President, Executive Director and Honorary Treasurer and often attend national and branch events.

To manage the day-to-day activities of the Charity, there is an Executive, which consists of the President, Deputy President, and the Chief Executive. The President and Deputy President are elected by the National Council and serve as both Trustees and members of the National Council to ensure continuity, and the Chief Executive attends both meetings.

The Trustees would like to take this opportunity to thank the Chief Executive and the HPMA staff, all the Vice Presidents, members of the National Council and members of the branch committees for all that they do voluntarily on top of an extremely challenging day job.

Induction and training of new trustees

All new Trustees are briefed on their responsibilities and statutory obligations under charity law. In addition, all Trustees are encouraged to attend appropriate Trustee training courses, such as the one-day courses for the Chair, Investment Training for Trustees and Trustee Training Course. All Trustees are given the opportunity to meet key members of staff.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Charity regards the management of risk as a key issue. A risk register is maintained and is reviewed regularly throughout the year by the Executive Committee and is presented at every other meeting of the Board of Trustees.

Quarterly management accounts and related information are produced and regularly scrutinised by branch committees and the national council; this ensures that the Trustees receive data. Financial resilience is the greatest challenge discussed and recognised by the Trustees.

This relates to the stability and sustainability of income, which during the last year has improved. Equally, HPMA monitors the risk associated with overspending, and HPMA operates with a largely variable cost base. If income is not received, then expenditure can be very quickly reduced.

The other primary risk for the Charity relates to its reputation as an association supporting people professionals and is carefully managed when events are organised, speakers booked, and content confirmed. HPMA remains focused on its role in education and professional development and now makes informed statements in response to national workforce issues. HPMA has a code of conduct in place yet has had no cause to enforce it.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1167883

Principal address

PO Box 343
Lytham St Annes
Lancashire
FY8 9JF

Trustees

D McAlister Trustee
J M Marshall Trustee
J S Wilkinson Trustee
D J Tarrant Trustee
S F Hobbs Trustee
S F Morley Trustee
D Holmes Trustee
D A Royles Trustee

Auditors

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

National Council Members - 1.4.22-31.3.23

Mrs Victoria Downing-Burn, Vice President - South West
Mr Chris Carron, Vice President - Scotland
Mr David Holmes, Vice President - West Midlands
Mr Craig Desousa, Vice President – London, South Central & South East (left March 2023)
Ms K Cummun and Ms L Bevan – London, South Central & South East commenced May 2023)
Mr Gareth Hardacre – Vice President Wales (appointed 1April 2021)
Mrs Suzanne Hartshorne & Mrs Lyndsey Jenson – Yorkshire & Humber (appointed November 2022)
Ms Amanda Rawlings, Vice President - East Midlands
Mrs Annesley Donald, Vice President - East of England
Mrs Jacqui Reid, Vice President – Northern Ireland (appointed 1 December 2021)
Mrs Michelle Cloney, Vice President – North West (appointed 1 September 2021)
Mrs Lynne Shaw – Vice President North East and Cumbria (appointed 1 September 2021)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....
D McAlister - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Opinion
We have audited the financial statements of Healthcare People Management Association (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, 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 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

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

Other information
The trustees are responsible for the other information. The other information comprises the information in the Annual Report,other than the financial statements and our Report of the independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Other matters
In the previous accounting period an audit was not undertaken, therefore the corresponding figures are unaudited. Sufficient and appropriate audit evidence was obtained to ensure the other opening balances do not contain misstatements that materially affect the current period's financial statements.

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:
- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was considered capable of detecting irregularities, including fraud
We identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, and then, design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

We discussed our audit independence complying with the Revised Ethical Standard 2019 with the engagement team members whilst planning the audit and continually monitored our independence throughout the process.

Identifying and assessing potential risks related to irregularities.
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- enquiring of management, including obtaining and reviewing supporting documentation, concerning the Charity's policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual. suspected or alleged fraud;
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- discussing among the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.
- obtaining an understanding of the legal and regulatory frameworks that the Charity operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Charity, The key laws and regulations we considered in this context included the UK Companies Act and relevant tax legislation.

Audit response to risks identified
In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations;
- enquiring of management concerning actual and potential litigation and claims; performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the operational rationale of any significant transactions that are unusual or outside the normal course of operations.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

Use of our report

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

Bevan Buckland LLP (Statutory Auditors)
Ground Floor Cardigan House
Castle Court
Swansea Enterprise Park
Swansea
SA7 9LA

Date: .....

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	-	-	-	41,000
Charitable activities	4				
Charitable activities		1,012,811	-	1,012,811	542,906
Investment income	3	-	-	-	2
Total		1,012,811	-	1,012,811	583,908
EXPENDITURE ON					
Raising funds	5	15,282	-	15,282	-
Charitable activities	6				
Charitable activities		862,673	-	862,673	581,854
Other		-	-	-	1,191
Total		877,955	-	877,955	583,045
NET INCOME		134,856	-	134,856	863
RECONCILIATION OF FUNDS					
Total funds brought forward		477,540	-	477,540	476,677
TOTAL FUNDS CARRIED FORWARD		612,396	-	612,396	477,540

The notes form part of these financial statements

BALANCE SHEET
31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	12	16,154	-	16,154	22,952
CURRENT ASSETS					
Debtors	13	489,135	-	489,135	106,835
Cash at bank		484,675	-	484,675	475,848
		973,810	-	973,810	582,683
CREDITORS					
Amounts falling due within one year	14	(377,568)	-	(377,568)	(128,095)
NET CURRENT ASSETS		596,242	-	596,242	454,588
TOTAL ASSETS LESS CURRENT LIABILITIES		612,396	-	612,396	477,540
NET ASSETS		612,396	-	612,396	477,540
FUNDS	15				
Unrestricted funds				612,396	477,540
TOTAL FUNDS				612,396	477,540

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....
D McAlister - Trustee

The notes form part of these financial statements

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	9,148	85,895
Net cash provided by operating activities		9,148	85,895
Cash flows from investing activities			
Purchase of tangible fixed assets		(321)	(55,048)
Interest received		-	2
Net cash used in investing activities		(321)	(55,046)
Cash flows from financing activities			
Capital repayments in year		-	27,524
Net cash provided by financing activities		-	27,524
Change in cash and cash equivalents in the reporting period		8,827	58,373
Cash and cash equivalents at the beginning of the reporting period		475,848	417,475
Cash and cash equivalents at the end of the reporting period		484,675	475,848

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	134,856	863
Adjustments for:		
Depreciation charges	7,119	5,299
Interest received	-	(2)
Decrease in stocks	-	100,909
Increase in debtors	(382,300)	(21,842)
Increase in creditors	249,473	668
Net cash provided by operations	9,148	85,895

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22 £	Cash flow £	At 31.3.23 £
Net cash			
Cash at bank	475,848	8,827	484,675
	475,848	8,827	484,675
Total	475,848	8,827	484,675

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charity, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Membership fees and sponsorship income
Membership income is recognised on a daily accruals basis. Any income received in advance is deferred until the next period. Sponsorship income is recognised once the sponsored event has occurred.

Deferred Income
Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received.

Donated services and facilities
Where services or facilities are provided to the Charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at it's fair value unless it's fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment	-	25%	on cost

Taxation
The charity is exempt from tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

Cash at bank and in hand
Cash at bank and cash 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.

continued...

1. ACCOUNTING POLICIES - continued

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

Financial instruments
The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets
Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets
Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

continued...

1. ACCOUNTING POLICIES - continued

Derecognition of financial liabilities
Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

Hire purchase and Leasing agreements
Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Employee benefits
The charity provides a range of benefits to employees, paid holiday arrangements and defined benefit and defined contribution pension plans.

Short term benefits
Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

Functional and Presentational currency
The functional and presentational currency is £ sterling.

Going Concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Grants	-	41,000

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Other grants	-	41,000

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	-	2

continued...

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023 £	2022 £
Membership	Charitable activities	385,908	379,747
Sponsorship and events	Charitable activities	626,903	163,159
		1,012,811	542,906

5. RAISING FUNDS

Raising donations and legacies

	2023 £	2022 £
Support costs	15,282	-

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Charitable activities	692,881	169,792	862,673

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Raising donations and legacies	-	-	15,282	15,282
Charitable activities	131,447	130	38,215	169,792
	131,447	130	53,497	185,074

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

During the year, the Charity made the following payments to trustees:

Name	Position	£	Reason
D Royales	President	552	Travel expenses
D Tarrant	Trustee	247	Travel expenses
D McAlister	Trustee	125	Travel expenses
		924	

continued...

9. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	124,966	187,561
Social security costs	6,481	-
	131,447	187,561

The average monthly number of employees during the year was as follows:

	2023	2022
Average number of employees	3	3

No employees received emoluments in excess of £60,000.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds
	£
INCOME AND ENDOWMENTS FROM	
Donations and legacies	41,000
Charitable activities	542,906
Investment income	2
Total	583,908
EXPENDITURE ON	
Charitable activities	
Charitable activities	581,854
Other	1,191
Total	583,045
NET INCOME	863
RECONCILIATION OF FUNDS	
Total funds brought forward	476,677
TOTAL FUNDS CARRIED FORWARD	477,540

continued...

