



REPORT OF THE BOARD OF TRUSTEES AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

| Contents

Legal and Administrative Information	01
Report of the Board of Trustees (Incorporating the Directors' Report)	02
Independent Examiner's Report	18
Statement of Financial Activities	20
Balance Sheet	21
Notes to the Financial Statements	22

Legal and Administrative Information

Registered Company number	03565696 (England and Wales)
Registered Charity number OSCR Number	1069802 SC049296
Registered office	Arc House NAPAC 82 Tanner Street London SE1 3GN
Trustees (During the year and at the date of approval of these financial statements)	Ms P Gale (Chair) Mr S Naik Ms V Kloss Dr C Caton Ms A Millar Mr S Spencer KC Mr L Grose (appointed 19/06/25) Dr C Wong (appointed 19/06/25) Ms S Plowright (appointed 19/06/25)
Secretary	Mr T Barclay
Executive Team	Ms G Shaw Chief Executive Mr T Barclay Chief Operating Officer
Independent examiner	Mark Cummins FCCA FCIE T C Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
Day to Day Bankers	Metro Bank 72 – 76 High St Bromley BR1 1EG

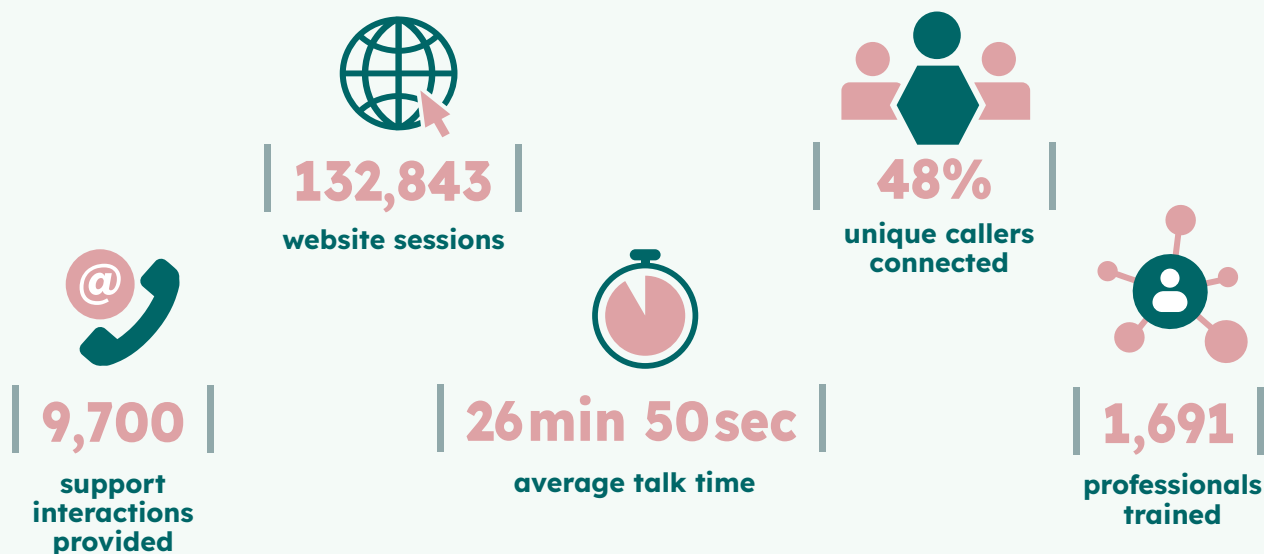
Report of the Board of Trustees

(Incorporating the Directors' Report)

Year at a glance

This year we kept our promise to survivors: listen with care, offer practical support and work with others so systems do less harm. Demand remained high. People continued to find us when they were ready, often after years without support.

Impact highlights



What do survivors say?

“I am so incredibly grateful for the fact that NAPAC exists, and for the team behind it. I’m taking strength from knowing there is a community and that I am not alone.”

“The person I spoke to offered me space, understanding and compassion. That simple act made me feel less alone, and just talking aloud lightened a burden I had been carrying for far too long.”

“NAPAC helped me in many ways, with the resources available, with their compassionate and quiet presence, and knowing that they are always there and that they get you was very comforting as I was recovering from childhood trauma.”

What do training attendees say?

“NAPAC turned complex trauma into clear, actionable insight; our officers left with tools they’re using on the job.”

“I wholeheartedly recommend NAPAC’s trauma training to any professional working with individuals affected by trauma - whether in criminal justice, social care, healthcare, or beyond. Their combination of exceptional facilitation, evidence-based content, and personalised support makes for a truly transformative learning experience.”



What changed for survivors this year?

Fewer barriers, clearer choices and conversations that start from belief have been welcome themes this year. When people contact NAPAC, they often tell us it is the first time they have spoken openly about their experiences, naming what happened as abuse and recognising themselves as survivors. We make those moments count. Each conversation strengthens the insight that drives our work, ensuring survivors’ experiences guide both our services and our advocacy.

Over the year we reduced avoidable barriers, shortened waits, made signposting clearer and strengthened supervision and reflective practice for the NAPAC team. We also introduced more accessible digital pathways for neurodivergent survivors and continued to model survivor-centred language across our communications, training and data collection.

- People chose the channel that felt safest (telephone or email) and reached us more often via our website and partner referrals.
- Callers left feeling believed and less alone, with practical next steps they could take at their pace.
- Professionals felt more confident about language, boundaries and referral pathways after training, improving everyday interactions with survivors.
- Self-help became easier to use between contacts as we refreshed web content on trauma, memory, coping and relationships.

Purpose, approach and public benefit

Our vision

Our vision is of a world where no child experiences abuse. Until then, we envision a society in which everyone impacted by childhood abuse can access the support they need, when they need it.

Our mission

In bringing about our vision, we:

- provide effective, survivor-led, evidence-based and accessible direct support services to survivors and those who support them
- work collaboratively to share our learning, train professionals, embed direct support services and drive structural improvements so that more survivors are supported effectively towards recovery
- challenge and support change to society's perceptions of child abuse and work to prevent child abuse from happening
- will become a world-leader on empowering survivors, sharing our knowledge and expertise to improve and increase support for survivors everywhere

Our values in practice

We empower – we listen, support and enable survivors to take the next steps on their journey.

