

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

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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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.

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

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.

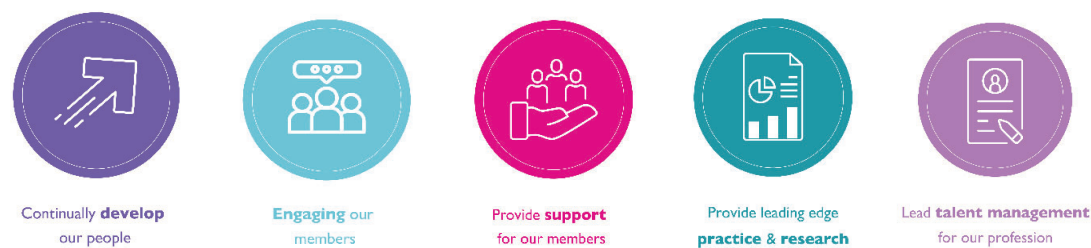
Achievements and Performance Highlights 2024-25

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:



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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.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

-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.

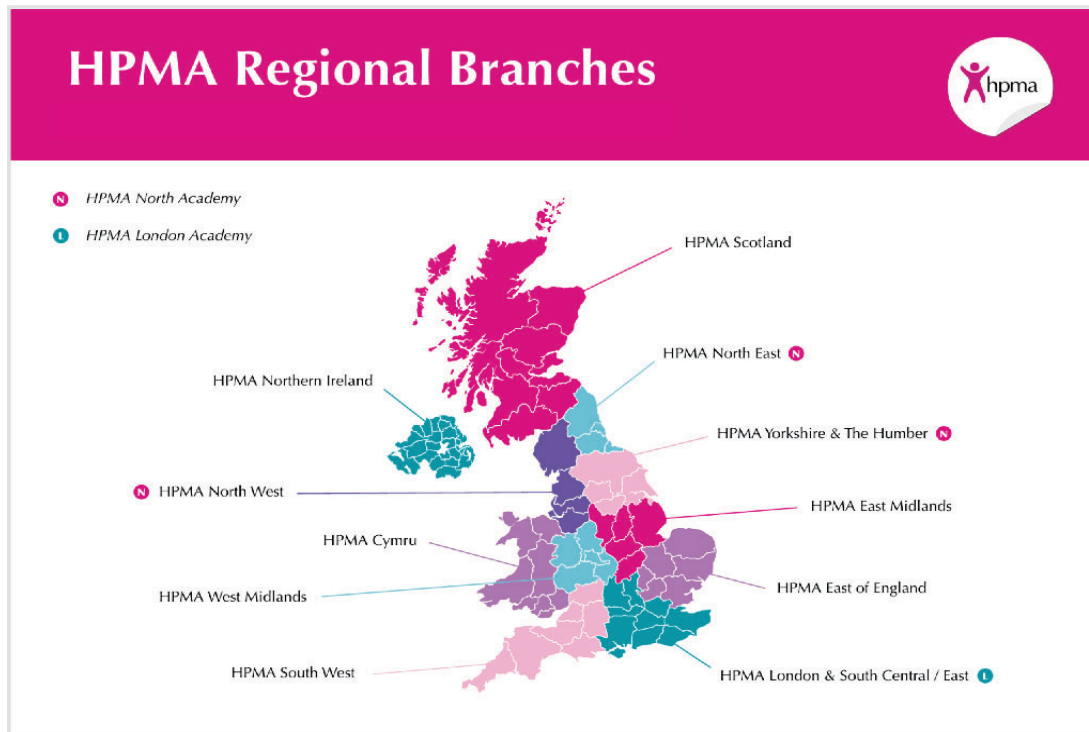
-Delivered through our London Academy a core programme of circa 150 learning events, the 6th cohort of our ASPIRE HR/OD Business Partner Programme and the 6th cohort of the ASPIRE deputy director talent pool.

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



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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.

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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.

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

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.

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

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

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

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.

25/11/25

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

Signed by:

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S F Morley - 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 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.

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

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:

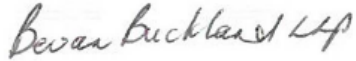
- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations;
- enquiring of management concerning actual and potential litigation and claims; performing analytical procedures to identify any unusual or unexpected relationships 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.