11. PRIOR YEAR ADJUSTMENT

A prior year adjustment was done in financial statements to 31st March 2023 to disclosure the £83,649 debtors in year end 2022 as debtors, on the balance sheet as previously they were wrongly classified as stock and work in progress. This is in line with the requirements of the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice.

12. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 April 2022	28,452
Additions	321
At 31 March 2023	28,773
DEPRECIATION	
At 1 April 2022	5,500
Charge for year	7,119
At 31 March 2023	12,619
NET BOOK VALUE	
At 31 March 2023	16,154
At 31 March 2022	22,952

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade debtors	227,624	22,626
Other debtors	251,055	83,649
VAT	3,640	-
Prepayments	6,816	560
	489,135	106,835

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	56,595	32,750
Taxation and social security	2,210	1,946
Other creditors	318,763	93,399
	377,568	128,095

15. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	477,540	134,856	(160,000)	452,396
Designated fund-FPLP	-	-	75,000	75,000
Designated fund-Aspire Deputy Director	-	-	85,000	85,000
	477,540	134,856	-	612,396
TOTAL FUNDS	477,540	134,856	-	612,396

continued...

15. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,012,811	(877,955)	134,856
TOTAL FUNDS	1,012,811	(877,955)	134,856

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	476,677	863	477,540
TOTAL FUNDS	476,677	863	477,540

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	583,908	(583,045)	863
TOTAL FUNDS	583,908	(583,045)	863

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	476,677	135,719	(160,000)	452,396
Designated fund-FPLP	-	-	75,000	75,000
Designated fund-Aspire Deputy Director	-	-	85,000	85,000
	476,677	135,719	-	612,396
TOTAL FUNDS	476,677	135,719	-	612,396

continued...

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,596,719	(1,461,000)	135,719
TOTAL FUNDS	1,596,719	(1,461,000)	135,719

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	-	41,000
Investment income		
Deposit account interest	-	2
Charitable activities		
Membership	385,908	379,747
Sponsorship and events	626,903	163,159
	1,012,811	542,906
Total incoming resources	1,012,811	583,908
EXPENDITURE		
Charitable activities		
Rent	-	15,167
Contractors and consultancy	91,371	40,900
Events and awards expenses	511,894	292,199
General expenses	4,327	6,376
Marketing and publicity	34,922	3,949
Research and development	2,950	-
Telephone internet & computer	34,661	9,672
Donations	-	1,500
Bad debts	5,637	-
Depreciation of tangible fixed assets	7,119	5,299
	692,881	375,062
Other		
Bad debts	-	1,191
Support costs		
Management		
Wages	124,966	187,561
Social security	6,481	-
	131,447	187,561
Finance		
Bank charges	130	180
Governance costs		
Auditors' remuneration	12,000	-
Bookkeeping	25,625	19,051
Accountancy fees	6,490	-
Strategic Management Costs	8,458	-
Trustees Reimbursed Expenses	924	-
	53,497	19,051
Total resources expended	877,955	583,045
Net income	134,856	863

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

England & Wales - Charity number 1167883

Accounts

Healthcare People Management Association

Annual Report and Financial Statements
year from 1 April 2021 to 31 March 2022

Charity registration number: 1167883

Healthcare People Management Association

Contents

Trustees' Report	1 to 10
Statement of Trustees' Responsibilities	11
Independent Examiner's Report	12
Statement of Financial Activities	13
Balance Sheet	14
Notes to the Financial Statements	15 to 20

Healthcare People Management Association

Trustees' Report

The Trustees present the annual report together with the financial statements of the Charity for the year ended 31st March 2022.

Reference and Administrative Details

President	Mr Dean Royles (appointed 1 April 2019)
Trustees	Mr Damian McAlister (appointed 1 July 2016 – appointed Chair 1 December 2020)
	Mrs Joanne Marshall (appointed 1 July 2016)
	Miss Deborah O'Dea (appointed 1 December 2017)
	Mrs Shelly Rubinstein (left 30 November 2021)
	Mr David Holmes - Deputy President (appointed 1 July 2016)
	Ms Deborah Tarrant – immediate past president (appointed 18 May 2018)
	Ms Janet Wilkinson – Deputy President (appointed 1 January 2019)
	Mrs Sarah Morley – Deputy President (appointed 5 May 2019
	Mr Ismail Hafeji – Honorary Treasurer (appointed 1 October 2020)
	Ms Sheena Hobbs (appointed 1 March 2021)
	Mr Rory Hegarty (appointed 1 March 2021)
Other Officers	Mrs Nicky Ingham – Executive Director (appointed 17 July 2017)

National Council

Members - 1.4.21-31.3.22

Mrs Victoria Downing-Burn, Vice President - South West

Mr Chris Carron, Vice President - Scotland

Mr David Holmes, Vice President - West Midlands

Mr Craig Desousa, Vice President – London, South Central and South East

Mr Gareth Hardacre – Vice President Wales (appointed 1April 2021)

Mrs Jenny Allen and Mrs Laura Smith – Yorkshire & The Humber

Ms Amanda Rawlings, Vice President - East Midlands

Mrs Annesley Donald, Vice President - East of England

Mrs Vivienne Toal, Vice President – Northern Ireland (left 30 November 2021)

Mrs Jacqui Reid, Vice President – Northern Ireland (appointed 1 December 2021)

Mrs Heather Barnett, Vice President - North West (left 31 August 2021)

Mrs Michelle Cloney, Vice President – North West (appointed 1 September 2021)

Mr Alan Shepherd - Vice President – North East and Cumbria (left 31 August 2021)

Mrs Lynne Shaw – Vice President North East and Cumbria (appointed 1 September 2021)

Healthcare People Management Association

Principal Address	PO Box 343 Lytham St Annes FY8 9JF
Charity Registration Number	1167883
Independent Examiner	Corrigan and Co Ltd Unit 9 Enniskillen Business Centre 21 Lackaghboy Road Enniskillen County Fermanagh Northern Ireland BT74 4RL

Objectives and activities

Public benefit

Healthcare People Management Association (HPMA) is a membership body representing all people professionals at every level within Workforce, OD and Human Resources in the health and care industries across the United Kingdom.

Its primary objectives are to promote and protect good health for the public benefit through developing and maintaining good practice in the science of people management, including bringing together all those working in human resources, workforce, people management and related people services within health and care services in a UK-wide network. Promoting excellence in people management, organisational development and leadership within health and care services and working in partnership with other organisations, health and care commissioners, and providers to benefit patients through people management, organisation development and leadership.

Additionally, undertaking studies and research into people management and related services within health and care services and publishing the useful results.

The Trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Healthcare People Management Association

Trustees' Report

Achievements and performance

The year ending 31st March 2022 has continued to be a challenging year for the charity given the immense impact that Covid19 had on the NHS and the entire workforce, however the charity continued to make progress on its 3-year strategy and our underpinning five key workstreams.

HPMA celebrated its 48th Year.

Healthcare organisations have never been so challenged with significant pressures on the service and in particular the workforce to deliver in a difficult climate with an ever-challenging workforce supply. However, this has provided a great opportunity for people professionals across all aspects of the workforce function to respond and drive transformational change, stepping into their rightful place at centre stage. HPMA has gone from strength to strength during 2021-2022 providing virtual opportunities for development to support the profession through the pandemic, whilst maintaining their personal development, building upon activity from previous years.

Key Achievements through 2021-22

- Continued targeted support to workforce leaders and their teams in relation to Covid19 throughout the year.
- Successful joint conference and HPMA Awards in December 2021 and October 2021 respectively.
- Supporting NHS England/Improvement with a national HR/OD review, directly influencing the review and the emergent recommendations. There was a delay on this during the year due to Covid19 and compulsory vaccination programme, which was then withdrawn nationally.
- Ongoing collaboration with Chartered Institute of Personnel and Development (CIPD), Healthcare People Management Association (HPMA), Public Services People Managers Association (PPMA) and Universities Human Resources (UHR utilising the MoU, with several joint events for senior workforce leaders across the North of England.
- Increased number of events held virtually by the central team open to all members across the UK
- Increased visibility on social media and continued improvements to the website with investment in more dedicated specialist communication support during the year.
- Appointment of two new Trustees from a communications and engagement background to complement the skills of the current Trustees.
- One Trustee left at the end of their tenure; she made an excellent contribution to the development of the charity.
- Merger of the South-East, South-Central branches with the London branch providing a bigger footprint for our members with much better access.
- Development and launch of the HPMA members hub on the website supporting members to share, seek support and find UpToDate information on a range of topics.
- Launched our second piece of research into Employee Relations in the NHS during Covid19
- The Trustees supported investment in a new CRM system to support the increased, more targeted communications with members, alongside improved functionality to improve information regarding membership trends.
- The Trustees also supported the investment in an additional Programme Development Director for the North to lead the scoping of an Academy for the North which includes North West, North East and Cumbria and Yorkshire and Humber branches.
- The Executive Director commenced a review of our Strategy which was developed during the year but not formally launched due to Covid19, with VPs and Trustees so that our focus remains relevant and targeted.
- Increased membership both from a corporate and a commercial perspective.