We support – we enable our team and others to better support survivors on their journey through investing in up to date and evidence-based training.

We collaborate – we work with others to raise standards and widen reach to support survivors.

We are tenacious – we support and are a voice for survivors, and we do not give up.

World leader – we set a global standard for supporting survivors and training others to do so to the highest quality.



What we do

We deliver direct support, reliable information, professional training, and system influence so that survivors can access help safely and services reduce avoidable harm.

- *Direct support.* Confidential telephone and email support that reduces distress, helps people feel less alone and enables safe next steps.
- *Information and self-help.* Plain English resources on trauma, disclosure, coping and relationships, available when people are ready.
- *Training and consultancy.* Practical survivor-centred tools for health, policing and voluntary-sector teams, focusing on language, boundaries and safer pathways.
- *Advocacy and systems change.* Ethical insight (drawn from our support service) used to improve language, first-contact practice and adult-facing routes to support.

How we deliver public benefit

Our public benefit is direct and practical. People who contact us feel heard, believed and better able to act. Professionals we train improve everyday interactions with survivors. Our advocacy removes barriers, so fewer people are re-traumatised when they seek help.

Who benefits

Primary beneficiaries – adult survivors of childhood abuse across the UK.

Secondary beneficiaries - professionals and organisations who engage with survivors in their services; families, friends, workplaces and communities; corporate partners who utilise our training and resources.

How we know it works (evidence and learning)

Outcomes and feedback. Callers report feeling less alone and more able to take a next step; training participants report confidence gains and practice changes.

Service indicators. Connection rate and talk time demonstrate access and engagement levels. Web analytics track how users find and interact with self-help content.

Ethical data. Our empowerment model means the dataset is intentionally partial and ethical, reflecting what people choose to share. This keeps the focus on the language, pathways and points of friction that matter most to survivors.

System change signals. Partners revise policies and documentation that shape practice, simplify referral routes and adopt trauma-informed approaches.

Public benefit statement

The Trustees confirm that NAPAC's aims, activities and achievements provide public benefit in accordance with the Charities Act and the Charity Commission's guidance. Our services are designed to relieve distress and improve wellbeing for adult survivors, to equip professionals to avoid re-traumatisation, and to inform policy and practice changes that make support easier to access.

Achievements and performance

Support services

We answered thousands of requests for support by phone and email. We focused on access, quality and safety. Callers remain anonymous and in control. We offer steady, practical information people can use immediately and refer back to as and when they need. We strengthened the supervision framework, increased reflective practice and maintained our safeguarding culture.

- 48% of unique callers were connected at some point across the year as we managed demand and volunteer availability.
- Average talk time was 26 minutes 50 seconds, consistent with previous years and reflective of deeper conversations.
- There were 132,843 website sessions, with step-by-step content on disclosure, coping strategies and getting help.

We addressed increased demand resulting from media coverage and policy announcements by adjusting volunteer schedules and managing email volume through a triage system. Our approach emphasises psychological safety and clarity, and we have maintained advocacy for increased capacity across the broader system.

Training and consultancy

Every conversation with a survivor can either open a door or close one. NAPAC's training exists to make those moments safer and clearer so professionals feel more equipped on how to support without re-traumatising.

In 2024–2025 we trained 1,691 professionals across health, policing, education and the voluntary sector, generating £35,547 from training (including £4,184.70 from self-directed online modules) and £30,000 from partnerships through the Law Firm Partnership Programme. Together these total £65,547, which is presented in the Statement of Financial Activities under Charitable

activities. Importantly, this training work is raising the standard of everyday practice where it matters most.

We deliver live, in-person and virtual sessions as well as bespoke consultancy for teams and organisations. Our programmes meet people where they are (from frontline staff and specialist practitioners to managers and policy leads) equipping them to understand trauma, recognise their role in reducing harm at first contact, and turn that insight into clearer pathways and safer conversations.

Because many professionals are themselves survivors or work daily with trauma, staff wellbeing is integral to our approach. Sessions on vicarious trauma, burnout and compassion fatigue offer practical strategies for emotional safety and de-escalation; these are all tools that protect practitioners and improve outcomes for the people.

The goal of our training is not simply to prevent harm, but to enable people to feel confident in providing excellent support to survivors when they engage with them. We work with professionals to recognise what safe survivor engagement looks like in practice and how to apply the principles in varied settings. Our work responds to immediate training needs and contributes to the strategic direction of survivor engagement across services nationally.

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NAPAC's training function draws learning from individual conversation and wider organisational reflection, as well as learning from directly supporting survivors, to inform each training session and shape wider cultural change. This means that insights from survivors are actively shaping how policies, procedures and everyday practice are evolving.

Online Learning

NAPAC's self-directed online learning modules continued to play an important role in widening access to trauma informed practice. These modules enable professionals to learn in a way that is paced and reflective giving space for people to absorb complex material safely. We supported each module launch with free introductory webinars which created accessible entry points for professionals including those who may be survivors themselves

These modules cover key areas such as responding safely to disclosures understanding survivor stress responses and working at the intersection of neurodivergence and trauma. The 'Neurodivergence and Trauma' module launched in September 2024 and quickly became one of our highest performing modules month-on-month, making up over 25% of our total online module revenue stream.

Through this strand we reached teaching staff, youth workers, health practitioners and voluntary sector advocates who may not always be able to attend live training but still hold responsibility for trauma-aware engagement.

Quality and Impact

Course materials were refreshed through the year to reflect client feedback and incorporate external research and practice developments. Client feedback remained consistently high with an average rating of 4.8 out of 5. As well as positive ratings, we are informing real-world change, with several organisations having reviewed internal processes, referral routes and guidance as a direct outcome of our training.