**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: 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
		<hr/>	<hr/>	<hr/>	<hr/>
EXPENDITURE ON					
Raising funds	3	-	-	-	38,211
Charitable activities	4				
Charitable activities		1,140,301	-	1,140,301	1,089,727
		<hr/>	<hr/>	<hr/>	<hr/>
Total		1,140,301	-	1,140,301	1,127,938
		<hr/>	<hr/>	<hr/>	<hr/>
NET INCOME/(EXPENDITURE)		(244,479)	-	(244,479)	(97,847)
RECONCILIATION OF FUNDS					
Total funds brought forward		514,549	-	514,549	612,396
		<hr/>	<hr/>	<hr/>	<hr/>
TOTAL FUNDS CARRIED FORWARD		270,070	-	270,070	514,549
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

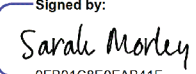
The notes form part of these financial statements

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
		<u>427,400</u>	<u>-</u>	<u>427,400</u>	<u>980,368</u>
CREDITORS					
Amounts falling due within one year	11	(161,305)	-	(161,305)	(475,886)
NET CURRENT ASSETS		<u>266,095</u>	<u>-</u>	<u>266,095</u>	<u>504,482</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>270,070</u>	<u>-</u>	<u>270,070</u>	<u>514,549</u>
NET ASSETS		<u>270,070</u>	<u>-</u>	<u>270,070</u>	<u>514,549</u>
FUNDS	12				
Unrestricted funds				270,070	514,549
TOTAL FUNDS				<u>270,070</u>	<u>514,549</u>

The financial statements were approved by the Board of Trustees and authorised for issue on .25/1.1/25..... and were signed on its behalf by:

Signed by:

 9FB91C8E0FAB41F...
 S F Morley - Trustee

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

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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	<u>(206,765)</u>	<u>117,789</u>

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
	<u>601,199</u>	<u>(208,226)</u>	<u>392,973</u>
Total	<u>601,199</u>	<u>(208,226)</u>	<u>392,973</u>

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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

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.

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025****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 measured 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.

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025****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 assessed the company's ability to continue as a going concern by scrutinising 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

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

3. RAISING FUNDS**Raising donations and legacies**

	2025	2024
	£	£
Support costs	-	38,211
	<u>-</u>	<u>38,211</u>

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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

4. CHARITABLE ACTIVITIES COSTS

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

5. SUPPORT COSTS

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

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
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	<u>2,365</u>	<u>-</u>
	<u>262,634</u>	<u>161,163</u>

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

	2025	2024
Average number of employees	<u>4</u>	<u>3</u>

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

	2025	2024
£80,001 - £90,000	<u>1</u>	<u>-</u>

The chief executive was appointed from 1 July 2024.

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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

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

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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

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
	<u>161,305</u>	<u>475,886</u>

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)	-
	<u>514,549</u>	<u>(244,479)</u>	<u>-</u>	<u>270,070</u>
TOTAL FUNDS	<u>514,549</u>	<u>(244,479)</u>	<u>-</u>	<u>270,070</u>

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	<u>895,822</u>	<u>(1,140,301)</u>	<u>(244,479)</u>

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)	-	-
	<u>612,396</u>	<u>(97,847)</u>	<u>-</u>	<u>514,549</u>
TOTAL FUNDS	<u>612,396</u>	<u>(97,847)</u>	<u>-</u>	<u>514,549</u>

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)
	<u>1,030,091</u>	<u>(1,127,938)</u>	<u>(97,847)</u>
TOTAL FUNDS	<u>1,030,091</u>	<u>(1,127,938)</u>	<u>(97,847)</u>

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

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

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)	-	-
	<u>612,396</u>	<u>(342,326)</u>	<u>-</u>	<u>270,070</u>
TOTAL FUNDS	<u>612,396</u>	<u>(342,326)</u>	<u>-</u>	<u>270,070</u>

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)
	<u>1,925,913</u>	<u>(2,268,239)</u>	<u>(342,326)</u>
TOTAL FUNDS	<u>1,925,913</u>	<u>(2,268,239)</u>	<u>(342,326)</u>

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.

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
	<hr/>	<hr/>
	895,822	1,030,091
Total incoming resources	<hr/>	<hr/>
	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
	<hr/>	<hr/>
	815,578	891,521
Support costs		
Management		
Wages	242,778	151,665
Social security	17,491	9,498
Pensions	2,365	-
	<hr/>	<hr/>
	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	-
	<hr/>	<hr/>
	61,971	75,116
Total resources expended	<hr/>	<hr/>
	1,140,301	1,127,938
Net expenditure	<hr/>	<hr/>
	(244,479)	(97,847)