Our vision as a Charity remains the same, which is 'Improving Health Through People' as it is vital more than ever that our wider healthcare workforce feel nurtured and cared for in relation to their wellbeing given the

challenges that Covid19 and the 'new normal' have presented. Happy staff means happy patients and families who received excellent care by staff who feel supported and cared for themselves. HPMA continues to set the culture for world class people management ensuring great care, supporting workforce professionals to deliver excellence in workforce delivery every single day.

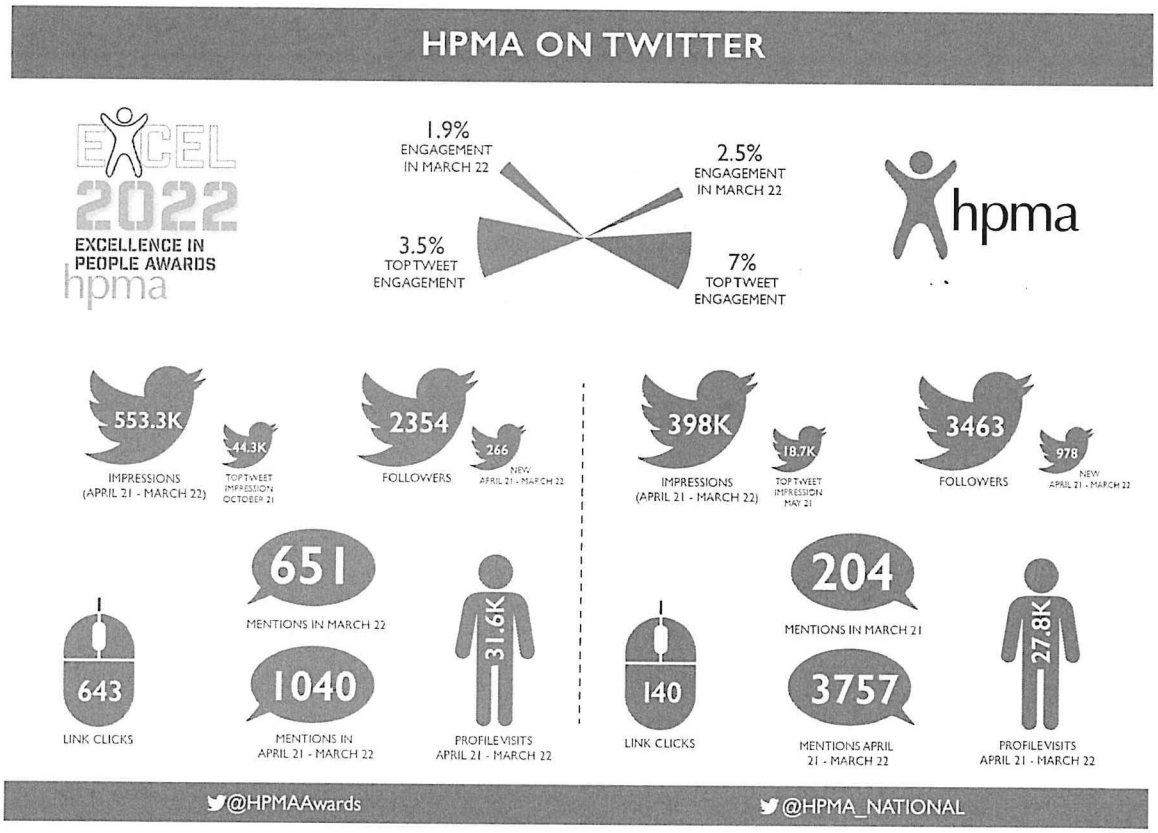
HPMA continued to focus on its five workstreams agreed by our membership during 2021-2022.

Developing

HPMA have significantly increased the number of national events that are now run on a virtual platform, developing a core offer for members which will be built upon during 2022-2023. This has enabled most of the branches to take a 'pause' to focus on responding to the covid challenge. However, the branches remain committed to improving their offers to their local membership.

Communications

Communications with our members have improved during the course of the year, however, there is still work to do, ensuring that information is kept up to date and that the information is used to determine the future direction and work for the charity. Specialist communications support has been brought into the charity to help with the development and promotion of our brand alongside increased visibility on social media, particularly twitter. The infographic below shows the year at a glance for both the awards handle and our national handle.



Healthcare People Management Association

Branch Achievements

All branches have found the past year very challenging given the pressure on the branch volunteers to respond to the Covid19 challenges, however, most branches have continued to host events and development for their members, making use of the virtual platforms which has increased the reach as compared to face to face events, which is great. Most branches reduced the number of organised events, hence the central team organised more national events to maintain momentum and meet the needs of our members. Branch membership has remained steady over the year; however, we have seen some organisations deciding not to renew and other new organisations join including several commercial members. In addition, we have two new Vice-Presidents who have taken on the role. This is refreshing and encouraging that there were people waiting to step into the role with immediate effect, thus minimising any significant impact to the branch.

Events that have been organised by branches have been successful and provided much needed support locally, encouraging new members to join branches which is always refreshing and injects new ideas to support branch development. The charity has benefited from the move to virtual events meaning an increased number of attendees being able to benefit from the development – ranging up to 400 attendees for some of the online webinars for both national and branch events.

Our London Academy (London Branch) – Development of the Academy

- **Delivering the Academy Board core development programme**

The core development programme entitled 'Supporting People Professionals to Turn the People Plan into Reality' delivered a comprehensive range of events designed around the four pillars of the people plan. The content of the 2021/2022 core programme was specifically designed to equip people professionals with the skills, knowledge and behaviours to respond proactively to the challenges and opportunities set by the launch of the NHS People Plan.

We delivered in excess of 150 development events throughout the course of the year. This is the highest number of development events and the largest number of participants in our programme to date. In addition to this we have averaged the highest levels of satisfaction rates across our whole programme to date.

One of the particular highlights of the programme was the emphasis on development of our emerging workforce leaders employed in our junior bands. We increased development capacity for this group of colleagues, recognising that it is critical to prioritise development for our leaders of the future. We also enhanced our development provision of health and wellbeing and resilience training in light of the challenges being faced by people professionals supporting the covid response.

- **Delivering our aspirant programmes**

We were delighted to receive the Mills and Reeves award for the best learning and education intervention, for our aspirant programmes. Over the course of the year, we delivered our fourth aspirant Business Partner programme for 22 participants and the third year of our aspirant Deputy Workforce Director talent pool for 27 participants. These programmes have thrived, and we have continued to see alumni from our programme secure promotions throughout the course of the year.

- **Delivering our annual conference**

We delivered our annual conference in September. The title of the conference was **'Rejuvenate and Innovate, What is next for the People Profession'**. The conference was attended by over 150 colleagues through the course of the day and received excellent feedback.

- **Delivering our networking events**

Throughout the year we have delivered 9 Strategic Network events and 5 Deputy Director Network events. Both networks have played a vital role in providing support, information and development to colleagues throughout the covid pandemic. Despite enormous work pressures colleagues have prioritised these events and we have seen in excess of 70 participants on a number of our Strategic Network events. We believe that we have been able to demonstrate responsiveness and relevance in terms of the agenda and focus of these events and have been pleased to be able to support colleagues in the most challenging of times.

- **Launch of our 'Realising your Potential' resource hub**

We were excited to launch the HPMA London Academy resource hub earlier in the year, providing a wide range of information to support development and career planning for people professionals. The hub provides information on career pathways, functional areas across HR and OD, good quality career conversations and a range of prompts and tips for development planning. It has a strong focus on improving equality, diversity and inclusion for the profession and includes personal stories and inspiring descriptions of career pathways. The resource hub has been widely used by colleagues across our member organisations and has received excellent feedback.

- **Improving equality, diversity and inclusion for the people profession**

Our strong focus throughout the course of the year has been on taking forward a programme of work to improve equality, diversity, and inclusion for the people profession. Under the banner of #InclusiveHR, we have worked with colleagues to create a social movement for change to address the glass ceiling in the profession and to implement and embed anti-racist practice across the people function. We have created the five-step challenge to change and have spoken widely at conferences across the public sector. To date 35 organisations have signed up to adopt the five-step challenge and there are great examples of transformational change being implemented within some of our Trusts.

To support this work, we have commissioned and are delivering an anti-racist leadership programme for people professional leaders. This development programme is receiving excellent feedback on this programme, and we believe that this sets a blueprint for the profession to follow.