“I wholeheartedly recommend NAPAC's training to any professional supporting people affected by trauma. The facilitation was grounded and skilled and the content was both evidence based and practical. It has changed how I approach conversations in my work.”



Future Priorities

Looking ahead, we will strengthen the marketing strand of the training function so that organisations and professionals can identify the right learning offer more easily and experience a smoother journey from initial enquiry through to post-delivery support.

The training function will also be focusing on how to sustainably increase delivery capacity so we can train larger and more complex teams and continue our work to support organisations to embed long-term trauma-informed cultural change. We will also broaden engagement by working with schools, youth services and specialist services to help create environments that are safe for victims and survivors.

In addition, NAPAC is also developing trauma-informed compliance training to support sectors and organisations that require mandatory safeguarding or regulatory training, but wish to deliver it in a way that is safe and survivor-centred. This will help ensure that trauma-informed practice is not just an optional enhancement but a core part of organisational standards across sectors.



Working with volunteers

Volunteers remain central to NAPAC. We invested in training, mentoring and wellbeing support, and we improved rostering tools to balance demand with availability and to provide the most trauma-informed environment possible for volunteers to work within. Volunteers tell us they feel supported and clear about boundaries; callers tell us they feel heard.

This year we strengthened the volunteer journey end-to-end. Recruitment and screening were refined to emphasise values, listening skills and resilience; induction now blends scenario-based practice with clear guidance on language, boundaries and escalation. Real time supervision continued, with additional one-to-one check-ins after each call. We also encourage feedback so volunteers can flag safeguarding concerns, patterns they are noticing, or areas where they want more support.

We also focused on clarity and recognition. Role descriptions and shift expectations were re-stated in plain English for easier accessibility. We also reworked our rotas to give more predictability while still covering peaks in demand. A particular highlight are our six-monthly 'ongoing training days' (held on Saturdays) which gather external speakers and subject-matter experts from a range of sectors. Topics are chosen by volunteers, based on areas where they want to deepen their skills (for example, responding to disclosure, neurodiversity-aware practice and civil law claims).

We remain grateful for the commitment and care volunteers bring to the NAPAC support service.

Digital and information

We continued our digital improvement work in this period, focusing on tighter security controls, clearer privacy notices and better knowledge-based content so staff and volunteers have the right information at their fingertips. We also streamlined website navigation and refined search keywords so survivors can find help more easily and reach core resources faster.

Behind the scenes, we strengthened security and resilience in line with our risk register. Multi-factor authentication is now standard across core systems, devices are encrypted and patched to schedule, and we ran routine backup and restore tests to recover quickly if needed. We also refreshed cookie and privacy notices in plain English and ensured data information compliance with clear retention and deletion rules.

Because people are the best defence, we invested in cyber security training for trustees and staff. Online training sessions covered phishing awareness, safe data handling, password and multi-factor authentication hygiene, and when/how to escalate an incident. The effect is a common baseline of good practice across governance and frontline roles, reducing avoidable risk without adding friction to everyday work.



Advocacy and systems change

Why we do this

For NAPAC, every interaction with our support services teaches us more about what helps and what harms. We use that learning to influence how systems and services speak to survivors, how they keep people safe at first disclosure and how they avoid re-traumatisation. Our aim is simple – fewer avoidable barriers and better everyday practice across multiple areas including policing, health and the voluntary sector.

We focus where survivor-centred insight can move the system. These levers include plain, respectful language, safer first-contact practice, trauma-informed routes to support and outcomes that make sense in real life. We work with government and national policing to integrate survivor voices into the design of the systems that support them. We do this through national taskforces, policy engagement and sector capacity-building, as well as training professionals on the ground to have immediate impact.

1) Using ethical data to guide change

Our dataset is intentionally ethical because under the empowerment model we use on the NAPAC telephone support line, people choose what to share and when. We don't probe for detail or ask them to relive experiences to fit a form; instead, we listen for what matters to them. That stance makes the evidence powerful for practice change. It reflects what survivors prioritise in their own words, gathered in conditions that feel safe.

During 2024–2025 we used this insight to show leaders where everyday practice helps or hinders, how language lands at first contact, what people ask for when they are ready and where pathways feel unclear. We shared only aggregated, anonymised patterns, pairing them with clear and straightforward recommendations that services could put to work quickly. Because the approach is survivor-led and proportionate, partners trust it. The data is precise enough to guide improvement without compromising privacy.

This is why NAPAC's data is unique nationally. It steers the questions people ask, informs training emphasis and content reviews, and helps systems achieve outcomes that make sense in real life. In short, it turns lived experience into practical direction, so the system can change where it matters most.

2) National policing: CSE Taskforce leadership (Victims and Survivor Engagement thematic area)

In the 2024-2025 financial year NAPAC – along with the Vulnerability, Knowledge and Practice Programme (VKPP) – co-led the Victims and Survivors' Engagement thematic area of the national CSE Taskforce with a key aim; to embed survivor experience as a practical driver of decision-making across the system. The work moved beyond guidance into nationally usable standards for the police service and other sectors.

We secured agreement of a national definition of 'Voice of the Victim' with concise prompts that are being mirrored in governance materials across partner areas. This establishes a common language and expectation for how survivor insight is gathered, weighed and referenced when choices are made. Most importantly, as the starting point, not as an add-on.

Through NAPAC's 'Redefining Justice' data and research, we set out what 'justice' means from a survivor perspective (personal repair and safety as well as criminal justice) and translated that into what leaders should ask for in practice. The effect is a more balanced picture of performance: alongside prosecution measures, organisations are beginning to track simple, experience-based outcomes such as whether a person felt believed, whether signposting was clear, and whether next steps were agreed. These are indicators that make sense on the frontline and at Board level, and they are increasingly referenced in local plans.

We also standardised survivor-centred language into ready-to-use wording packs for letters, webpages and reception scripts, and paired this with first-contact prompts and boundary guidance. Together, these tools have been adopted across CSE Taskforce workstreams and shared into multiple regions, reducing pressure on disclosure and improving the clarity of 'what happens next'.

