

THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

England & Wales · Charity number 1104765

Details

Other names NAAN

Status Registered

Legal form Charitable company

Company number [04680035](#)

Registered 2004-07-05

Register [View on the Charity Commission register](#)

Contact

Address Naan
19 North Street
Ashford
Kent
TN24 8LF

Phone 07739904858

Email admin@appropriateadult.org.uk

Website www.appropriateadult.org.uk

Activities

Objects: (A) TO PROMOTE THE CARE OF CHILDREN AND YOUNG PEOPLE UNDER 18 YEARS AND THE CARE OF PEOPLE OF ANY AGE WHO ARE MENTALLY VULNERABLE AS A RESULT OF MENTAL ILL HEALTH, LEARNING DISABILITY, NEURODEVELOPMENTAL DISORDER OR ANY OTHER REASON AND WHO ARE DETAINED OR OTHERWISE QUESTIONED UNDER THE POLICE AND CRIMINAL EVIDENCE ACT 1984'BY THE PROVISION OF SUPPORT AND GUIDANCE FOR, AND THE PROMOTION OF BEST PRACTICE AMONGST, APPROPRIATE ADULTS: (B) TO PROMOTE, OR ASSIST IN THE PROMOTION OF, THE SOUND ADMINISTRATION OF THE CRIMINAL JUSTICE SYSTEM BY THE PROVISION OF SUPPORT AND GUIDANCE FOR, AND THE PROMOTION OF BEST PRACTICE AMONGST, APPROPRIATE ADULTS

Activities: NAAN is the national membership body supporting and representing appropriate adult services in England and Wales.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- **Area of benefit:** NATIONAL
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£217,924	£212,825	-	-
2024-03-31	£197,336	£233,676	-	-
2023-03-31	£212,349	£192,159	-	-
2022-03-31	£202,181	£151,764	-	-
2021-03-31	£156,920	£133,688	-	-

Trustees

Name	Role	Appointed
Penelope Sarah Gibbs	Chair	2021-12-16
Angelika Pastuszko		2024-09-10
Anne Harper		2025-12-02
Deborah Thompson		2025-12-02
Jacq Matilda Kaye Whitelock		2023-07-19
Kia Bailey		2025-12-02
Linda Ann Chebib		2023-11-20
Matthew Thomas Richard Haynes		2020-11-13
Megan Judge		2025-12-02
Sandra June Wheatley		2023-10-19
Sarah Connelly		2023-10-19

THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

England & Wales - Charity number 1104765

Accounts

COMPANY LIMITED BY GUARANTEE NUMBER: 04680035

REGISTERED CHARITY NUMBER: 1104765



Annual Report

2024 | 25

Report of the Trustees and
Unaudited Financial Statements for the year ended 31 March 2025

The National Appropriate Adult Network Ltd

19 North Street

Ashford

Kent

TN24 8LF

Accounts independently examined by Xeinadin - Chartered Accountants

Reference & Administrative Details

Company number	04680035 (England and Wales)
Charity number	1104765
Registered office	19 North Street, Ashford, Kent, TN24 8LF
President	The Lord Patel of Bradford OBE
Patron	Professor Gisli Gudjonsson CBE
Chair	Penelope Gibbs
Treasurer	Linda Chebib GCMA
Other trustees	Angelika Pastuszko (from 10.09.2024) Chris Hilliard (until 18.06.2025) Donna Buffong Jacq Whitelock Laura Hornby (until 13.07.2025) Matthew Haynes Michelle Dixon Sarah Connelly Sharrel Collman Sandra Wheatley Suzanne Nash

THE NATIONAL APPROPRIATE ADULT NETWORK LTD

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

Reference & Administrative Details (continued)

**Chief Executive
& Company Secretary**

Christopher Bath

Independent examiner

Rosanna Turner ACA DChA

Xeinadin (formerly Calcutt Matthews), 19 North Street, Ashford, Kent, TN24 8LF

Bankers

Unity Trust Bank, 9 Brindley place, Birmingham, B1 2HB

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, 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 2022).

Structure, Governance & Management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Trustee recruitment and appointment

The charity is governed by a Board consisting of up to thirteen trustees. Trustees are primarily elected at the AGM by, and from within, the full membership of the organisation. However, a maximum of six trustees can be co-opted by the Board to ensure a diverse mix of skills, experience and perspectives.

All trustee appointments are time-limited under the governing document. Individuals are appointed for a three-year term, after which they may be elected or co-opted for a further three-year term. They must then take a minimum one-year break. No person may be a trustee for more than nine years in total.

Organisational structure

NAAN is a registered charity governed by a trustee board. Major decisions on strategy, policy and expenditure are made by the board. Day to day decision-making is delegated to the chief executive.

Remuneration policy

Remuneration policy is guided by the need to attract and retain high performing people, ensure financial sustainability, and fairness in the context of the market. The chief executive's salary is reviewed by a special committee of the board and changes must be approved by the board. Staff salaries are determined by the chief executive in line with annual budgets approved by the board.

Risk management

The Board maintains a detailed risk register, which was reviewed during the year. The major risks to which the charity is exposed have been considered, with particular focus on events that would seriously impede its operations. Steps to mitigate risks are summarised below.

NAAN's treasurer is a qualified member of the Chartered Institute of Management Accountants. Financial records are maintained on a secure cloud-based system. Monthly, accounts are reconciled, and cash flow and budget are monitored. Management accounts are reviewed by the Board quarterly. Payroll is calculated by an external company. NAAN has dual authorisation for all bank payments. NAAN is annually subjected to an Independent Examination by external accountants.

To preserve NAAN's reputation, the charity exercises great care to ensure that communications are factually accurate and in line with organisational policy.

Roles and responsibilities are clearly defined by the Board in writing and reviewed annually. Rules for the appointment and retirement of Board members are clearly defined in the governance document. New trustees sign a formal agreement covering conflicts of interest.

NAAN complies with data protection law and is registered with the ICO. Data is held within the secure cloud-based systems which are compliant with data protection legislation. Where required, physical copies of information are stored in secure storage units.

Appropriate insurance policies are in place and are reviewed annually.

The primary risks are: loss of income (inability to secure charitable grants; AA scheme consolidation reducing membership numbers; reliance on a key Home Office grant agreed annually); and the loss of staff members.

These risks are mitigated via our reserves policy, annual reviews of membership fees, seeking multi-year grants, and a strategic focus on generating earned income diversification where it is in line with our charitable objectives.

Objectives and activities

The charity has referred to the Charity Commission's guidance on public benefit when reviewing aims and objectives in planning future activities. In particular, the board considers how planned activities contribute to the aims and objectives they have set.

Charitable Objects

The charity aims to benefit the public by achieving the objectives as set out in its constitution. These are:

- a) To promote the care of children and young people under 18 years and the care of people of any age who are mentally vulnerable as a result of mental ill health, learning disability, neurodevelopmental disorder or any other reason and who are detained or otherwise questioned under the Police and Criminal Evidence Act 1984 by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.
- b) To promote or assist in the promotion of, the sound administration of the criminal justice system by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.

Vision

Every child and vulnerable person detained or questioned as a suspect is treated fairly with respect for their physical and mental welfare, can exercise their legal rights and entitlements, and can participate effectively.

Mission

To maximise the effectiveness of appropriate adults as a safeguard for children and vulnerable people by strengthening local provision, informing the public, and contributing to a fairer system.

Strategic Objectives

1. Strengthened local provision
2. Informed children, vulnerable people, and supporters
3. A fairer system
4. Increased impact.