- **Growing the HPMA London Academy**

At the beginning of the 2021/22 year the HPMA London Academy merged with the South East and South-Central regions. This has meant a change to our Board, and we have been pleased to welcome new members from these regions who have played an active and vital role in shaping the work of the academy. This has also meant that we have invited a number of new organisations to the branch and the academy. In readiness for this we developed a new member welcome pack and have delivered a number of induction events outlining the HPMA national and academy offer.

East of England Branch – HRBP Programme

The branch ran a HRBP programme for over 40 members. The intention of the programme was to provide learning and development in order to support Business Partners in reaching their true potential. It provided the opportunity for BPs from across the East of England branch to network in order to share best practice and innovate. The has evaluated well and the branch ran their first action learning set with the intention that they host these for small groups across the East of England region, going forward.

Healthcare People Management Association

Membership

Membership has remained relatively stable with around 220 organisations, approximately 78% of NHS organisations now being corporate members. The numbers of commercial members has risen steadily over the year, similar to that of previous years and this remains an area of focus for the coming year, alongside reengaging members who chose not to renew in 2021-22.

National Awards

The National Awards have remained a success with 232 entries in 2021-22 as compared with 237 the previous year, which considering the pressure teams are under is a credit to our members. The entries have been of excellent quality providing the judges with a difficult decision in judging which is testament to the amazing work that our workforce professionals are undertaking with the sharing of world class practice across healthcare during a pandemic. Entries in the wellbeing category continued to receive the most entries.

Entries by category	
	Submitted
Bevan Brittan award for wellbeing	42
Team of the year	27
Hill Dickinson award for education, learning and development initiative	21
Capsticks award for innovation	20
Mills & Reeve award for leading in equality, diversity and inclusion	20
Deputy director of the year	14
Social Partnership Forum award for partnership working between employers and trade unions	12
Academi Wales award for excellence in organisational development	11
Browne Jacobson award for excellence in employee engagement	12
Hempsons rising star award	11
University of Bradford award for cross-sector working	9
Locum's Nest award for HR Analytics	8
HST talent acquisition strategy of the year award	8
Director of the year	7
Health Education and Improvement Wales (HEIW) award for working smarter	6
President's award for outstanding lifetime achievement	4
	232

Trustees' Report

Key performance indicators

To deliver its charitable purpose, HPMA brings a diverse range of people together to learn, share experiences and best practice on all aspects of human resources, workforce, organisational development, people management and transformational change, to name a few. The focus this year has been to increase the membership of the charity working with organisations and commercial members alike continuing to enable an increase the number of national and branch events.

The result has been a steady increase in the number of members, despite several organisations merging to create much larger health and care organisations and thus reducing our potential catchment. In relation to the number of events we have put on nationally and locally out of the London Academy totals over 120 providing a significant number of CPD hours for our members.

Financial review

HPMA retained its corporate membership model for 2021-2022, considering the current financial challenges facing the sector, continuing to demonstrate value for money and maintain consistent membership.

Income from membership has increased to £379,747 (2021: £354,360), although our sponsorship and ticket sales have decreased as a result of the pandemic. We received £41,100 from the NHS EDI Funding Scheme and £2 from bank interest this year, and with sponsorship and events our total income reached £583,908 (2021: £546,781) for the year.

Other than Head Office salaries and expenditure on contractors, expenditure has been predominantly, specialist trainers and speakers for the events, purchasing virtual platforms in light of the move to delivery of events virtually which has meant a reduction in expenditure on venues and catering. It is worthy of note that our commercial partners have made huge contributions in the form of event sponsorship, content and other services offered pro bono or at much reduced rates, reflecting both the charitable nature of HPMA activities and the connection that many feel to HPMA's charitable objectives. We would like to convey our thanks to all those who have supported us during the year, as without their generosity, we would not have been able to undertake so much activity.

Expenditure continued to be tightly controlled as the Trustees have a high desire to ensure that as much spend as possible is focused on delivering HPMA's charitable objectives. The accounting system has developed in year and is providing more responsive support to branches and ensuring more robust financial governance.

Principal funding sources

Membership fees provided £379,747 (70%) and sponsorship fees and events income provided £163,059 (30%) of generated income. This excludes the gifts of assets, donated services, grants and interest received.

Policy on reserves

HPMA reserves have been slowly built up over many years and now stand at £477,539. All reserves are held in funds whose use is at the discretion of the Trustees if they are used to further the objects and aims of the charity. The reserves policy is set by the Trustees.

The Association's policy is to secure its viability beyond the immediate future. This requires income to be put aside, when this can be afforded, as a reserve against future uncertainties and opportunities. The following Reserves Policy has been adopted by the Trustees:

- All funds are unrestricted income funds. These are split into General fund and Branch funds.

Trustees' Report

- The Branch funds are to be built up to be equal to or greater than one year's expenditure of the branch.
- Collectively, the funds are to be built up to be equal to or greater than one years' expenditure of total expenditure. None of the funds are in deficit.

Structure, governance and management

Nature of governing document

HPMA was incorporated as a Charitable Incorporated Organisation (CIO) on 28th June 2016. Its constitution and rules and byelaws govern the association. The registered name, and registered office and the names of the Trustees, other officers and National Council members are listed on page 1 of this report. The Board of Trustees are the legal Trustees and have control of the assets of the charity.

Recruitment and appointment of Trustees

The composition and size of the Board of Trustees is reviewed regularly to assess the skills profile of the Board, relevant to its requirement to meet the needs of the Charity. The Board is responsible for appointing Trustees, who are recruited from as broad a network of personal contacts as possible.

Two new Trustees were appointed during the year providing increased diversity of input in to the charity and a broader range of skills given the strategic direction of the charity.

Induction and training of Trustees

All new Trustees are briefed on their responsibilities and their statutory obligations under charity law. In addition, all Trustees are encouraged to attend appropriate Trustee training courses, such as the one-day courses for the Chair, Investment Training for Trustees and Trustee Training Course. All Trustees are given the opportunity to meet key members of staff.

Organisational structure

The Association is managed by a Board of Trustees, comprising of 12 Trustees in total. The Trustees receive no remuneration and elected members serve for between 1 and 3 years but can be re-elected at the Annual General Meeting. The Trustees are assisted by an Executive Committee and consult with Vice Presidents appointed to each branch.

Members are organised into 11 branches covering regions of the UK, 8 across England and 1 in each of the devolved nations. Each branch appoints a Vice President and they in turn represent the branch as members of the National Council. The National Council is the members' representative body inputting into activities, events, and other matters. All other branches have varied amounts of activity given the impact of the pandemic and this will be reviewed going forward to ensure that all branches improve their levels of development and activity to meet the emergent strategy.

The Board of Trustees will consult with the National Council on certain matters and remains ultimately responsible for all financial and statutory matters as well as providing oversight to the strategy and ensuring that activities are aligned with HPMA's charitable objectives.

Trustees' Report

HPMA is committed to recruiting Trustees with the appropriate skills and talents. Vacancies for Trustees are advertised across the National Council and branch committees. Trustees receive an induction from the President, Executive Director and Honorary Treasurer and often attend national and branch events.

To manage the day to day activities of the charity, there is an Executive which consists of the President, Deputy Presidents, and the Executive Director. The President and Deputy Presidents are elected by the National Council and serve as both Trustees and members of the National Council to ensure continuity and the Executive Director attends both meetings.

The Trustees would like to take this opportunity to thank all the Vice Presidents, members of the National Council and members of the branch committees for all that they do on a voluntary basis on top of an extremely challenging day job.

Major risks and management of those risks

Risks and risk management

The charity regards the management of risk as a key issue. A risk register is maintained and is reviewed regularly throughout the year by the Executive Committee and is presented at each of the meetings of the Board of Trustees.

Quarterly management accounts and related information are produced and with regular scrutiny by branch committees and the national council, this ensures that the information that the Trustees receive is assured. Financial resilience is the greatest challenge which has been discussed and recognised by the Trustees.

This relates to the stability and sustainability of income, which during the last year has improved. Equally HPMA monitors the risk associated with overspend and HPMA operates with a largely variable cost base. If income was not received then expenditure can be very quickly reduced.

The other primary risk for the charity relates to its reputation as an association supporting workforce professionals and is carefully managed when events are organised, speakers booked, and content confirmed. HPMA remains focused on its role in education and professional development and is now makes informed statements in response to national workforce issues. HPMA has a code of conduct in place and yet has had no cause to enforce it.

Going concern

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

The annual report was approved by the Trustees of the Charity on 2nd December 2022 and signed on its behalf by:



Mr Damian McAlister

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the constitution. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees of the Charity on 2nd December 2022 and signed on its behalf by:



Mr Damian McAlister
Chair of Trustees

Independent Examiner's Report
Healthcare People Management Association

I report on the accounts of the charity for the year ended 31st March 2022 which are set out on pages 13 to 20.

Responsibilities and basis of report

As the charity Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011('the Act').