Taken as a whole, the Victim and Survivor Engagement thematic area in 2024–2025 delivered nationally portable building blocks including a shared definition, measurable outcomes and operational language/tools, that are now shaping practice beyond the CSE Taskforce itself. They give leaders and practitioners a consistent way to speak, act and measure what matters to survivors, and they provide a platform for further adoption across policing and partner agencies in the year ahead.

3) Policy and public affairs: belief at disclosure and survivor-centred pathways

Our policy work in 2024–2025 aimed to embed survivor-centred principles in national and local decision-making, with impact that extends beyond any single programme. We pressed for belief at first disclosure and practical next steps without requiring people to evidence harm before help is offered. We advocated for clear, respectful language in public guidance and official communications to reduce inadvertent harm, and for explicit recognition of adult disclosure so adult-facing routes to support are visible and usable.

This advocacy was grounded in our ethical dataset and training feedback, giving policymakers real-world signals about where practice helps or hinders. The outcome is growing reference to survivor-experience measures in plans and briefings, clearer signposting to adult support in local information, and a stronger expectation that trauma-informed language is the default across agencies.

4) Sector capacity and language strategy

NAPAC continued to convert survivor-centred language guidance into tools teams can adopt quickly. During 2024–2025 we supported organisations to move from policy statements to everyday practice: line-by-line wording for common letters and scripts, short 'what to say / what not to ask' guides for first contact, and light-touch checklists that teams can apply during content reviews.

Partners used these materials to remove triggering or ambiguous terms, to explain choices and next steps more clearly and to align internal training and e-learning with survivor-centred standards. The effect is cumulative. As more teams adopt the same clear, respectful language, survivors encounter fewer barriers and confidence grows on both sides of the conversation.



Financial review and resilience

Overview

The year to 31 March 2025 was a period of rebalancing after the exceptional legacy income received in 2023-2024 financial period. Total income was **£393,602** and total expenditure was **£756,252**, giving a deficit of **£362,650**.

This result was expected and planned for once legacies returned to typical levels. We maintained service capacity, protected quality and continued selective investment in supervision, safeguarding and digital infrastructure so that survivors received safe, consistent support and our earned income programme could grow.

Two factors explain the position. First, legacies normalised from the exceptional **£253,754** received in the 2023-2024 financial period to **£367** this year. We treat legacies as unpredictable and avoid building recurring costs on the assumption that they will repeat. Second, we continued essential investment in systems and people that underpin safe delivery and future resilience, including building training capacity and curriculum so we can meet demand and improve margins over time.

The Board approved the use of free reserves to bridge this period so that services were not disrupted while income reset to its usual pattern and training activity continued to scale. More specifically, the Board chose to strengthen our training programme for the long term, making targeted investments in recruitment and course development so that training can generate a larger, dependable stream of earned income to support our mission.

We believe this approach is the right one for our beneficiaries. It keeps quality and safety intact, protects the team and focuses investment on what will have the greatest impact for sustainable self-generated income. Investment in training also ensures we provide improved support for survivors through up-skilling professionals across a wide variety of sectors, thus enabling better experiences when survivors reach out.



The current financial year (2025-2026) is already delivering the improvement we planned for, with training bookings and repeat clients significantly ahead of the same point last year and several key grants already secured. In addition, the Home Office has confirmed an in-year uplift to our funding for the current financial year. This uplift underpins core service capacity and provides further certainty over near-term delivery, complementing the steps we are taking to strengthen earned income.

Income profile and year on year movements

In 2023-2024, legacies of £253,754 contributed to an overall surplus of £25,164. In 2024-2025 legacy income was £367. Excluding the prior year exceptional legacy income, the underlying profile remained consistent:

- Donations and grants £327,599, including £250,181 from the Home Office
- Charitable activities total was £65,547 (as presented in the Statement of Financial Activities), comprising:
 - Training income of £35,547 (includes self-directed online modules sales of £4,184.70).
 - Partnership income from the Law Firm Partnership Programme of £30,000.
- Net gains on investments were £6,626 (reported below operating result) and investment income was £456

This mix is consistent with our strategy to diversify income while growing training in a way that supports quality, increases impact and does not compromise our empowerment model.

Expenditure and cost discipline

Expenditure reflects the full cost of safe delivery and the standards we set for trauma-informed practice. The principal charge of £711,086 relates to operating support services and associated infrastructure. Fundraising costs were £45,166 and governance costs were £25,067.

We apply ongoing scrutiny to operating expenditure across the organisation. Budgets are reviewed monthly with reforecasts and variance analysis, discretionary spend is rephased or paused where appropriate. Investment cases are considered against safety, effectiveness and value for money. This ensures we invest where it matters (for example, in supervision and digital security) and only spend where required, following due consideration and approval.

Result for the year and movement in funds

The operating deficit of £362,650 is consistent with the return of legacies to typical levels and planned investment. After recognising £6,626 of net investment gains, the net movement in funds was £356,024, reducing total funds from £919,791 to £563,767.

Reserves and financial resilience

At year end, total funds were £563,767, comprising unrestricted general funds of £223,122 and designated funds of £340,645. Restricted funds were fully applied to their purposes during the year.

Free reserves of £223,122 equate to about 3.5 months of total spend on the cost base reflected in these accounts (i.e. this is a backward-looking indicator, not a forecast of future costs). Our policy is to hold up to six months of operating costs to manage volatility and protect services.

The Board approved the planned use of free reserves this year to maintain capacity while legacy income normalised and while the training programme continued to scale.

Designated funds are substantial at £340,645 and exist to safeguard delivery and support specific Board-approved priorities. They are not available for general day-to-day spending and are reviewed regularly to ensure alignment to risk and organisational need. During the year, £1,640 from the strategic development designation was applied in line with plan; the remaining designations continue to provide a prudent buffer for known priorities and future commitments, offering additional assurance alongside free reserves.

The Board is working to rebuild free reserves toward the established policy level of up to six months, supported by disciplined budgeting, a strengthening training pipeline and a balanced income mix.