Activities

NAAN seeks to achieve its objectives through:

Professional Development

- Providing events for appropriate adults, scheme co-ordinators, and others
- Providing resources to assist with the training of appropriate adults
- Directly delivering training and professional development

National Standards

- Publishing national standards to inform commissioners, managers, practitioners and accountability bodies
- Promoting and supporting the adoption of national standards

Information, Advice & Guidance

- Providing resources for commissioners, providers, appropriate adults and the public
- Providing regular updates on effective practice, evidence, legislation and policy
- Supporting engagement between appropriate adult schemes and commissioners that will improve the availability and quality of services
- Assisting potential appropriate adult volunteers to find a local scheme

Informing Policy

- Listening to, and consulting with, appropriate adult schemes
- Working with central and local government departments, police forces and organisations, the Youth Justice Board, inspectorates, charities and other stakeholders towards improving policy
- Contributing to public discourse via articles, events, networking, website and social media

Membership on 31st March 2025

England (excluding London)

ACS International Schools
Anglia Care Trust
Bedford Borough Council
Bedfordshire and Luton EDT
Bedfordshire Youth Offending Service
Berkshire Emergency Duty Service
Birmingham Children's Trust
Blackpool AA Service
Bracknell Youth Justice Team - [new](#)
Bradford Youth Justice Service - [new](#)
Bristol Youth Justice Service
Cambridgeshire Youth Offending Service
Caring for Communities and People
Central Bedfordshire Council
Child Action Northwest
Cloverleaf Advocacy
Cornwall Council
Coventry Children's Services
Coventry Youth Justice Service
Crest Manor Ltd
Dudley Youth Justice Service
East Sussex Youth Justice Service
Gateshead Youth Justice Service
Grimsby Youth Justice Service
Hampshire Constabulary
Hertfordshire Youth Justice Service
Leicestershire Police
Leicestershire Youth Offending Service
Liverpool Targeted Services for Young People - [new](#)
Luton Borough Council
Luton Youth Partnership Service
Milton Keynes Youth Offending Team
Nini Social Care
North Lincolnshire Youth Justice Partnership
North Yorkshire County Council
North Yorkshire Youth Justice Service
Northumberland Youth Justice Service - [new](#)
Northumbria Healthcare NHS Trust
Northumbria Local Appropriate Adult Scheme
Office of the Police and Crime Commissioner for Merseyside
Office of the Police, Fire and Crime Commissioner for Staffordshire
Office of the Police, Fire and Crime Commissioner for Warwickshire - [new](#)
Open Road Appropriate Adult Service
Oxfordshire Youth Justice Service
POhWER Advocacy
Prilam Ltd
Sandwell Children's Trust
Sefton Youth Offending Team
Serenity Welfare
Solihull Youth Justice Service

Somerset Youth Justice Service
St Helens Youth Justice Service - [new](#)
Surrey Appropriate Adult Volunteer Scheme
Teesside Mind
Warwickshire Youth Justice Service
West Berkshire Council, Mental Health Team
West Berkshire YJST
West London NHS Trust, Forensic Social Work
West Sussex Youth Offending Service AA Service
Westminster AA Volunteer Service
Wiltshire Youth Justice Service
Wirral Youth Justice Service - [new](#)
Wokingham Borough Council
York Youth Justice Service
Young Lives Foundation

London

Islington Youth Justice Service - [new](#)
Hammersmith & Fulham Youth Offending Service
Mayor's Office for Policing and Crime (MOPAC) - [new](#)
Southwark Appropriate Adult Service
Wandsworth Youth Offending Team
Windsor & Maidenhead Youth Offending Team

Wales

Adferiad Recovery
Blaenau Gwent & Caerphilly Youth Offending Service
Cardiff Youth Justice Service
Carmarthenshire Youth Support Services
Ceredigion Youth Justice Service
Digartref Cyf
Gwynedd & Mon Youth Justice Service
Monmouthshire & Torfaen Youth Offending Service
Neath Port Talbot Youth Justice Service
Newport Youth Justice Service
Swansea Youth Justice Service - [new](#)
Vale of Glamorgan Youth Justice Service

Northern Ireland

MindWise

UK wide

Appropriate Adults UK
Headway, the brain injury association
The Appropriate Adult Service Ltd

Other territories

Childline Gibraltar
Isle of Man Government
States of Guernsey Home Affairs

Individual members

Debbie Stobbs - [new](#)
Scarlett Pickford - [new](#)
Chloe MacDonald - [new](#)
Lauren Naisby - [new](#)

Achievement and performance

Our strategic objectives

1. Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

2. Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

3. A fairer system

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

4. Increased impact

We will make the charity more effective, efficient and sustainable.

Strategic objective 1: Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

Membership network

On 31st March 2025, NAAN had 95 members.

The Board was pleased to accept membership applications from 14 organisations during 2024-25 (up from 6 in 2023-24).

During the year, we introduced a new system, adding **individual memberships**, alongside [bronze, silver and gold tiers membership tiers](#) for all members. Gold tier full members have access to the new [national training course](#) for all AAs within their organisation.

Member support

During the year:

- We answered 56 **member advice** queries, with a 100% satisfaction rate.
- We held four quarterly **network meetings**, providing a regular peer support space for members. These were attended by an average of 37 people, a 9% increase from last year.
- We published 36 **e-updates** for AA scheme coordinators, keeping them up to date with developments in law, policy, research, and practice.
- 144 AAs registered accounts for iKAAN, our **online practitioner knowledgebase**
- There were 1,161 downloads of our **national standards** for the development and provision of AA schemes in England and Wales.

"Excellent support, always able to answer my questions... nothing is too much!"

"I have found the NAAN Management team particularly knowledgeable and informative. I have received detailed well considered responses to my questions, which are clearly well researched, referenced and validated."

2024-25 member advice satisfaction survey respondents

Training



In September 2024, we launched **the first ever national training course** (NTC) for AAs: [Being an Effective Appropriate Adult](#).

By 31st March 2025 we had seen:

- 204 learners register on the platform, including 15 testers, 64 people signed up for a free trial, and 125 full registrations.
- 10 organisations take out Gold membership (which includes access to the NTC for all their AAs).

"I thought [the course] was easy to use and easy to navigate. I learned a lot of stuff and I really liked the interactive bits, like the layout of the custody suite and the videos."

"I really loved it. The quizzes are great. I loved the videos with Grev in - I think it gave that real personal touch to it."

National training course feedback

In addition to the NTC, we delivered **tutor-led AA training** to 170 people, across 13 organisations.

98% of learners said their knowledge or skills had improved following the training.

"BRILLIANT. So fun, educational, relevant and really good at meeting everyone's learning needs. I really enjoyed this training and feel that I am so much more knowledgeable!"

"Training was good, trainer was engaging. Lots of examples and case scenarios. Really interesting."

Professional development events

Thirty-eight people from our membership attended our in-person **annual professional development day**. Speaker and panel discussion topics included: diversion vs “no comment” in police station interviews, research on AA welfare, the risks and opportunities of embedding AAs in custody, and the value of AAs for people with a personality disorder diagnosis.



NAAN chair Penelope Gibbs with panellists Darren Trollope, Fleur Hann, Rebecca Stump and Claire Ely.



Superintendent Michael Hodder (NPCC) provides a police perspective on the embedding of AAs in police custody.

100% of event attendees reported improved knowledge after the event, and 76% planned to do something different in their work as a direct result of attending.

“Thanks for coming to Wales! Hope you all enjoyed and thanks for the day which was very useful.”

“Amazing event, always worthwhile attending and it is great to network with others.”

“It was a great event and I came away with my brain buzzing with ideas.”

75 appropriate adults attended our **expert webinar** about supporting people with complex emotional needs/personality disorder with Dr Sue Wheatcroft.

Attendee feedback included:

“Many thanks to NAAN for putting on this event and particularly to Sue for her openness about her lived experience.”

“I felt Sue was brilliant and very knowledgeable. Sue was so open about her personal experiences it was quite humbling.”

“Sue was an absolutely amazing speaker, and it was great to feel part of the community, both with fellow AAs and medical practitioners, and with people who have BPD. Overall, an amazing opportunity that will help me be a better AA hopefully, and help me with my university studies.”

89% of attendees plan to do something different because of the event, including:

“To follow Sue's checklist - Boundaries, Transparency, Honesty and particularly exhibiting Kindness & Validation as much as I can.”

“More aware of personality disorders when acting as AA.”

National volunteering portal

We provided online **information for prospective AA volunteers**, and organised our public list of member services by geographical area, allowing potential volunteers to identify local schemes.