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commissioner under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Association of Chartered Certified Accountants (A.C.C.A), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

(1) accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
(2) the accounts do not accord with those records; or
(3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Clare Jones BA (Hons) FCAA of
Corrigan & Co Limited
Certified Accountants

Unit 9 Enniskillen Business Centre
21 Lackaghboy Road
Enniskillen
Co. Fermanagh
Northern Ireland
BT74 4RL

Date: 02/12/22

Healthcare People Management Association

Statement of Financial Activities

For Year to 31 March 2022

(Including Income and Expenditure Account and Statement ofTotal Recognised Gains and Losses)

	Note	Unrestricted funds £	Total 31 March 2022 £
Income and Endowments from:			
Interest received		2	2
Grants, gifts and donations	3	41,100	41,100
Income from charitable activities	4	542,806	542,806
Total Income		583,908	583,908
Expenditure on:			
Charitable activities	5	(583,046)	(583,046)
Taxation - overprovision		---	---
Total Expenditure		(583,046)	(583,046)
Net movement in funds		862	862
Reconciliation of funds			
Total funds brought forward		476,677	476,677
Total funds carried forward		477,539	477,539

	Note	Unrestricted funds £	Total 31 March 2021 £
Income and Endowments from:			
Grants, gifts and donations	3	30,000	30,000
Income from charitable activities	4	546,781	546,781
Gift of assets from a previous organisation		---	---
Total Income		576,781	576,781
Expenditure on:			
Charitable activities	5	(380,432)	(380,432)
Taxation – overprovision		---	---
Total Expenditure		(380,432)	(380,432)
Net movement in funds		196,349	196,349
Reconciliation of funds			
Total funds carried forward	11	476,677	476,677

All of the charity's activities derive from continuing operations during the above two periods. The funds breakdown for 2022 is shown in note 4 on page 18.

Healthcare People Management Association

Balance Sheet

31 March 2022

	Note	31 March 2022 £	31 March 2021 £
Fixed assets			
Tangible assets	2	22,952	727
Current assets			
Debtors and prepayments	8	23,186	84,993
Cash at bank and in hand		475,847	417,475
Stock and work in progress		83,649	100,909
		605,634	604,104
Creditors: Amounts falling due within one year	9	(128,095)	(127,427)
Net assets		477,539	476,677
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		477,539	476,677
Total funds	11	477,539	476,677

The financial statements on pages 13 to 20 were approved by the Trustees, and authorised for issue on 2nd December 2022 and signed on their behalf by:

.....
Mr Damian McAlister (Chair)
Trustee

Notes to the Financial Statements

1 Accounting policies

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

Healthcare People Management Association 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 notes.

These financial statements are presented in pound sterling and are rounded to the nearest pound.

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the Charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Membership fees and sponsorship income

Membership income is recognised on a daily accruals basis. Any income received in advance will be deferred until the next period. Sponsorship income is recognised once the sponsored event has occurred.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received.

Donated services and facilities

Where services or facilities are provided to the Charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at it's fair value unless it's fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Notes to the Financial Statements

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs
These include the costs attributable to the Charity's compliance with constitutional and statutory requirements, including audit, strategic management and Trustees' meetings and reimbursed expenses.

Taxation
The Charity 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 Charity 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.

The tax liability included in these financial statements relates to the predecessor organisation.

Trade debtors
These are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

They are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment is established when there is objective evidence that they will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Notes to the Financial Statements

Trade creditors
These are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the Charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

They are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the Trustees' discretion in furtherance of the objectives of the Charity.

2 Tangible fixed assets

	Office Equipment £	Total £
COST		
At 1 April 2021	928	928
Additions	27,524	27,524
Disposals	---	---
At 31st March 2022	28,452	28,452
DEPRECIATION		
At 1 April 2021	201	201
Charge for the year	5,299	5,299
On disposals	---	---
At 31st March 2022	5,500	5,500
NET BOOK VALUE		
At 31st March 2022	22,952	22,952
At 1st April 2021	727	727

3 Income from donations and legacies

	Unrestricted funds		
	General £	Total 31 March 2022 £	Total 31 March 2021 £
Donations and legacies;			
Donated facilities and services	---	---	---
Grants, including capital grants;			
Grant from NHS - EDI Funding	41,100	41,100	30,000
	41,100	41,100	30,000

Notes to the Financial Statements

4 Income from charitable activities

	Unrestricted funds		
	General £	31 March 2022 £	Total 31 March 2021 £
Sponsorship and events income	163,059	163,059	192,421
Membership subscriptions	379,747	379,747	354,360
Other income	---	---	---
	542,806	542,806	546,781

5 Expenditure on charitable activities

	31 March 2022 £	Total 31 March 2021 £
Wages and salaries	172,799	95,513
Contractors and consultancy	40,900	48,206
Marketing and publicity	3,949	3,195
Events and awards expenses	292,202	179,922
Rent of office space	15,167	2,332
Telephone and internet	9,672	6,165
Governance costs	14,760	13,100
General expenses	6,376	7,616
Charitable donations	1,500	---
Bad debt provision	1,191	---
Bank charges	180	134
Bookkeeping	19,051	24,086
Depreciation	5,299	163
	583,046	380,432

6 Trustees remuneration and expenses

During the year the Charity made no transactions with Trustees:

Notes to the Financial Statements

Expenses were recharged to HPMA for travel and subsistence.

No Trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

7 Staff costs

The aggregate payroll costs were as follows:

	2022 £	2021 £
Staff costs during the year were:		
Wages and salaries	165,547	88,872
Social security costs	7,252	6,641
	172,799	95,513

No employee received emoluments of more than £60,000 during the year.

8 Debtors and prepayments

	31 March 2022 £	31 March 2021 £
Trade debtors less bad debt provision	22,626	84,465
Accrued income	---	---
VAT recoverable	---	---
Prepayments	560	528
	23,186	84,993

9 Creditors: amounts falling due within one year

	31 March 2022 £	31 March 2021 £
Creditors		
Trade creditors	32,750	7,818
Other taxation and social security	2,324	380
Taxation	---	---
Accruals and deferred income	92,349	113,441
Other creditors	672	5,788
	128,095	127,427

10 Contingent liabilities

There are no contingent liabilities at year ended 31st March 2022.

Notes to the Financial Statements

11 Funds

	Balance at 1 April 2020 £	Incoming resources £	Resources Expended £	Balance at 31 March 2021 £
Unrestricted funds				
Unrestricted general funds				
General funds	476,677	583,908	(583,046)	477,539

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

England & Wales - Charity number 1167883

Accounts

Healthcare People Management Association

Annual Report and Financial Statements
year from 1 April 2020 to 31 March 2021

Charity registration number: 1167883

Healthcare People Management Association

Contents

Trustees' Report	1 to 10
Statement of Trustees' Responsibilities	11
Independent Examiner's Report	12
Statement of Financial Activities	13
Balance Sheet	14
Notes to the Financial Statements	15 to 20

Healthcare People Management Association

Trustees' Report

The Trustees present the annual report together with the financial statements of the Charity for the year ended 31st March 2021.

Reference and Administrative Details

President	Mr Dean Royles (appointed 1 April 2019)
Trustees	Mr Damian McAlister (appointed 1 July 2016 – appointed Chair 1 December 2020)
	Mrs Joanne Marshall (appointed 1 July 2016)
	Miss Deborah O'Dea (appointed 1 December 2017)
	Dr Pat Oakley (left 30 November 20)
	Mrs Shelly Rubinstein (appointed 1 December 2017)
	Mr Nick Grimshaw – Chair (left 30 November 20)
	Mr David Holmes - Deputy President (appointed 1 July 2016)
	Mr Dominic Tkaczyk – Honorary Treasurer (left 30 September 2020)
	Ms Deborah Tarrant – immediate past president (appointed 18 May 2018)
	Ms Janet Wilkinson – Deputy President (appointed 1 January 2019)
	Mrs Sarah Morley – Deputy President (appointed 5 May 2019)
	Mr Ismail Hafeji – Honorary Treasurer (appointed 1 October 2020)
	Ms Sheena Hobbs (appointed 1 March 2021)
	Mr Rory Hegarty (appointed 1 March 2021)
Other Officers	Mrs Nicky Ingham – Executive Director (appointed 17 July 2017)
National Council Members 1.4.20-31.3.21	Mrs Victoria Downing-Burn, Vice President - South West
	Mr Chris Carron, Vice President - Scotland
	Mr David Holmes, Vice President - West Midlands
	Mr Craig Desousa, Vice President - London
	Mrs Claire Vaughan, Vice President – Wales
	Mr Nicholas Parker, Vice President - Yorkshire & The Humber (left March 2020)
	Mrs Jenny Allen and Mrs Laura Smith – Yorkshire & The Humber (appointed June 2020)
	Ms Amanda Rawlings, Vice President - East Midlands

Healthcare People Management Association

Trustees' Report

Mrs Annesley Donald, Vice President - East of England

Mrs Morven Smith, Vice President – North East and Cumbria

Mrs Vivienne Toal, Vice President - Northern Ireland

Mrs Heather Barnett, Vice President - North West

Principal Address

PO Box 343
Lytham St Annes
FY8 9JF

Charity Registration Number

1167883

Independent Examiner

Corrigan and Co Ltd
Unit 9
Enniskillen Business Centre
21 Lackaghboy Road
Enniskillen
County Fermanagh
Northern Ireland
BT74 4RL

Objectives and activities

Public benefit

Healthcare People Management Association (HPMA) is a membership body representing all workforce professionals at every level within Workforce, OD and Human Resources in the health and care industries across the United Kingdom.