Investments

Our approach to investment is cautious and ethical, with a modest portfolio held to support long term resilience rather than day to day delivery. During the year the portfolio generated net gains of £6,626 (2023-2024: £1,115). Gains were retained within the portfolio, which had a year-end fair value of £157,741 (2023-24: £151,115).

Outlook and going concern

Early indicators for the 2025-2026 financial year are very encouraging. Training bookings and repeat clients are significantly ahead of the same point last year and several key grants are already secured. Management continues with disciplined budgeting, pipeline scrutiny and cost control, focusing on activities that most directly improve the experience of survivors. The Trustees have reviewed forecasts and sensitivities for at least twelve months from the date of approval and judge that NAPAC remains a going concern.

Principal risks and uncertainties

Overview

The Board reviews a strategic risk register at each meeting. Risks are grouped into financial sustainability, service quality and safeguarding, people and wellbeing, digital and data, compliance and reputation. We have a low-risk appetite for safeguarding, cyber security and compliance; we take a measured approach to innovation where it clearly improves survivors' experience and is well controlled.

1) Financial sustainability

Risk. Income volatility (particularly from legacies and time-limited grants) combined with external cost pressures may reduce financial headroom.

Key controls. We mitigate this risk through a diversified income mix, monthly pipeline reviews and re-forecasting, scenario and sensitivity analysis, disciplined pricing for training services, and a reserves policy designed to smooth income fluctuations.

Early warning indicators. We monitor grant decision delays, training conversion rates against plan, donor retention trends, and variances from quarterly re-forecasts.

2) Service quality, access and safeguarding

Risk. Demand spikes or practice drift may reduce connection rates or affect the handling of crisis calls, putting safe access at risk.

Key controls. We mitigate this through clinical supervision and reflective practice, rota and capacity planning, live quality assurance for calls and emails, and clear survivor-centred scripts supported by a current knowledge base.

Early warning indicators. We track wait times, connection rate, incident/near-miss themes, and caller feedback.

3) People and wellbeing

Risk. Vicarious trauma, burnout, or gaps in capacity and skills could impact service quality and continuity.

Key controls. Our response includes regular supervision and wellbeing support, manageable rotas, structured induction and continuing professional development, plus succession planning and targeted recruitment for critical roles.

Early warning indicators. We monitor sickness and turnover trends, red-flags arising in supervision, time-to-fill for key posts, and volunteer retention.

4) Digital, data and cyber security

Risk. Unauthorised access or service outage could expose sensitive data and disrupt support to survivors.

Key controls. Controls include multi-factor authentication, device encryption and patching, least-privilege access, tested backups and restores, staff security awareness, and assurance over key suppliers.

Early warning indicators. We review phishing click-through rates, unusual-access alerts, backup/restore test results, and website/service uptime.

5) Legal, regulatory and compliance

Risk. Non-compliance (for example around safeguarding, GDPR, fundraising standards) could harm people and erode trust.

Key controls. We operate an annual policy review schedule and training, and maintain routine compliance checks, a complaints process with learning loops, and disciplined documentation/retention practices.

Early warning indicators. We track complaints trends, audit or examiner queries, ICO/other regulatory enquiries, and any late-filing risks.

6) Reputation and external relations

Risk. Miscommunication or failures by partners could undermine confidence among survivors, volunteers, funders and the public.

Key controls. We use clear communications protocols and escalation routes, active issues tracking, and proportionate due diligence for partnerships.

Early warning indicators. We monitor media and social sentiment, unresolved complaints, and direct stakeholder feedback.

How we manage risk (in practice)

Oversight and assurance. The risk register is reviewed at every Board meeting, with scheduled deep dives in finance, safeguarding, digital and people to focus scrutiny where needed. A structured policy review cycle supports

compliance and relevance, and incident reviews identify learning and improvements. We also use independent external scrutiny (independent examination and specialist reviews where appropriate) to provide additional assurance.

Reserves as a control. Free reserves act as a buffer against income timing and external shocks. Designated funds are reviewed regularly to ensure alignment with delivery priorities. The Board monitors reserve levels during the year and undertakes an annual review of the reserves policy (for more information, please see the 'Financial review and resilience' section of this report).

Risk appetite. We maintain a low risk appetite for safeguarding, cyber security and regulatory compliance. We take a measured approach to service improvement and innovation, with clear mitigations and defined decision rights.



Structure, governance and management

NAPAC is a charitable company limited by guarantee governed by its Memorandum and Articles of Association (incorporated 12 May 1998, last amended 1 December 2021). We are registered with the Charity Commission for England and Wales and OSCR in Scotland. The Board is collectively responsible for strategy, oversight and compliance.

Trustees - appointment, terms and induction

Trustees are appointed in line with the Articles of Association following open recruitment against a skills and experience matrix. Terms are typically three years, renewable once (with limited extension by exception). New trustees receive an induction covering our purpose and public benefit, safeguarding, data protection, finance and risk; ongoing development through an away day is scheduled annually.

How we are organised and how decisions are made

Day-to-day management is delegated to the Chief Executive under a Board-approved Scheme of Delegation. The Board meets four times a year with standing items on finance, risk, people and strategy. An Income Generation Subcommittee provides monthly detailed scrutiny and assurance around finance and performance.

Board practice

- A forward programme of agendas with periodic deep-dives (finance, risk, project work).
- Annual policy review cycle (safeguarding, whistleblowing, equality, data protection, investments).
- Planned trustee recruitment to maintain an appropriate mix of skills and lived experience.
- Written resolutions used between meetings for time-sensitive matters.
- Periodic Board effectiveness review and light-touch attendance monitoring.

How survivor insight informs decisions

Survivor insight reaches the Board through regular reporting and engagement, particularly the learning from the NAPAC support line operation in Stockport. This informs priorities, risk assessments and improvement plans.