During the year:

- Our information on becoming an AA was viewed 19,903 times.
- We provided information to 123 potential volunteers who contacted us.

Qualifications

During 2024-25, nine learners achieved a Level 2 **Ofqual accredited appropriate adult qualification** via our partnership with awarding body Gateway Qualifications.

However, following several years of uptake and completion rates significantly below our aspirations, we undertook a review of our qualification's initiative, including a full-cost-recovery analysis of the programme.

The review found that the model was heavily subsidised by NAAN and **not financially sustainable** without increases in learner volumes and price per learner; and that these are not achievable within the current funding environment for AA schemes.

We determined that the national training course better fits the most pressing needs of AA schemes. It can be delivered by NAAN at a price that is lower, sustainable, *includes* the cost of training, and provides assurance of learning.

In October 2024, the Board made the difficult decision to **wind down the qualifications service responsibly** by the end of July 2025, enabling all current learners to complete.

We communicated this decision to the local tutors at member services delivering the qualification. They spoke with their learners and this was followed up with an email from NAAN to all learners communicating the deadlines for submission.

We gave notice to the awarding body and began working with them and our members to manage the closure of the project.

We received **extremely positive feedback** from learners, and continue to believe that accredited qualifications have great potential in delivering better outcomes for children and vulnerable people. We remain **open to the potential for sustainable models** and partnerships that could enable this in the future.

Development and commissioning

We continued our partnership with YPO, the local authority-owned purchasing body with whom we developed a Dynamic Purchasing System (DPS) **commissioning platform** for AA services. The DPS has now been used to commission over 30 contracts.

In **London**, our partnership with MOPAC (Mayor's Office for Policing and Crime), helped secure and focus **£5.4 million of funding for AAs**, with the first ever pan-London (Met) provision for vulnerable adults.



In **West Yorkshire**, we supported the Mayor's office to respond to the challenges of demand and the lack of a statutory duty for vulnerable adults. A **new volunteer scheme** commissioned by the Mayor and run by the organisation Restorative Solutions, has joined NAAN as a Gold member and adopted the new national training course for all AAs.

We continued to provide online national guidance. Our page for AA scheme developers and commissioners attracted 281 views.

Our 3-year impact review found that: we **supported 17 commissioning projects**; and of all published tender specifications (including those where did not provide active advice):

- 80% required compliance with NAAN national standards.
- 95% required NAAN membership or training.

Objective 2: Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

Web pages

- 28,953 views of 'About appropriate adults'.
- 3,756 views of 'Information for people who need an AA'.
- 1,385 views of 'For family & other supporters'.

Downloadable resources

- **529 downloads of key documents** from our website, including:
 - ✓ A quick guide for appropriate adults
 - ✓ Being an appropriate adult: an independent guide.
 - ✓ Canllaw cyflym i oedolion priodol (cymraeg). Quick guide for appropriate adults (Welsh).

Video resources

- **2,447 views of our 'Being an AA' video** for family appropriate adults (now adopted by 9 police forces)
- With thanks to NAAN member Adferiad for the translation support, we published Welsh language and bilingual Welsh and English posters promoting the video (pictured right).

Advice calls

- We answered 19 queries from people who need an AA and their supporters.

"Thank you very much for your recent email. It has helped me a lot, and it has helped me to go forward to help my son with his present situation with regards to the way he was treated by the police, and his ongoing situation... it is very much appreciated."

Feedback from family member following query



Objective 3: A Fairer System

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

Improving identification of need

National data, national change

Our advocacy led the Home Office to introduce mandatory national police data collection on the use of appropriate adults (AAs) in police custody. For the first time, we can track whether the police are identifying adults as needing an AA using official national statistics, instead of relying on Freedom of Information (FOI) requests. We began analysing the new data, with an indication of continued increase in the proportion and total volume of adults in police custody identified as needing an AA. Once analysis is complete, these data will be added to our Tracker.

Making data visible

Our [Vulnerability Identification Tracker](#) visualisation continued to support accountability by making the vulnerability data gained by our FOIs accessible to police and public. It displays the percentage of adults identified as needing an AA, split out by force and tracked over time. It was viewed 563 times during the year.

Custody deaths and missed safeguards

We secured new data on police custody deaths from The Independent Office for Police Conduct (IOPC). Initial analysis indicates that AAs were not provided to those who were known to have mental health needs.

The Preventing Post-Custody Suicide Working Group (Ministerial Council on Deaths in Custody) expressed interest. In 2025/26 we hope to publish a report based on these data, and to work with the IOPC to improve the effectiveness of IOPC investigations into police conduct where suspect vulnerability is a factor.

Embedding learning with practical resources

12 police forces have told us they are using our animated [PACE vulnerability training videos](#) for police and healthcare staff. The videos were viewed 884 times.



Influencing national policy and practice

We actively seek opportunities to improve AA safeguards across the system. In 2024–25, we:

- Co-authored the vulnerability and AAs chapter of [Police Custody Healthcare for Nurses and Paramedics](#) (Wiley, 2025).
- Secured agreement from the National Police Chiefs' Council (NPCC) custody portfolio to establish a working group to explore a new national custody risk assessment to replace 43 local versions (with which we are involved).
- Following our report on the risks of voluntary interviews, the NPCC accepted the need for national guidance. We were then part of the team that developed the [national guidance](#), which includes sections on vulnerability, children and appropriate adults.

Improving availability and accountability

AAs now part of youth justice inspection

From January 2025, HM Inspectorate of Probation will assess AA provision for children in custody. This landmark change followed our sustained advocacy and support to develop methodology, inspection questions, and training.

Heads of Youth Justice Services have reported increased awareness and engagement with their AA duties — with several joining NAAN as a result.

Statutory provision for vulnerable adults

A [lack of statutory AA provision](#) continues to leave vulnerable adults at risk. Pressing this issue across national forums, we:

- Gained a public statement of support from Chief Constable Ivan Balhatchet (incoming NPCC custody lead).
- Influenced the Association of Police and Crime Commissioners (APCC) to survey all PCCs on AA provision. 40 out of 43 responded, already indicating concern over the lack of clear funding arrangements.
- Met with Det Supt Andy Crowe (NPCC Criminal Justice Coordination Committee) to discuss impact on policing beyond custody.
- Explored opportunities with our Welsh members for unilateral statutory reform in Wales.
- Wrote to the Policing and Safeguarding Ministers requesting meetings (responses pending).

Strengthening the evidence base

A growing academic community

We launched individual academic membership of NAAN and established an AA research community. This is chaired by Sarah Connelly, who is an academic at Sunderland University, a NAAN board member, and an AA scheme leader in Northumbria). The group supports rigorous, coordinated research with real-world impact.

Understanding and evidencing effectiveness

In partnership with Cardiff University, we continued to co-supervise Chloe MacDonald, a former AA scheme leader, as she undertakes a doctoral study on the effectiveness of AAs.

Chloe will also conduct an evaluation of the new national training course (NTC).

Positive collaboration

We continued to provide national representation for AAs in both strategic operational and policy spaces, including those held by government and civil society.

- National Operational Partners meeting (bi-weekly)
- National Strategic Custody Meetings (quarterly)
- PACE (Police and Criminal Evidence Act 1984) Strategy Board (quarterly)
- National Police Chiefs' Council: National Custody Calls
- Independent Office for Police Conduct: External Stakeholder Reference Group
- Alliance for Youth Justice (AYJ).

In addition:

- 2,405 views of our information pages for related professions
- We answered 18 direct information requests from other professions.

Maintaining and strengthening rights

Improving strip search protections

Planned 2025 updates to PACE Code C now reflect our call for all strip searches — not just ones exposing intimate body parts— to be covered by AA protections.

Challenging use of force

Following an alert raised by one of our member services, our intervention in a case where a child was handcuffed for 17 hours awaiting an AA for a strip search led the NPCC to write to all Chief Constables.

Working with the Independent Custody Visiting Association (ICVA) we supported the NPCC to reinforce the message that the police should use alternative methods to manage waits.