Its primary objectives are to promote and protect good health for the public benefit through developing and maintaining good practice in the science of people management, including bringing together all those working in human resources, workforce, people management and related services within health and care services in a UK-wide network. Promoting excellence in people management, organisational development and leadership within health and care services and working in partnership with other organisations, health and care commissioners, and providers to benefit patients through people management, organisation development and leadership.

Additionally, undertaking studies and research work into people management and related services within health and care services and publishing the useful results.

The Trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Healthcare People Management Association

Trustees' Report

Achievements and performance

The year ending 31st March 2021 was a challenging year for the charity given the immense impact that Covid19 had on the NHS and the entire workforce, however the charity continued to make progress on its 3-year strategy and our underpinning five key workstreams (squads).

HPMA celebrated its 47th year and its 29th annual awards.

Healthcare organisations have never been so challenged with significant pressures on the service and in particular the workforce to deliver in a difficult climate with an ever-challenging workforce supply. However, this has provided a great opportunity for Workforce and OD professionals across all aspects of the workforce function to respond and drive transformational change, stepping into their rightful place at centre stage. HPMA has gone from strength to strength during 2020-21 providing virtual opportunities for development to support the profession through the pandemic whilst maintaining their personal development.

Key Achievements through 2020-21

- Continued and targeted support to workforce leaders and their teams in relation to Covid19 throughout the year.
- Successful joint conference and HPMA Awards in December 2020 and October 2020 respectively.
- Supporting NHS England/Improvement with a national HR/OD review, directly influencing the review and the emergent recommendations
- Ongoing collaboration with CIPD/HPMA/PPMA/UHR utilising the MoU
- Increased profile of HPMA at various events across the UK
- Increase in awareness of HPMA through improved website design, social media profile and improved communication with members more generally.
- Increased membership both from a corporate and a commercial perspective.

Our vision as a Charity remains the same, which is 'Improving Health Through People' as it is vital that our workforce feels cared for and recognised for all the work they do over and above their role, particularly given the current challenges. Happy staff means happy patients and families who received excellent care by staff who feel supported and cared for themselves. HPMA continues to set the culture for world class people management ensuring great care, supporting workforce professionals to deliver excellence in workforce delivery every single day.

HPMA continued to focus on its five workstreams (squads) agreed by our membership during 2020-21.







Healthcare People Management Association

Trustees' Report





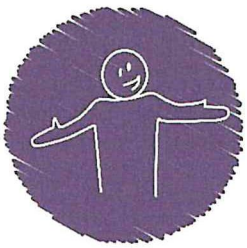
Our core values have continued to be lived by the HPMA employed workforce alongside our volunteers Our values PEOPLE are illustrated below:



PROFESSIONAL



EXEMPLARY



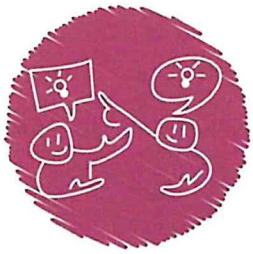
OPEN



PASSIONATE



LEARNING



ENGAGING

HPMA have significantly increased the number of national events along with the annual UK conference, increasing the number of roadshows from six to nine regional conferences with great attendance from members and non-members alike. We have continued to develop national offers alongside the local branch offers.

All of our branches across the UK have continued to grow and focus support on the development of workforce professionals at every level at a more local/regional level through bespoke events and development opportunities across health and social care. They have gone from strength to strength and some of their achievements in the year are articulated below.

Branch Achievements

All branches have found the past year very challenging given the pressure on the branch volunteers

to be delivering at the cold face supporting the workforce through the pandemic. Most branches reduced the number of organised events, hence the central team organised more national events to maintain momentum and meet the needs of our members. Branch membership has maintained steady over the year; however, we have seen some organisations deciding not to renew and other new organisations join including several commercial members. In addition, we have seen a couple of new Vice-Presidents take on the role, which has been refreshing that there were people waiting to step into the role with immediate effect, thus minimising any significant impact to the branch.

Events that have been organised by branches have been successful and provided much needed support locally encouraging new members to join branches which is always refreshing and injects new ideas to support branch development. The charity has benefited from the move to virtual events meaning an increased number of attendees being able to benefit from the development – ranging up to 250 attendees for some of the online webinars for both national and branch events.

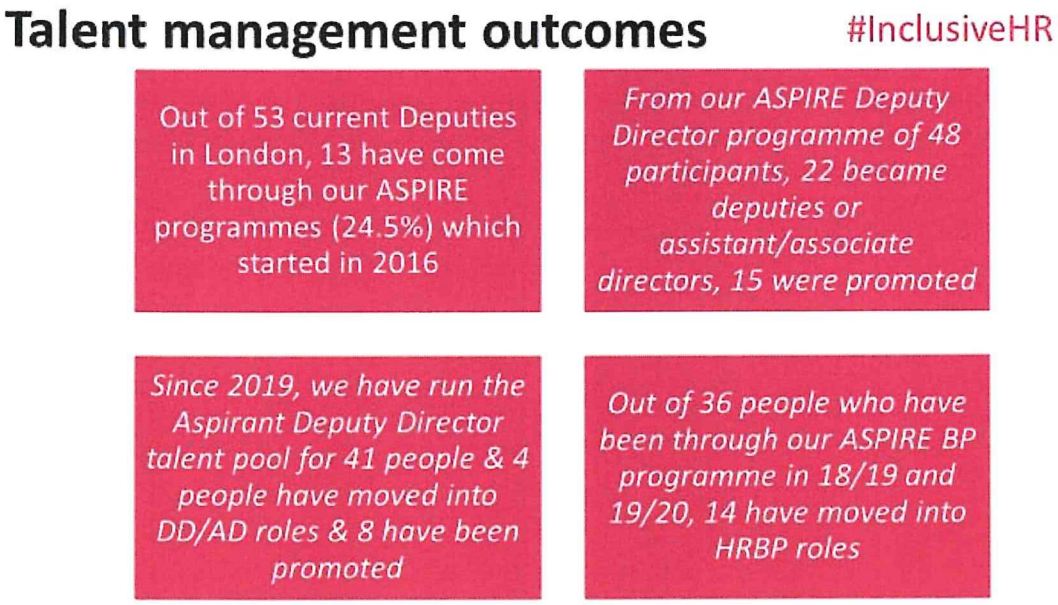
Our London Academy (London Branch) – Development of the Academy

Our London Academy has continued to deliver a high volume and excellent quality learning and development offer to its members based on ensuring talent management at every level with the workforce profession. The diagram below illustrates the current offer to develop talent.

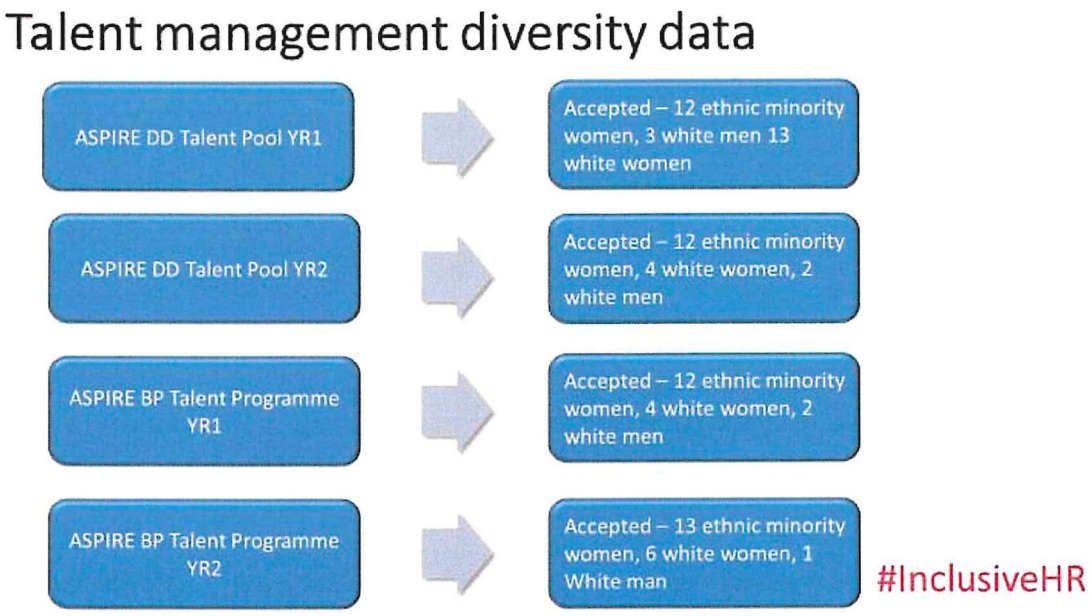


Trustees' Report

The London academy experiences strong talent management outcomes from its suite of programmes which you can see illustrated below, demonstrating the impact on developing talent on promotion of attendees.