People and culture

We aim to be a supportive, learning organisation. We invest in supervision, reflective practice and wellbeing for staff and volunteers, maintain fair and transparent processes, and encourage constructive challenge and continuous improvement. We also provide ongoing professional development (from role-specific training and refreshers to short courses and conferences) so people have the skills and confidence to do their best work.

Related parties and other interests

Trustees complete annual declarations of interests and related-party transactions. There were no related-party transactions in the year beyond those disclosed in the notes to the accounts; NAPAC does not have subsidiary undertakings.

Fundraising approach and supporter care

We are registered with the Fundraising Regulator and follow the Code of Fundraising Practice. We do not use third-party fundraisers or cold calling. We monitor fundraising activity, handle complaints openly and protect supporters and the public, especially people in vulnerable circumstances. We use people's data responsibly and respect preferences about how we get in touch.

Plans for future periods

In the year ahead we will keep our focus on work that most directly improves the experience of survivors. Our priorities are to:

- Scale training and develop new courses requested by partners in health and policing, with clear quality measures and feedback cycles.
- Pilot additional ways to access support in line with our empowerment model so people can choose what feels safest.
- Invest in digital infrastructure to improve efficiency, insight and supporter experience.
- Strengthen reserves in line with policy through disciplined budgeting and a diversified income mix.

We will continue to share what we learn so that services across the system become easier to access and less likely to re-traumatise.

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

Company law requires the Board of Trustees to prepare accounts for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its income and expenditure for the financial year then ended. In preparing those accounts, the Board of Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the accounts on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

The Board of Trustees is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with the Companies Act 2006. The Board of Trustees is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Trustees

Members of the Board of Trustees, who are directors for the purposes of company law and trustees for the purposes of charity law, who served during the year and up to the date of this report are set out on page 1.

Independent Examiner

TC Group has been reappointed as independent examiner for the ensuing year.

Basis of Preparation of Accounts

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (Charities SORP (FRS 102)) and in accordance with the provisions applicable to companies subject to the small companies' regime.

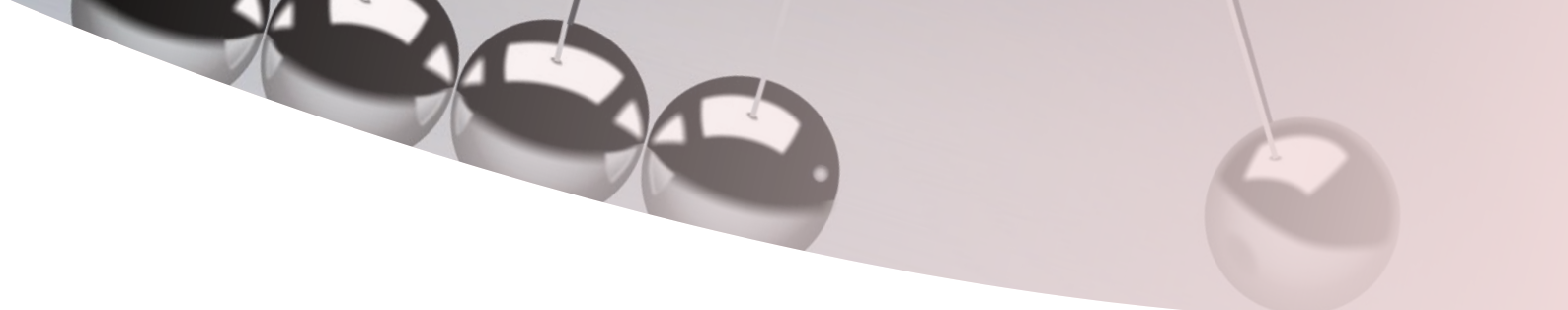
The trustees' annual report (incorporating the directors' report) was approved on 1 December 2025 and signed on behalf of the NAPAC Board of Trustees by:



Ms P Gale
Chair of the NAPAC Board of Trustees

| Independent Examiner's Report





I report on the accounts for the year ended 31 March 2025 set out on pages 20 to 29.

Respective responsibilities of Trustees and examiner

As the Charity's Trustees of the Company (and also its directors for the purposes of Company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your Charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the Company'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, which is one of the listed bodies.

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

- (1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
- (4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.



Mark Cummins FCCA FCIE

For and on behalf of:

TC Group

The Courtyard
Shoreham Road
Upper Beeding
Steyning
West Sussex
BN44 3TN

Date: 01/12/2025

Statement of Financial Activities Report

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	2025 Total £	2024 Total £
INCOME FROM:						
Donations and grants	4	77,418	-	250,181	327,599	676,000
Charitable activities	5	65,547	-	-	65,547	65,729
Investments	6	456	-	-	456	436
Total income		143,421	-	250,181	393,602	742,165
EXPENDITURE ON:						
<i>Raising funds:</i>	7					
Fundraising		45,166	-	-	45,166	44,752
<i>Charitable activities:</i>						
Operation of NAPAC		457,072	1,640	252,374	711,086	672,249
Total expenditure		502,238	1,640	252,374	756,252	717,001
Net income/(expenditure) for the year		(358,817)	(1,640)	(2,193)	(362,650)	25,164
Net gains on investments	10	6,626	-	-	6,626	1,115
Net movement in funds		(352,191)	(1,640)	(2,193)	(356,024)	26,279
RECONCILIATION OF FUNDS						
Total funds brought forward	15	575,313	342,285	2,193	919,791	893,512
TOTAL FUNDS CARRIED FORWARD	15	223,122	340,645	-	563,767	919,791

The results of the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes on pages 22 to 29 form part of these accounts.