We also highlighted the case within our network, to underscore the importance of 24/7 AA provision and ASAP response times.

Legal privilege and confidentiality

Children and vulnerable adults have a right under PACE Code C to decide whether to have their AA present in a legal consultation.

This is often not honoured in practice, in due to concerns over the statement in Code C that “AAs are not subject to legal privilege”. However, this contradicts case law from 2008.

As a member of the PACE Strategy Board we submitted a [paper proposing the removal of this line from Code C](#). This is now under consideration by the Home Office and other members of the board.

Non-PACE detentions

Police custody is regularly used for a wide range of reasons outside of the Police and Criminal Evidence Act 1984 (PACE). For example:

- Mental Health Act
- Immigration Act
- Bail Act
- Breach of the Peace
- Detention under Scottish law

We identified significant uncertainty over whether the AA safeguard applies to children and vulnerable adults who are in custody for these reasons.

PACE Code C says it does not apply to some detention types, but also that “sections 8 and 9 must be considered as the minimum standards of treatment for such detainees”. While most provisions relating to AAs sit outside these sections, both sections refer to AAs. There appears to be no relevant case law.

One example is the holding of people sentenced to prison, which came to prominence due to Operation Safeguard – a response to the recent prison crisis. We asked the National Police Chiefs’ Council (NPCC) whether they believed police had to secure an AA for detentions under Operation Safeguard. After seeking legal advice, the NPCC has advised us that they consider it “best practice” for any vulnerable adult being held under Operation Safeguard to have an AA, and we communicated this to our network.

We raised the wider issue formally, by researching and presenting [a paper](#) to the PACE Strategy Board.

Evidencing our policy impact

This year we asked small group of senior decision-makers and policy makers, we asked "In your role, have you felt better informed as a result of NAAN's contributions?".

100% of respondents (n=16) said "Yes". Their comments on how NAAN's contributions inform their work included the following.

"Very knowledgeable/experienced and an invaluable critical friend. Displays a real passion and care - very good at collaboration, professional challenge and looking at solutions".

Chief Constable Ivan Balhatchet (National Police Chiefs' Council)

"An absolute asset to my role...always been quick to respond and provide advice, guidance and historical knowledge. I enjoy an effective working relationship with NAAN as a key stakeholder."

DCI Simon Barnes (National Police Chiefs' Council)

"The NAAN network / material have played a pivotal in supporting my work as the custody policy lead at the College of Policing. Their reports are comprehensive and have a firm evidence base to support their statements and recommendations. If I ever require support with any particular topic, Chris is a trusted 'critical friend' who I know will approach anything with meticulous thought and reasonable comment - a valuable partner".

Anton Menzies (College of Policing)

"As a result of NAAN's contributions, I have become better informed around key issues surrounding children and vulnerable adults in police custody which has helped drive key areas of work, and will greatly aid scrutiny activities for Police and Crime Commissioners (PCCs) across England and Wales. In particular, NAAN have highlighted the unstable nature of statutory provision for vulnerable adults, and the complexities surrounding the various forms of strip searches for children and vulnerable adults. As a result, this has helped the development of scrutiny questions PCCs can raise directly with their Chief Constables with regards to strip search. In addition, the issue of statutory provision is now in-focus again with PCCs, with nearly all PCCs (40/43) responding to a call to evidence on local appropriate adult provision for vulnerable adults, which was in part informed by renewed calls for statutory provision from NAAN."

Ollie Marshall (Association of Police and Crime Commissioners)

"[NAAN] always provide useful checks and challenges on legality, rights and also the whole fairness to vulnerable people. By continually informing and educating they are slowly changing attitudes to the need for AAs not based purely on availability but as right under PACE...NAAN is a key national partner for police custody, and have contributed greatly in the interest of improving the safeguards available to children and vulnerable people who are detained in police custody."

Ivan Trethewey (NHS England Liaison and Diversion)

“NAAN is critical in helping us to understand the support children get in one of the most critical parts of the youth justice system. [They] not only deliver critical frontline work but support our intelligence gathering to help us provide evidence based advice to ministers on how the youth justice system is performing, where best practice is occurring and where we need to focus our efforts to drive further improvements”.

Stephanie Roberts-Bibby (CEO, Youth Justice Board)

“NAAN is a valued stakeholder who work tirelessly to promote a fair justice system for children and vulnerable adults through an appropriate adult safeguarding approach. Led by an extremely experienced and knowledgeable CEO, NAAN has been instrumental in providing us with expert advice on matters regarding PACE and the importance of safeguarding children in police custody, particularly those detained overnight... NAAN also sat as experts on a main panel discussion regarding 'how to better understand the factors that influence decisions of whether children are detained in police custody overnight', at the 2024 Youth Justice leader's event attended by over 200 multi-agency professionals working across the youth justice sector.”

Sharon Healy (Head of Stakeholder Engagement & Advice, Youth Justice Board)

“NAAN has been instrumental in improving our knowledge in relation to all things for appropriate adults. NAAN has supported us in the development of our victims standard, has helped us shape what we can include and guided us as to how best to include a focus on appropriate adults in our inspection programme. It has also supported us in developing our rules and guidance (clarifying the detail of what we should expect to see) and providing information and guidance to support our inspectors in undertaking inspection activity of appropriate adult arrangements.”

Andrea Brazier (Head of Youth Inspection Programme, HM Inspectorate of Probation)

“Huge expertise and knowledge and a collaborative approach which was helpful in developing the piece of work I was delivering”.

Helen Mercer (Head of Policy and Standards, HM Inspectorate of Probation)

“[We] work closely together on many issues covering police custody, and NAANs resources are invaluable in assisting to highlight the role and function of the AA to ICVs across the UK. We use the work of NAAN to inform our training and policy work to excellent effect. As organisations we are stronger together and NAAN is a fantastic organisation, dedicated to the effective protection of vulnerable suspects in police custody.”

Sherry Ralph (Chief Executive ICVA, Chair of the National Preventative Mechanism)

Objective 4: Increased Impact

We will make the charity more effective, efficient and sustainable.

Adopting social enterprise for sustainability and independence

In recent years, NAAN has been able to secure charitable funding to supplement its grant income from the Home Office and self-generated income. This allowed us to grow to team of three full time staff and resulted in greatly increased impact.

With our significant Esmee Fairbairn Foundation (EFF) grant due to be spent down by December 2024, alongside high inflation, securing funding was a priority from the start of the year.

However, by July 2024 we concluded that the outlook was very poor for charitable funding. Continuation funding from EFF was not possible due to their amended objectives and criteria. We had re-scanned the funding environment, updated our grant application pipeline, checked this with an expert fundraising consultant, and made several unsuccessful applications to trusts and foundations with closely matching objectives. Conversations with other charities confirmed our assessment of the funding landscape.

With most remaining grant funder opportunities being low in value, long in timeline, and unlikely to be successful, we concluded that a continued focus on raising charitable funds was not the best use of the charity's time and resources.

If we were to secure the charity's financial future, and maintain our staffing level, our efforts would be better spent on generating our own income. As a result, we quickly developed a new funding strategy.

As part of this 'social enterprise approach' we:

- Launched the first national training course for AAs, investing time in marketing and pricing analysis.
- Updated tutor-led training prices to reflect cost inflation and true value offered.
- Converted our expertise in supporting commissioners into membership and consultancy offers for commissioners (leading to 4 memberships and one contract).
- Closed the accredited qualification service which was unable to recover its costs.
- Engaged support from Resonance (external consultants, via the Esmee Fairbairn Foundation), who produced the NAAN Scaling Impact and Building Resilience report.

As a small charity, NAAN can make such strategic changes rapidly. However, these changes are not a 'golden bullet'. Developing our social enterprise approach involves uncertainty and risk. The community that we serve is deeply under-funded and not all AA schemes will be able to invest in our offers. Change also takes time, and significant charitable grants cannot be instantly replaced.

For this reason, we were deeply grateful to the Hadley Trust. In December, after other fundraising efforts were unsuccessful, this trust enabled us to maintain our third staff post, without which we simply could not deliver the social enterprise plan.