The Academy has been working on diversity in the progression and looking at the breakdown on its programmes striving to offer inclusive programmes. The diagram below illustrates the strong make up of accepted participants onto the various programmes and the embracing of diversity.

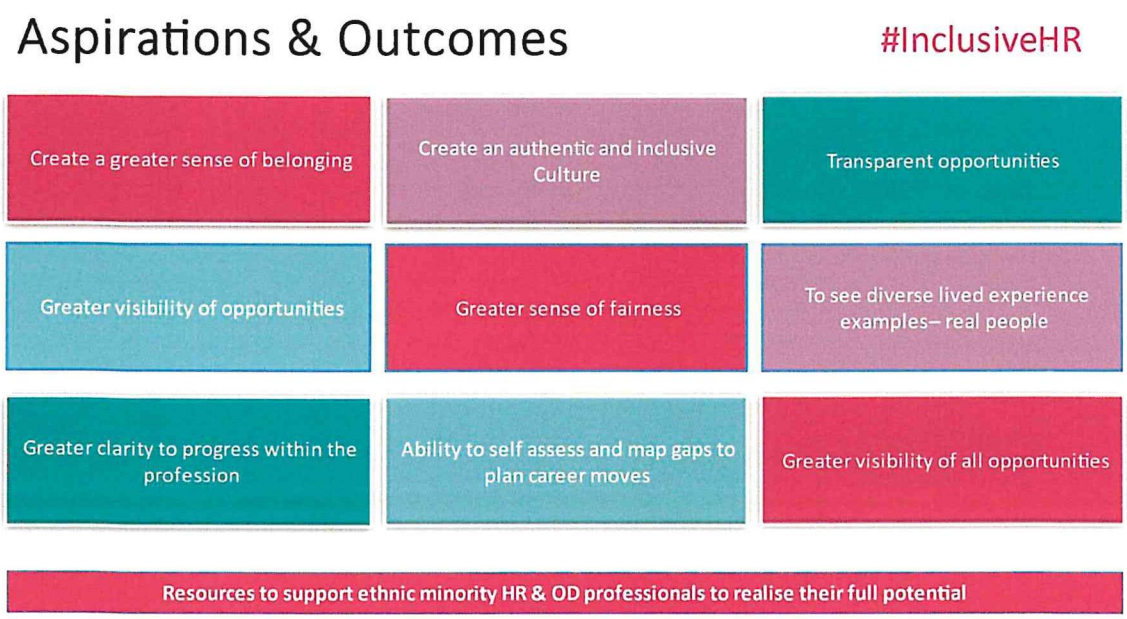


A piece of research was commissioned by the Academy with Synergised Solutions Ltd to examine the diversity within the HR and OD profession. The response from Synergised Solutions and HPMA is available by following the link below: https://www.hpma.org.uk/2020/12/14/launch-of-final-report/

There were four Key Recommendations arising from the research which were:

- Implement a robust career framework
- Focused development of ethnic minority HR & OD professionals
- Development of fairer employment practices for HR & OD professionals
- Provide stronger networks and opportunities for ethnic minority HR & OD professionals to raise concerns around inequality and work collectively on finding resolution

The academy has responded proactively to the research and worked on the development of a programme for delivery in 2021-22 in relation to Anti-Racist Leadership Programme. Our aspirations and outcomes for our profession is illustrated below:



Membership has remained relatively stable with around 200 organisations, approximately 75% of NHS organisations now being corporate members. The numbers of commercial members had risen steadily over the year, and this will remain an area of increase focus for the coming year, alongside reengaging members who chose not to renew in 2020-21.

The National Awards have remained a success with 237 entries in 2020-21 as compared with 252 the previous year, which considering the pressure teams are under is a credit to our members. The entries have been of excellent quality providing the judges with a difficult decision in judging which is testament to the amazing work that our workforce professionals are undertaking with the sharing of world class practice across healthcare during a pandemic. Entries in the wellbeing category have nearly doubled and in the equality diversity and inclusive have more than doubled.

The Executive Director has continued to strengthen the governance and financial management of the charity to ensure that the charitable status is fully understood across the Executive and council members and the charity continues to support its charitable objectives, vision, and strategy. Engagement with members has improved and the charity now has a Membership and Engagement Manager to focus on this more readily, with administrative tasks being delegated to an Executive Admin Officer.

Trustees' Report

Key performance indicators

To deliver its charitable purpose, HPMA brings a diverse range of people together to learn, share experiences and best practice on all aspects of human resources, workforce, organisational development, people management and transformational change, to name a few. The focus this year has been to increase the membership of the charity working with organisations and commercial members alike continuing to enable an increase the number of national and branch events.

The result has been a steady increase in the number of members, despite several organisations merging to create much larger health and care organisations and thus reducing our potential catchment. In relation to the number of events we have put on nationally and locally out of the London Academy totals over 100 providing a significant number of CPD hours for our members.

Financial review

HPMA retained its corporate membership model for 2020-21, considering the current financial challenges facing the sector, continuing to demonstrate value for money and maintain consistent membership.

Income from membership has increased to £354,360 (2020: £296,453), although our sponsorship and ticket sales have decreased as a result of the pandemic. We received £30,000 from the NHS EDI Funding Scheme this year, and with sponsorship and events our total income reached £576,781 (2020: £584,224) for the year.

Other than Head Office salaries and expenditure on contractors, expenditure has been predominantly, specialist trainers and speakers for the events, purchasing virtual platforms in light of the move to delivery of events virtually which has meant a reduction in expenditure on venues and catering. It is worthy of note that our commercial partners have made huge contributions in the form of event sponsorship, content and other services offered pro bono or at much reduced rates, reflecting both the charitable nature of HPMA activities and the connection that many feel to HPMA's charitable objectives. We would like to convey our thanks to all those who have supported us during the year, as without their generosity, we would not have been able to undertake so much activity.

Expenditure continued to be tightly controlled as the Trustees have a high desire to ensure that as much spend as possible is focused on delivering HPMA's charitable objectives. The accounting system has developed in year and is providing more responsive support to branches and ensuring more robust financial governance.

Principal funding sources

Membership fees provided £354,360 (65%) and sponsorship fees provided £192,421 (35%) of generated income. This excludes the gifts of assets, donated services and grants received.

Policy on reserves

HPMA reserves have been slowly built up over many years and now stand at £476,677. All reserves are held in funds whose use is at the discretion of the Trustees if they are used to further the objects and aims of the charity. The reserves policy is set by the Trustees.

The Association's policy is to secure its viability beyond the immediate future. This requires income to be put aside, when this can be afforded, as a reserve against future uncertainties and opportunities. The following Reserves Policy has been adopted by the Trustees:

- All funds are unrestricted income funds. These are split into General fund and Branch funds.

Trustees' Report

- The Branch funds are to be built up to be equal to or greater than one year's expenditure of the branch.
- Collectively, the funds are to be built up to be equal to or greater than one years' expenditure of total expenditure. None of the funds are in deficit.

Structure, governance and management

Nature of governing document

HPMA was incorporated as a Charitable Incorporated Organisation (CIO) on 28th June 2016. Its constitution and rules and byelaws govern the association. The registered name, and registered office and the names of the Trustees, other officers and National Council members are listed on page 1 of this report. The Board of Trustees are the legal trustees and have control of the assets of the charity.

Recruitment and appointment of trustees

The composition and size of the Board of Trustees is reviewed regularly to assess the skills profile of the Board relevant to its requirement to meet the needs of the Charity. The Board is responsible for appointing trustees, who are recruited from as broad a network of personal contacts as possible.

Two new Trustees were appointed during the year providing increased diversity of input in to the charity and a broader range of skills given the strategic direction of the charity.

Induction and training of trustees

All new trustees are briefed on their responsibilities and their statutory obligations under charity law. In addition, all trustees are encouraged to attend appropriate trustee training courses, such as the one-day courses for the Chair, Investment Training for Trustees and Trustee Training Course. All trustees are given the opportunity to meet key members of staff.

Organisational structure

The Association is managed by a Board of Trustees, comprising of 12 Trustees in total. The trustees receive no remuneration and elected members serve for between 1 and 3 years but can be re-elected at the Annual General Meeting. The trustees are assisted by an Executive Committee and consult with Vice Presidents appointed to each branch.