Balance Sheet

		2025	2024
	Note	£	£
FIXED ASSETS			
Investments	10	157,741	151,115
CURRENT ASSETS			
Debtors	11	228,110	497,190
Cash at bank and in hand	12	<u>212,852</u>	<u>313,057</u>
		440,962	810,247
CURRENT LIABILITIES			
Creditors falling due within one year	13	<u>(34,936)</u>	<u>(41,571)</u>
NET CURRENT ASSETS		<u>406,026</u>	<u>768,676</u>
NET ASSETS		<u>563,767</u>	<u>919,791</u>
FUNDS			
Unrestricted funds	15	223,122	575,313
Designated funds	15	340,645	342,285
Restricted funds	15	<u>-</u>	<u>2,193</u>
TOTAL FUNDS		<u>563,767</u>	<u>919,791</u>

The charitable Company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

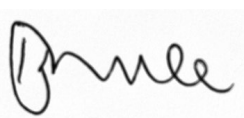
The members have not required the charitable Company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the charitable Company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable Company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and

which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable Company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Statement of Recommended Practice applicable to charities in accordance with FRS 102. The financial statements were approved by the Board of Trustees on 1 December 2025 and were signed on its behalf by:



Ms P Gale
Chair of the NAPAC Board of Trustees

The notes on pages 22 to 29 form part of these accounts. Company number: 03565696

| Notes to the Financial Statements

1. STATUTORY INFORMATION

The National Association for People Abused in Childhood is a Company Limited by Guarantee, incorporated in the England and Wales and has no share capital. The Charity is under the control of the Trustees. Its registered office is Arc House, NAPAC, 82 Tanner Street, London, SE1 3GN.

2. ACCOUNTING POLICIES

2.1 Accounting convention

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The National Association for People Abused in Childhood meets the definition of a public benefit entity under FRS 102. The Charity has no material uncertainties in relation to its ability to continue operating and as such the accounts have been prepared on a going concern basis. Assets and liabilities are initially recognised at their historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The Charity's presentation currency is the Pound Sterling.

The National Association for People Abused in Childhood is not part of a group. These financial statements therefore reflect the activity of the Charity as an individual entity.

2.2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that

are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees do not consider that there are any critical judgments made in applying the Charity's accounting policies or that there are any critical accounting estimates or assumptions which may have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next financial year.

2.3 Income

All incoming resources are included in the Statement of Financial Activities when entitlement has passed to the Charity, it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Donations and grant income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.
- Legacy income is recognised when receipt is probable, entitlement is established, and the amount can be measured.
- Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably. In which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured.

No amounts are included for the contribution of general volunteers.

- Interest on funds held on deposit is included when receivable and the amount can be measured reliably. This is typically upon notification of the interest being paid by the bank.
- Training income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Training income is recognised net of VAT, where applicable.

The Charity's activities are currently exempt from VAT.

2.4 Expenditure

Where incoming resources have related expenditure or a legal or constructive obligation arises, the incoming resources and related expenditure are reported gross in the Statement of Financial Activities.

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is classified under headings of the Statement of Financial Activities to which it relates.

Expenditure on charitable activities includes all costs incurred by the Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs relating to the governance of the Charity apportioned to charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Employee termination costs are recognised in the period in which formal agreement of such payments are reached by the Trustees.

2.5 Support and governance costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. The bases on which support costs have been allocated are set out in note 8.

Governance costs include the costs of preparation and examination of statutory accounts, the costs of the Annual General Meeting and trustees' meetings and costs of any legal advice to trustees on governance or constitutional matters.

2.6 Financial instruments

The charity 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 charity's balance sheet when the charity becomes party to the contractual provisions of the instrument. Basic financial instruments are recognised at amortised cost.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

2.8 Cash at bank and in hand

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

2.9 Creditors

Creditors are recognised when there is a present obligation arising from a past event, the settlement of which will likely result in resources embodying economic benefits being transferred from the Charity. Accruals are recognised at their settlement amount once a reliable measurement can be obtained.

2.10 Fund accounting

General unrestricted funds are available for use 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 through the terms of an appeal, and fall into two sub-classes: restricted income funds or endowment funds. Further explanation of the nature and purpose of each restricted fund is included in the notes to the financial statements.

2.11 Pensions

The Charity operates a defined contribution pension scheme. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activity in the period to which they relate as unrestricted expenditure. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund. At the balance sheet date £3,639 was due to the pension scheme (2024: £3,676).

2.12 Leasing Commitments

Rentals paid under operating leases are charged to the Statement of Financial Activity on a straight-line basis over the period of the lease.

2.13 Investments

Investments are initially recognised at cost and subsequently measured at fair value at the balance sheet date. Investment gains and losses, whether realised or unrealised, are combined and shown as net gains or losses on investments in the Statement of Financial Activities.

3. TAXATION

The Company is registered as a Charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

4. INCOME FROM LEGACIES, DONATIONS AND GRANTS

	Unrestricted funds	Restricted funds	2025 Total £	Unrestricted funds	Restricted Funds	2024 Total £
Legacies	367	-	367	253,754	-	253,754
Donations						
Trusts	23,107	-	23,107	3,586	-	3,586
Individual donations	53,944	-	53,944	57,444	-	57,444
Grants						
Home Office	-	250,181	250,181	-	280,065	280,065
Ministry of Justice	-	-	-	-	81,151	81,151
	77,418	250,181	327,599	314,784	361,216	676,000

5. CHARITABLE ACTIVITIES

	2025 £	2024 £
Training courses	35,547	32,965
Partnerships	30,000	30,000
Consultancy	-	2,764
	65,547	65,729

6. INVESTMENT INCOME

	2025 £	2024 £
Bank interest receivable	456	436

7. EXPENDITURE ON RAISING FUNDS AND CHARITABLE ACTIVITIES

	Wages Costs £	Other costs £	2025 Total £	2024 Total £
Cost of raising funds:				
Fundraising	<u>44,176</u>	<u>990</u>	<u>45,166</u>	<u>44,752</u>
Total cost of raising funds	44,176	990	45,166	44,752
Charitable activity expenditure				
Operation of NAPAC	<u>528,024</u>	<u>183,062</u>	<u>711,086</u>	<u>672,249</u>
Total charitable expenditure	528,024	183,062	711,086	672,249
Total expenditure	<u>572,200</u>	<u>184,052</u>	<u>756,252</u>	<u>717,001</u>

	2025 £	2024 £
Included in the above is the following governance costs:		
Governance costs:		
Current independent examiner remuneration for examination	2,650	2,400
Current independent examiner remuneration for other services	20,144	17,400
Trustees' expenses including strategic away day costs	2,273	5,261
Total governance costs	<u>25,067</u>	<u>25,061</u>

8. STAFF COSTS

	2025 £	2024 £
Wages and salaries	482,026	451,917
Employers national insurance	39,944	36,794
Pension costs	22,336	21,286
	<u>544,306</u>	<u>509,997</u>
Other staff costs	27,894	32,245
	<u>572,200</u>	<u>542,242</u>

There are no employees with emoluments above £60,000 (2024: none).