Staff healthcare

During the year we established a salary sacrifice scheme to enable staff to purchase Benenden Health cover, at no cost to the charity.

Financial Review

Financial performance

The Statement of Financial Activities is shown on page 21.

The surplus for the year was £5,099 (2024 deficit of £36,340). The net assets amounted to £184,079 (2024: £178,980).

Reserves policy

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of 6 to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion.

Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 6.2 months of expenditure at 2024/25 levels. As expected, this marks a swift return above 6 months, following last year's planned technical breach of our reserves policy (5.6 months) caused by the one-off expense of developing the e-learning course.

This reserve would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

General funds

The general fund enables the charity to respond quickly to opportunities and to support its long-term development. The board has decided to reduce the size of this fund. A rolling 3-year budget is in place, setting out how it will be reduced responsibly and effectively, with a focus on investment in the charity's financial sustainability.

Restricted funds

Home Office

The Home Office has supported NAAN with grants since 2004, although funding is agreed on a single year basis. While restricted, the objectives are developed to reflect NAAN's mission, as detailed in the report below. The current grant level (£110,000) has been in place since 2021/22.

Esmée Fairbairn Foundation

Between April and December 2024, the final £28,921 of a three-year grant from Esmée Fairbairn Foundation (totalling £105,000) was spent down. This grant enabled us to create the new role of Operations Manager and so release capacity for the Chief Executive.

Designated funds

Hadley Trust

An unrestricted grant of £50,000, received in January 2025, enabled the charity to maintain the Operations Manager post created under the Esmée Fairbairn grant. The NAAN Board has designated the full value for this purpose, in recognition of the criticality of this role to the charity's plans for increased financial sustainability.

E-learning

The board previously re-designated £45,000 from the General Fund to support the completion of the first national training course for appropriate adults. £11,226 was spent (£31,015 in 2023/24), enabling the charity to continue working with Nifty Fox Creative to ensure high-quality, engaging, interactive content for learners. With the launch of the course, the initial development project is complete. However, a proportion of ongoing income from the national training course is being allocated to the E-learning Fund to ensure funds are available to update and improve the course.

Funding sources

Our deep and sincere thanks to the following for their support this year:

- Our member organisations
- Home Office (Police Powers Unit)
- Esmée Fairbairn Foundation
- The Hadley Trust

In pursuit of our strategy, we continue to work to increase and diversify the charity's funding. This includes:

- developing relationships with charitable trusts and foundations with shared objectives.
- increasing earned income through the delivery of services to other organisations where this is in line with the charity's charitable objectives

This approach will increase the charity's sustainability and independence.

Processes have been put in place to clearly delineate between the work undertaken under the Home Office grant and other projects and activities. For example, any work undertaken to engage with Parliamentarians is conducted outside of that grant, in line with its terms.

The breakdown of funding in the year to 31st March 2025 was:

- Home Office: 50.5%
(2024:55.7%, 2023: 52%, 2022: 54%,)
- Other grants: 23.1%
(2024:17.8%,2023: 23%, 2022: 20%,)
- Earned (including membership): 26.4%
(2024: 26.5%, 2023: 26%, 2022: 26%,).

Fundraising

The Charity engaged the services of Leah Selinger to the value of £500 to check our research into which charitable trusts and foundations have matching objectives. No complaints have been received in respect of the Charity's fundraising activities during the financial year.

Investment policy and performance

The Board has decided that at present, funds should continue to be retained in Banks and Building Societies. Any change in such banking arrangements should be agreed by the Board. As far as possible, funds will be retained in interest bearing accounts. Income from interest amounted to 1.2% of income.

Approved by order of the board of trustees on 7.07.25 and signed on its behalf by:



.....
Linda Chebib
Treasurer

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NATIONAL APPROPRIATE ADULT NETWORK LTD

Independent Examiner's Report to the Trustees of The National Appropriate Adult Network Ltd

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2025 which are set out on pages 21 to 31.

Responsibilities and basis of report

As the charity 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 company'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

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 that in any material respect:

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.

Signed: 07/11/2025



Rosanna Turner ACA DChA
Xeinadin South East Ltd
19 North Street
Ashford
TN24 8LF

STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2025

				31.3.25	31.3.24
	Notes	Unrestricted £	Restricted £	Total £	Total £
INCOME FROM					
Donations & legacies	2	50,285	110,000	160,285	145,040
Charitable activities	3	55,032	-	55,032	49,754
Investments	4	2,607	-	2,607	2,542
Total income		<u>107,924</u>	<u>110,000</u>	<u>217,924</u>	<u>197,336</u>
EXPENDITURE ON					
Charitable activities	5,6,7				
Member Support		20,200	48,622	68,822	42,065
Policy & Standards		14,658	87,983	102,641	55,448
Professional Development		39,046	2,316	41,362	136,163
Total expenditure		<u>73,904</u>	<u>138,921</u>	<u>212,825</u>	<u>233,676</u>
NET INCOME/(EXPENDITURE)		<u>34,020</u>	<u>(28,921)</u>	<u>5,099</u>	<u>(36,340)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>150,016</u>	<u>28,964</u>	<u>178,980</u>	<u>215,320</u>
TOTAL FUNDS CARRIED FORWARD		<u>184,036</u>	<u>43</u>	<u>184,079</u>	<u>178,980</u>

BALANCE SHEET at 31 March 2025

		Unrestricted funds	Restricted funds	31.3.25 Total funds £	31.3.24 Total funds £
	Notes				
FIXED ASSETS					
Tangible assets	8	<u>1,572</u>	<u>-</u>	<u>1,572</u>	<u>2,256</u>
CURRENT ASSETS					
Debtors	9	32,402	-	32,402	66,831
Cash at bank		<u>183,096</u>	<u>-</u>	<u>183,096</u>	<u>142,004</u>
Total current assets		215,498	-	215,498	208,835
CREDITORS					
Amounts falling due within one year	10	<u>(32,991)</u>	<u>-</u>	<u>(32,991)</u>	<u>(32,111)</u>
NET CURRENT ASSETS		182,507	-	182,507	176,724
TOTAL ASSETS LESS CURRENT LIABILITIES		184,079	-	184,079	178,980
NET ASSETS		<u>184,079</u>	<u>-</u>	<u>184,079</u>	<u>178,980</u>
FUNDS	11				
Unrestricted funds					
General funds		31,908	-	31,908	26,164
E-learning Fund		4,042	-	4,042	13,895
Hadley Trust		38,129	-	38,129	
Reserves		<u>110,000</u>	<u>-</u>	<u>110,000</u>	<u>110,000</u>
Total unrestricted funds		184,079	-	184,079	150,059
Restricted funds					
Home Office		-	-	-	-
Esmée Fairbairn Foundation		-	-	-	28,921
Allen Lane Foundation		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total restricted funds		-	-	-	28,921
TOTAL FUNDS		<u>184,079</u>	<u>-</u>	<u>184,079</u>	<u>178,980</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:

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) 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.

The financial statements were approved by the Board of Trustees on 7.07.2025 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'L. Chebib', enclosed within a thin black rectangular border.

Linda Chebib
Treasurer

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 charitable company, 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 2022)', and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

Income

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

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.

Support costs are those incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirement.

Going concern

The trustees and management have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern for at least one year from the date of approval of the financial statements

They have concluded that, together with the reserves, there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, and therefore, the charity continues to adopt the going concern basis.

Tangible fixed assets

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

Fixtures and fittings	- 25% on straight line basis
Computer equipment	- 25% - 50% on cost

Taxation

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

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025**1. ACCOUNTING POLICIES (continued)****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 restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Designated funds are only used for a specific reason at the discretion of the trustees and reviewed annually. Further explanation of each fund is included in the notes to the financial statements.

Debtors

Debtors are amounts owed to the charity. They are measured on the basis of their recoverable amount.

Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	31.3.25 Total	31.3.24 Total
	£	£	£	£
Home Office Police Powers Unit	-	110,000	110,000	110,000
Esmée Fairbairn Foundation	-	-	-	35,000
The Hadley Trust	50,000	-	50,000	
Donations	285	-	285	40
	<u>50,285</u>	<u>110,000</u>	<u>160,285</u>	<u>145,040</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025 (continued)**3. CHARITABLE ACTIVITIES**

			31.3.25	31.3.24
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Income from				
Training and training material	11,242	-	11,242	18,574
Membership subscriptions	25,078	-	25,078	24,342
Commissioning support	9,829	-	9,829	4,986
Qualification	1,421	-	1,421	1,808
National Training Course	7,072	-	7,072	
Other income	390	-	390	44
	<u>55,032</u>	<u>-</u>	<u>55,032</u>	<u>49,754</u>

4. INVESTMENT INCOME

			31.3.25	31.3.24
	Unrestricted	Restricted	Total	Total
			£	£
Deposit account interest	<u>2,607</u>	<u>0</u>	<u>2,607</u>	<u>2,542</u>

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3.25	31.3.24
	£	£
Independent examiner's fee	1,050	848
Depreciation - owned assets	<u>1,200</u>	<u>1,169</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025 (continued)**6. TRUSTEES' REMUNERATION AND BENEFITS**

There was no trustee remuneration or other benefits provided for the year ended 31 March 2025 nor for the year ended 31 March 2024. No Trustee had any beneficial interest in any contract with the charity.

Trustees' expenses

	31.3.25	31.3.24
	£	£
Trustees' expenses	<u>510</u>	<u>459</u>

7. STAFF

The average number of full-time equivalent employees during the year was as follows:

	31.3.25	31.3.24
Staff	<u>3</u>	<u>3</u>

The cost of employing those staff were:

	31.3.24	31.3.24
	£	£
Salaries and wages	148,384	150,875
National insurance	11,711	12,055
Pensions	<u>21,155</u>	<u>12,070</u>
	<u>181,250</u>	<u>175,000</u>

1 employee received total employee benefits (excluding employer national insurance and employer pension contributions) between £60,000 to £70,000 (2024: 1 employee above £60,000).

The total remuneration (including gross salary, pension and employer's national insurance before reductions due to employer's allowance) of key management personnel during the year was £81,170 (2024: £79,133) of which £14,107 was employer's pension contributions (2024: 12,055).

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme, with an employer contribution of 8% of gross salary. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable to the pension scheme are charged to the Statement of Financial Activities in the period to which they relate. A salary sacrifice scheme is in operation, allowing staff to reduce their salary in exchange for increased employer pension contributions, with a net zero effect on the charity. Contributions payable by the charity amounted to £21,155 (2024: £12,070).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025 (continued)**8. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Office equipment £	Totals £
COST			
At 1 April 2024	1,088	9,503	10,591
Additions	368	374	742
Disposals	-	-	-
At 31 March 2025	<u>1,456</u>	<u>9,877</u>	<u>11,383</u>
DEPRECIATION			
At 1 April 2024	639	7,696	8,335
Charge for year	<u>226</u>	<u>1,200</u>	<u>1,426</u>
At 31 March 2025	<u>865</u>	<u>8,896</u>	<u>9,761</u>
NET BOOK VALUE			
At 31 March 2025	<u><u>591</u></u>	<u><u>981</u></u>	<u><u>1,572</u></u>
At 31 March 2024	<u><u>449</u></u>	<u><u>1,807</u></u>	<u><u>2,256</u></u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade debtors	31,442	65,922
Prepayments	<u>960</u>	<u>909</u>
	<u><u>32,402</u></u>	<u><u>66,831</u></u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade creditors	575	10,444
Other creditors	2,120	879
Deferred income	28,910	19,592
Credit card	322	271
Accrued expenses	<u>1,064</u>	<u>924</u>
	<u><u>32,991</u></u>	<u><u>32,111</u></u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025 (continued)**11. MOVEMENT IN FUNDS**

	At 1.4.24	Net movement in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	26,164	5,744	31,908
E-learning fund	13,895	(9,853)	4,042
Esmée Fairbairn Foundation	-	-	-
Hadley Trust	-	38,129	38,129
Reserves	110,000	-	110,000
Restricted funds	-	-	-
Home Office	-	-	-
Esmée Fairbairn Foundation	28,921	(28,921)	-
	-	-	-
TOTAL FUNDS	178,980	5,099	184,079

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	56,510	50,766	5,744
E-learning fund	1,414	11,267	(9,853)
Esmée Fairbairn Foundation	-	-	-
Hadley Trust	50,000	11,871	38,129
Reserves	-	-	-
Restricted funds			
Home Office	110,000	110,000	-
Esmée Fairbairn Foundation	-	28,921	(28,921)
TOTAL FUNDS	217,924	212,825	5,099

11. MOVEMENT IN FUNDS (CONTINUED)

The purposes of the funds are as follows:

Restricted

Home Office: To:

- Strengthen local AA provision by improving the efficiency, effectiveness, consistency and sustainability of development and commissioning.
- Strengthen local AA provision by improving the efficiency, effectiveness and consistency of scheme coordination
- Strengthen local AA provision by improving the efficiency, effectiveness and consistency of AA practitioners
- Increase understanding of, and confidence in, the appropriate adult safeguard.

Esmée Fairbairn Foundation: To build a just and inclusive criminal justice system that prevents miscarriages of justice, by transforming safeguards for vulnerable people detained or questioned by police (those most at risk of having their rights denied). While year one of a three-year grant agreement was unrestricted as part of the Foundation's Covid-19 response, year two and this final third year were restricted.

Designated

Hadley Trust: This unrestricted funding has been designated by the NAAN Board for the purposes of maintaining the Operations Manager staff post, originally created under the three-year Esmée Fairbairn grant fund.

General fund: To enable the charity to respond quickly to opportunities and to support its long-term development. The board has decided to reduce the size of this fund (see below).

E-learning fund: To develop a national e-learning course to support local appropriate adult scheme leaders with the initial training of AAs.

Reserves: NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of between 6 and 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion. Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 6.2 months of expenditure at 2024/25 levels. This would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support in a controlled manner. NAAN has a desire to increase staffing levels, a plan in place to diversify funding, and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025 (continued)**11. MOVEMENT IN FUNDS (CONTINUED)**

Comparatives for movement in funds

	At 1.4.23	Net movement in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	26,846	(682)	26,164
E-learning Fund	45,000	(31,015)	13,895
Esmée Fairbairn Foundation	-	-	-
Reserves	110,000	-	110,000
Restricted funds			
Home Office	-	-	-
Esmée Fairbairn Foundation	32,474	(3,553)	28,921
Allen Lane Foundation	1,000	(1,000)	-
TOTAL FUNDS	215,320	(36,340)	178,980

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	52,336	42,382	(682)
E-learning Fund	-	31,015	(31,015)
Esmée Fairbairn Foundation	-	-	-
Reserves	-	-	-
Restricted funds			
Home Office	110,000	110,000	-
Esmée Fairbairn Foundation	35,000	38,553	(3,553)
Allen Lane Foundation	-	1,000	(1,000)
TOTAL FUNDS	197,336	233,676	(36,340)

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the Year Ended 31 March 2025 (2024: none).

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2025**INCOME AND ENDOWMENTS**

	31.3.25	31.3.24
	£	£
Donations and legacies		
Donations	285	40
Grants	160,000	145,000
	<u>160,285</u>	<u>145,040</u>
Charitable activities		
Membership subscriptions	25,078	24,343
Training and training material	18,314	18,574
Commissioning support	9,829	4,986
Qualification	1,421	1,808
Other income	390	44
	<u>55,032</u>	<u>49,754</u>
Investment income		
Deposit account interest	2,607	2,542
Total incoming resources	<u>217,924</u>	<u>197,336</u>

This page does not form part of the statutory financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2025 (continued)**EXPENDITURE**

	31.3.25	31.3.24
	£	£
Charitable activities		
Wages	148,384	145,875
Social security	11,711	17,055
Pensions	21,155	12,070
Travel and subsistence	912	1,611
Training, Events and Groups	4,902	7,899
Staff training	265	90
	<u>187,329</u>	<u>184,600</u>
Support costs		
Management		
Administration	274	400
Fixtures and fittings	226	77
Computer equipment	-	-
Fundraising	-	-
Premises	1,255	1,601
Printing and stationery	160	47
Professional Fees	4,313	5,462
Recruitment	-	214
Travel and subsistence	-	-
Sundries	1,294	1,978
	<u>7,522</u>	<u>9,779</u>
Finance		
Bank charges	196	171
Information technology		
Communications and IT	16,149	37,784
Governance costs		
Trustees' expenses	510	459
Professional fees	-	-
Independent examiners' remuneration	1,050	848
Accountancy and legal fees	69	35
	<u>1,629</u>	<u>1,342</u>
 Total resources expended	 212,825	 233,676
 Net income/(expenditure)	 <u>5,099</u>	 <u>(36,340)</u>

This page does not form part of the statutory financial statements.