Members are organised into 12 branches covering regions of the UK, 9 across England and 1 in each of the devolved nations. Each branch appoints a Vice President and they in turn represent the branch as members of the National Council. The National Council is the members' representative body inputting into activities, events, and other matters. All other branches have varied amounts of activity given the impact of the pandemic and this will be reviewed going forward to ensure that all branches improve their levels of development and activity to meet the emergent strategy.

The Board of Trustees will consult with the National Council on certain matters and remains ultimately responsible for all financial and statutory matters as well as providing oversight to the strategy and ensuring that activities are aligned with HPMA's charitable objectives.

HPMA is committed to recruiting Trustees with the appropriate skills and talents. Vacancies for Trustees are advertised across the National Council and branch committees. Trustees receive an induction from the President, Executive Director and Honorary Treasurer and often attend national and branch events.

Trustees' Report

To manage the day to day activities of the charity, there is an Executive which consists of the President, Deputy Presidents, and the Executive Director. The President and Deputy Presidents are elected by the National Council and serve as both trustees and members of the National Council to ensure continuity and the Executive Director attends both meetings.

The Trustees would like to take this opportunity to thank all the Vice Presidents, members of the National Council and members of the branch committees for all that they do on a voluntary basis on top of an extremely challenging day job.

Major risks and management of those risks

Risks and risk management

The charity regards the management of risk as a key issue. A risk register is maintained and is reviewed regularly throughout the year by the Executive Committee and is presented at each of the meetings of the Board of Trustees.

Quarterly management accounts and related information are produced and with regular scrutiny by branch committees and the national council, this ensures that the information that the Trustees receive is assured. Financial resilience is the greatest challenge which has been discussed and recognised by the Trustees.

This relates to the stability and sustainability of income, which during the last year has improved. Equally HPMA monitors the risk associated with overspend and HPMA operates with a largely variable cost base. If income was not received then expenditure can be very quickly reduced.

The other primary risk for the charity relates to its reputation as an association supporting workforce professionals and is carefully managed when events are organised, speakers booked, and content confirmed. HPMA remains focused on its role in education and professional development and is now makes informed statements in response to national workforce issues. HPMA has a code of conduct in place and yet has had no cause to enforce it.

Going concern

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

The annual report was approved by the Trustees of the Charity on 10th December 2021 and signed on its behalf by:



Mr Damian McAlister
Chair of Trustees

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees of the Charity on 10th December 2021 and signed on its behalf by:



Mr Damian McAlister
Chair of Trustees

Independent Examiner's Report
Healthcare People Management Association

I report on the accounts of the charity for the year ended 31st March 2021 which are set out on pages 13 to 20.

Responsibilities and basis of report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011('the Act').

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commissioner under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Chartered Institute of Management Accountants (C.I.M.A.), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

(1) accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
(2) the accounts do not accord with those records; or
(3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Eamonn Corrigan ACMA, CGMA, MD of
Corrigan & Co Limited
Certified Accountants

Unit 9 Enniskillen Business Centre
21 Lackaghboy Road
Enniskillen
Co. Fermanagh
Northern Ireland
BT74 4RL

Date: 29/11/21

Statement of Financial Activities

For Year to 31 March 2021

(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Total 31 March 2021 £
Income and Endowments from:			
Grants, gifts and donations	3	30,000	30,000
Income from charitable activities	4	546,781	546,781
Total Income		576,781	576,781
Expenditure on:			
Charitable activities	5	(380,432)	(380,432)
Taxation - overprovision		---	---
Total Expenditure		(380,432)	(380,432)
Net movement in funds		196,349	196,349
Reconciliation of funds			
Total funds brought forward		280,328	280,328
Total funds carried forward		476,677	476,677

	Note	Unrestricted funds £	Total 31 March 2020 £
Income and Endowments from:			
Grants, gifts and donations	3	---	---
Income from charitable activities	4	584,224	584,224
Gift of assets from a previous organisation		---	---
Total Income		584,224	584,224
Expenditure on:			
Charitable activities	5	(572,131)	(572,131)
Taxation – overprovision		11,240	11,240
Total Expenditure		(560,891)	(560,891)
Net movement in funds		23,333	23,333
Reconciliation of funds			
Total funds carried forward	11	280,328	280,328

All of the charity's activities derive from continuing operations during the above two periods. The funds breakdown for 2021 is shown in note 4 on page 18.

Healthcare People Management Association

Balance Sheet

31 March 2021

	Note	31 March 2021 £	31 March 2020 £
Fixed assets			
Tangible assets	2	727	562
Current assets			
Debtors and prepayments	8	84,993	90,304
Cash at bank and in hand		417,475	204,089
Stock and work in progress		100,909	201,837
		604,104	496,792
Creditors: Amounts falling due within one year	9	(127,427)	(216,464)
Net assets		476,677	280,328
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		476,677	280,328
Total funds	11	476,677	280,328

The financial statements on pages 13 to 20 were approved by the trustees, and authorised for issue on 10th December 2021 and signed on their behalf by:

.....
Mr Damian McAlister (Chair)
Trustee

Notes to the Financial Statements

1 Accounting policies

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

Healthcare People Management Association 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 notes.

These financial statements are presented in pound sterling and are rounded to the nearest pound.

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the Charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Membership fees and sponsorship income

Membership income is recognised on a daily accruals basis. Any income received in advance will be deferred until the next period. Sponsorship income is recognised once the sponsored event has occurred.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received.

Donated services and facilities

Where services or facilities are provided to the Charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at it's fair value unless it's fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Notes to the Financial Statements

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs
These include the costs attributable to the Charity's compliance with constitutional and statutory requirements, including audit, strategic management and Trustees' meetings and reimbursed expenses.

Taxation
The Charity 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 Charity 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.

The tax liability included in these financial statements relates to the predecessor organisation.

Trade debtors
These are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

They are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment is established when there is objective evidence that they will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Notes to the Financial Statements

Trade creditors
These are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the Charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

They are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the Trustees' discretion in furtherance of the objectives of the Charity.

2 Tangible fixed assets

	Office Equipment £	Total £
COST		
At 1 April 2020	599	599
Additions	329	329
Disposals	---	---
At 31st March 2021	928	928
DEPRECIATION		
At 1 April 2020	37	37
Charge for the year	164	164
On disposals	---	---
At 31st March 2021	201	201
NET BOOK VALUE		
At 31st March 2021	727	727
At 1st April 2020	562	562

3 Income from donations and legacies

	Unrestricted funds		
	General £	Total 31 March 2021 £	Total 31 March 2020 £
Donations and legacies;			
Donated facilities and services	---	---	---
Grants, including capital grants;			
Grant from NHS - EDI Funding	30,000	30,000	---
	30,000	30,000	---

Notes to the Financial Statements

4 Income from charitable activities

	Unrestricted funds		Total
	General	31 March 2021	31 March 2020
	£	£	£
Sponsorship and events income	192,421	192,421	278,043
Membership subscriptions	354,360	354,360	296,453
Other income	---	---	9,728
	546,781	546,781	584,224

5 Expenditure on charitable activities

	31 March 2021	Total 31 March 2020
	£	£
Wages and salaries	95,513	103,057
Contractors and consultancy	48,206	68,726
Marketing and publicity	3,195	1,800
Events and awards expenses	179,922	343,633
Rent of office space	2,332	5,839
Telephone and internet	6,165	5,943
Governance costs	13,100	16,147
General expenses	7,616	4,107
Bad debt provision	---	---
Bank charges	134	187
Bookkeeping	24,086	22,655
Depreciation	163	37
	380,432	572,131

6 Trustees remuneration and expenses

During the year the Charity made the following transactions with trustees:

£40.50 of expenses were reimbursed to Mr Dean Royles - President during the year.

£200 of expenses were reimbursed to a trustee during the year - for delivering a session at the Welsh conference.

Notes to the Financial Statements

Expenses were recharged to HPMA for travel and subsistence.

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

7 Staff costs

The aggregate payroll costs were as follows:

	2021 £	2020 £
Staff costs during the year were:		
Wages and salaries	88,872	94,393
Social security costs	6,641	8,664
	95,513	103,057

No employee received emoluments of more than £60,000 during the year.

8 Debtors and prepayments

	31 March 2021 £	31 March 2020 £
Trade debtors	84,465	90,089
Accrued income	---	---
VAT recoverable	---	---
Prepayments	528	215
	84,993	90,304

9 Creditors: amounts falling due within one year

	31 March 2021 £	31 March 2020 £
Creditors		
Trade creditors	7,818	3,280
Other taxation and social security	380	14,727
Taxation	---	---
Accruals and deferred income	113,441	194,671
Other creditors	5,788	3,786
	127,427	216,464

10 Contingent liabilities

There are no contingent liabilities at year ended 31st March 2021.

Notes to the Financial Statements

11 Funds

	Balance at 1 April 2020 £	Incoming resources £	Resources Expended £	Balance at 31 March 2021 £
Unrestricted funds				
Unrestricted general funds				
General funds	280,328	576,781	(380,432)	476,677