The average headcount of employees during the year was 17 (2024: 16). The average number of full-time equivalent employees during the year is analysed as follows:

Employee headcount	2025 Number	2024 Number
Management	2	2
Administration	12	14
	<u>14</u>	<u>16</u>

9. TRUSTEE EXPENSES AND KEY MANAGEMENT PERSONNEL

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

During the year to 31 March 2025, £773 was reimbursed to five trustees in respect of travel expenses (2024: £480 was reimbursed to three trustees). During the year, there was a trustee away day which the charity covered expenses totalling £1,500.

The total amount of employee benefits received by the executive team for their services to the charity was £119,288 (2024: £119,288). The executive team comprises the Chief Executive and the Chief Operating Officer.

10. INVESTMENTS

	2025 £
Fair Value at 1 April 2024	151,115
Revaluation in the year	6,626
Fair value at 31 March 2025	<u>157,741</u>

The above investment value relates to UK listed investments

11. DEBTORS

	Total 2025 £	Total 2024 £
Trade debtors	9,650	25,075
Prepayments and accrued income	204,606	461,222
Other debtors	13,854	10,893
	<u>228,110</u>	<u>497,190</u>

12. CASH AT BANK AND IN HAND

	Total 2025 £	Total 2024 £
Cash at bank and in hand	212,852	313,057
	<u>212,852</u>	<u>313,057</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2025 £	Total 2024 £
Trade creditors	3,917	21,400
Accruals and deferred income	7,234	6,370
Social security and other taxes	9,946	10,125
Other creditors	13,839	3,676
	<u>34,936</u>	<u>41,571</u>

14. ANALYSIS OF FUNDS

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Gain on investments £	Balance at 31 March 2025 £
General funds	<u>575,313</u>	<u>143,421</u>	<u>(502,238)</u>	<u>6,626</u>	<u>223,122</u>
Designated funds					
Strategic Development	<u>342,285</u>	<u>-</u>	<u>(1,640)</u>	<u>-</u>	<u>340,645</u>
	<u>342,285</u>	<u>-</u>	<u>(1,640)</u>	<u>-</u>	<u>340,645</u>
Restricted funds:					
Home Office	-	250,181	(250,181)	-	-
Philip King Trust	<u>2,193</u>	<u>-</u>	<u>(2,193)</u>	<u>-</u>	<u>-</u>
	<u>2,193</u>	<u>250,181</u>	<u>(252,374)</u>	<u>-</u>	<u>-</u>
Total funds	<u>919,791</u>	<u>393,602</u>	<u>(756,252)</u>	<u>6,626</u>	<u>563,767</u>

DESIGNATED FUND:

Strategic development

During the year the charity spent £1,640 from the designated fund in order to facilitate future strategic development.

RESTRICTED FUNDS:

Home Office

In 2022 NAPAC was successful in receiving a three-year grant from the Home Office, under the latter's 'Support for Victims and Survivors of Child Sexual Abuse' (SVSCSA) fund, and this was the final year of the grant. The SVSCSA Fund was part of a wider allocation of £4,500,000 made available over a three-year period by the Home Office for voluntary sector organisations supporting victims and survivors of child sexual abuse.

Philip King Trust

The charity was awarded £19,742 from The Philip King Trust in November 2019 with the purpose of funding support groups. After successfully completing these support groups, there was found to be a remaining amount of £2,193. This residue has been used this financial year for the general support of survivors.

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

31 March 2025	Unrestricted Funds £	Designated Funds	Restricted Funds £	Total 2025 £
Non-current assets	157,741	-	-	157,741
Current assets	100,317	340,645	-	440,962
Creditors: due within one year	(34,936)	-	-	(34,936)
	<u>223,122</u>	<u>340,645</u>	<u>-</u>	<u>563,767</u>
31 March 2024	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2024 £
Non-current assets	151,115	-	-	151,115
Current assets	456,769	342,285	2,193	810,247
Creditors: due within one year	(41,571)	-	-	(41,571)
	<u>575,313</u>	<u>342,285</u>	<u>2,193</u>	<u>919,791</u>

LEASE COMMITMENTS

16. LEASE COMMITMENTS

At 31 March 2025 the charity had no commitments under non-cancellable operating leases outstanding (2024: £nil).

Included within expenditure on charitable activities are charges relating to the Charity's rental leases of £67,398 (2024: £52,562).

17. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES
(Including Income and Expenditure Account)
YEAR ENDED 31 MARCH 2024

	Unrestricted funds £	Designated funds £	Restricted funds £	2024 Total £
INCOME FROM:				
Donations and grants	314,784	-	361,216	676,000
Charitable activities	65,729	-	-	65,729
Investments	436	-	-	436
Total income	380,949	-	361,216	742,165
EXPENDITURE ON:				
<i>Raising funds:</i>				
Fundraising	44,752	-	-	44,752
<i>Charitable activities:</i>				
Operation of NAPAC	304,545	6,488	361,216	672,249
Total expenditure	349,297	6,488	361,216	717,001
Net income for the year	31,652	(6,488)	-	25,164
Transfer between funds	1,115	-	-	1,115
Net movement in funds	32,767	(6,488)	-	26,279
RECONCILIATION OF FUNDS				
Total funds brought forward	542,546	348,773	2,193	893,512
TOTAL FUNDS CARRIED FORWARD	575,313	342,285	2,193	919,791