Document Activity Report

Document Sent Wed, 05 Nov 2025 12:01:06 GMT

Document E-Sign Status E-Signed

E-Sign Activity Summary

Linda Chebib E-Signed

Document Activity History

Document history shows most recent activity first

Date	Activity
------	----------

You can verify that this is a genuine Portal document by uploading it to the following secure web page:

<http://xeinadinuk.accountantspace.co.uk/messages/VerifyDocument>

Document Activity Report

Document Sent

Fri, 07 Nov 2025 10:44:52 GMT

Document Activity History

Document history shows most recent activity first

Date

Activity

You can verify that this is a genuine Portal document by uploading it to the following secure web page:

<http://xeinadinuk.accountantspace.co.uk/messages/VerifyDocument>

THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

England & Wales - Charity number 1104765

Accounts

COMPANY LIMITED BY GUARANTEE NUMBER: 04680035

REGISTERED CHARITY NUMBER: 1104765



Annual Report

2023 | 24

Report of the Trustees and
Unaudited Financial Statements for the year ended 31 March 2024

The National Appropriate Adult Network Ltd

19 North Street

Ashford

Kent

TN24 8LF

Accounts independently examined by Calcutt Matthews- Chartered Accountants

Reference & Administrative Details

Company number	04680035 (England and Wales)
Charity number	1104765
Registered office	19 North Street, Ashford, Kent, TN24 8LF
President	The Lord Patel of Bradford OBE
Patron	Professor Gisli Gudjonsson CBE
Chair	Penelope Gibbs
Treasurer	Linda Chebib GCMA (from 20.11.23) Kevin Wheeler (retired 20.11.23)
Other trustees	Charles Rose (retired 18.10.23) Chris Hilliard (from 19.07.23) Donna Buffong Jacq Whitelock (from 19.07.23) Laura Hornby Lynn Frusher (retired 18.10.23) Matthew Haynes Michelle Dixon Sarah Connelly (from 19.10.23) Sharrel Collman Sandra Wheatley (from 19.10.23) Suzanne Nash

THE NATIONAL APPROPRIATE ADULT NETWORK LTD

REPORT OF THE TRUSTEES for the Year Ended 31 March 2024

Reference & Administrative Details (continued)

**Chief Executive
& Company Secretary**

Christopher Bath

Independent examiner

Rosanna Turner ACA DChA

Calcutt Matthews WBZ Ltd

19 North Street, Ashford, Kent, TN24 8LF

Bankers

Unity Trust Bank, 9 Brindley place, Birmingham, B1 2HB

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the Year Ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022).

Structure, Governance & Management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Trustee recruitment and appointment

The charity is governed by a Board consisting of up to thirteen trustees. Trustees are primarily elected at the AGM by, and from within, the full membership of the organisation. However, a maximum of six trustees can be co-opted by the Board to ensure a diverse mix of skills, experience and perspectives.

All trustee appointments are time-limited under the governing document. Individuals are appointed for a period of three years, after which they must retire but can stand for a further three-year period.

The Board conducted an open recruitment for new coopted trustees. Jacq Whitelock and Chris Hilliard were appointed on 19th July 2023.

Organisational structure

NAAN is a registered charity governed by a trustee board. Major decisions on strategy, policy and expenditure are made by the board. Day to day decision-making is delegated to the chief executive.

Remuneration policy

Remuneration policy is guided by the need to attract and retain high performing people, ensure financial sustainability, and fairness in the context of the market. The chief executive's salary is reviewed by a special committee of the board and changes must be approved by the board. Staff salaries are determined by the chief executive in line with annual budgets approved by the board.

Risk management

The Board maintains a detailed risk register, which was reviewed during the year. The major risks to which the charity is exposed have been

considered, with particular focus on events that would seriously impede its operations. Steps to mitigate risks are summarised below.

NAAN's treasurer is a qualified member of the Chartered Institute of Management Accountants. Financial records are maintained on a secured cloud-based system. Monthly, accounts are reconciled, and cash flow and budget are monitored. Management accounts are reviewed by the Board quarterly. Payroll is calculated by an external company. NAAN has dual authorisation for all bank payments. NAAN is annually subjected to an Independent Examination by external accountants.

To preserve NAAN's reputation, the charity exercises great care to ensure that communications are factually accurate and in line with organisational policy.

Roles and responsibilities are clearly defined by the Board in writing and reviewed annually. Rules for the appointment and retirement of Board members are clearly defined in the governance document. New trustees sign a formal agreement covering conflicts of interest.

NAAN complies with data protection law and is registered with the ICO. Data is held within the secure cloud-based systems which are compliant with data protection legislation. Where required, physical copies of information are stored in secure storage units.

Appropriate insurance policies are in place and are reviewed annually.

The primary risks are: loss of income (inability to secure charitable grants; AA scheme consolidation reducing membership numbers; reliance on a key Home Office grant agreed annually); and the loss of staff members.

These risks are mitigated via our reserves policy, annual reviews of membership fees, seeking multi-year grants, and a strategic focus on generating earned income diversification where it is in line with our charitable objectives.

Objectives and activities

The charity has referred to the Charity Commission's guidance on public benefit when reviewing aims and objectives in planning future activities. In particular, the board considers how planned activities contribute to the aims and objectives they have set.

Charitable Objects

The charity aims to benefit the public by achieving the objectives as set out in its constitution. These are:

- a) To promote the care of children and young people under 18 years and the care of people of any age who are mentally vulnerable as a result of mental ill health, learning disability, neurodevelopmental disorder or any other reason and who are detained or otherwise questioned under the Police and Criminal Evidence Act 1984 by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.
- b) To promote or assist in the promotion of, the sound administration of the criminal justice system by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.

Vision

Every child and vulnerable person detained or questioned as a suspect is treated fairly with respect for their physical and mental welfare, can exercise their legal rights and entitlements, and can participate effectively.

Mission

To maximise the effectiveness of appropriate adults as a safeguard for children and vulnerable people by strengthening local provision, informing the public, and contributing to a fairer system.

Strategic Objectives

1. Strengthened local provision
2. Informed children, vulnerable people, and supporters
3. A fairer system
4. Increased impact

Activities

NAAN seeks to achieve its objectives through:

Professional Development

- Providing events for appropriate adults, scheme co-ordinators, and others
- Providing training resources to assist with the training of appropriate adults
- Delivering training and qualifications

National Standards

- Publishing national standards to inform commissioners, managers, practitioners and accountability bodies
- Promoting and supporting the adoption of national standards

Information, Advice & Guidance

- Providing resources for commissioners, providers, appropriate adults and the public
- Providing regular updates on effective practice, evidence, legislation and policy
- Supporting engagement between appropriate adult schemes and commissioners that will improve the availability and quality of services
- Assisting potential appropriate adult volunteers to find a local scheme

Informing Policy

- Listening to, and consulting with, appropriate adult schemes
- Working with central and local government departments, police forces and organisations, the Youth Justice Board, inspectorates, charities and other stakeholders towards improving policy
- Contributing to public discourse via articles, events, networking, website and social media

Membership on 31st March 2024

England (excluding London)

ACS International Schools - [new](#)
Anglia Care Trust
Bedford Borough Council
Bedfordshire and Luton EDT
Bedfordshire YOS
Berkshire Emergency Duty Service
Birmingham Children's Trust
Blackpool AA Service
Bristol YJS
Cambridgeshire YOS
Caring for Communities and People
Central Bedfordshire Council
CGL South Yorkshire AA Scheme
Child Action Northwest
Cloverleaf Advocacy
Cornwall Council
Coventry EDT
Coventry YJS
Crest Manor Ltd - [new](#)
Dudley YJS
East Sussex YJS
Exceptional Support Services Limited - [new](#)
Gateshead YJS
Grimsby (North East Lincolnshire) YJS
Hampshire Constabulary
Headway - the brain injury association
Hertfordshire YJS
Leicestershire Police
Leicestershire YOS
Luton Borough Council
Luton Youth Partnership Service
Middlesbrough and Stockton Mind
Milton Keynes YOT
Nini Social Care
North Lincolnshire YJP
North Yorkshire County Council
North Yorkshire YJS
Northumbria Healthcare NHS Trust
Northumbria Local Appropriate Adult Scheme
Office of the Police and Crime Commissioner for Merseyside
Office of the Police, Fire and Crime Commissioner for Staffordshire
Office of the Police, Fire and Crime Commissioner for Warwickshire - [new](#)
Onside Advocacy
Open Road Appropriate Adult Service
Oxfordshire YJS
POhWER Advocacy
Potton Kare Services
Sandwell Children's Trust
Sefton YOT
Serenity Welfare
Shropshire Council

Solihull YJS
Somerset YJS
Stoke-on-Trent YOS
Surrey Appropriate Adult Volunteer Scheme
The Psychological Progress Centre - [new](#)
Warwickshire YJS
West Berkshire Council, Mental Health Team
West Berkshire YJST
West London NHS Trust, Forensic Social Work
West Sussex YOS AA Service
Westminster AA Volunteer Service
Wiltshire IYS Volunteer AA Scheme
Wokingham Borough Council
York YJS
Young Lives Foundation

London

London Borough of Havering Social Care Academy
London Borough of Wandsworth YOT
Hammersmith & Fulham YOS
Royal Borough of Windsor & Maidenhead YOT
Shah and Co Estates Ltd
Southwark Appropriate Adult Service

Wales

Adferiad Recovery
Blaenau Gwent & Caerphilly YOS
Cardiff YJS
Carmarthenshire YSS
Ceredigion YJS
Digartref Cyf
Gwynedd & Mon YJS
Neath Port Talbot YJS
Newport YJS
Vale of Glamorgan YJESS

Northern Ireland

MindWise

UK wide

Appropriate Adults UK
Headway, the brain injury association
MacIntyre
The Appropriate Adult Service Ltd
The Children's Society

Other territories

Childline Gibraltar
Isle of Man Government
States of Guernsey Home Affairs - [new](#)

Local youth justice functions are variously referred to as Youth Offending Service (YOS), Youth Offending Team (YOT), Youth Justice Partnership (YJP), Youth Justice Support Team (YJST), Youth Justice and Early Support Service (YJESS), Youth Justice Service (YJS), Integrated Youth Service (IYS) and Youth Support Service (YSS)

Achievement and performance

Our strategic objectives

1. Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

2. Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

3. A fairer system

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

4. Increased impact

We will make the charity more effective, efficient and sustainable.

Strategic objective 1: Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

Membership network

The Board was pleased to accept membership applications from 6 organisations during 2023-24. On 31st March 2024, NAAN had 91 members.

Member support

During the year...

- We answered 59 member advice queries, with a 100% satisfaction rate.
- We held four quarterly network meetings, providing a regular peer support space for members. These were attended by an average of 34 people.
- We published 37 e-updates for AA scheme coordinators, keeping them up to date with developments in law, policy, research, and practice.
- 152 AAs registered accounts for iKAAN, our online practitioner knowledgebase
- There were 933 downloads of our national standards (for the development and provision of appropriate adult schemes in England and Wales) a foundation stone for our work.

“NAAN have always been incredibly supportive with any queries I have sent to them. They go above and beyond to get me the information I need and I thoroughly appreciate and respect their advice.”

“It’s brilliant. I cannot fathom how a team of three supports all of us. I don’t think I have ever received a general response from NAAN. Every response is tailored and considered. You invest so much into us, and for that, thank you very much!”

2023-24 member advice satisfaction survey respondents

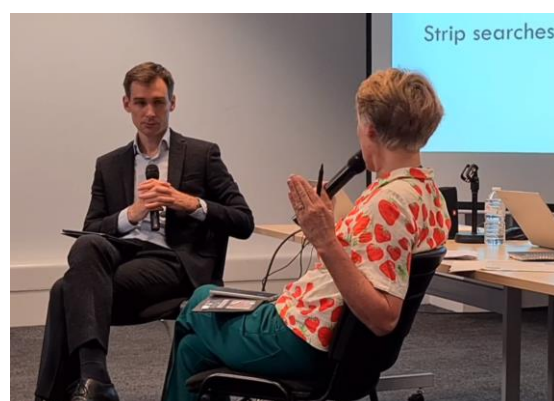
Events

In October 2023, 43 people attended our annual in-person professional development event. Speaker topics included: strip searches, police child remand, ADHD awareness, perceptions of vulnerability in police custody, and a policy update from the Home Office.

100% of event attendees reported improved knowledge after the event, and almost 8 out of 10 planned to do something different in their work as a direct result of attending.



Detective Constable Daley Jones and Danielle Gleicher-Bates (neurodiversikey) present on ADHD awareness



NAAN chief executive Chris Bath in conversation about strip searches with chair Penelope Gibbs

“Brilliant day, interesting and accessible information.”

“I thought the day was very informative and useful. The presenters were experienced and knowledgeable... Thank you for a great day!”

Events (continued)

We also hosted online events for our members.

In November 2023, 263 people attended “An Introduction to Fitness for Interview”. Forensic physician Professor Margaret Stark, forensic psychologist Professor Gisli H. Gudjonsson, and forensic psychiatrist Dr Iain McKinnon, each spoke on the topic from their expert perspective.

91% of attendees reported increased knowledge after the event.

“Getting 3 different perspectives on the same topic was excellent as all are relevant and they demonstrated how it's not a black and white issue.”

“Very informative, engaging, and well-presented.”

“Excellent content and left me wishing for more.”

Training and development

This year we delivered AA training to 265 people, across 18 organisations.

We also welcomed Alice Milman to the team as an Associate Trainer.

98% of learners said their knowledge or skills had improved following the training.

“Very interesting. Trainer was very knowledgeable. Loved the quizzes. Great mix of learning delivery styles.”

“Really great training. I was new to the AA training and felt it was very informative with the right balance of breaks and activities to make it interesting and keep my focus.”

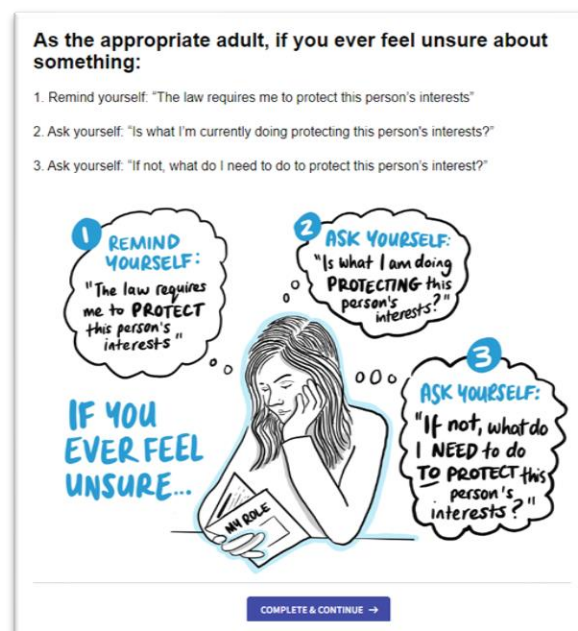
“Fantastic, engaging training that I would recommend to others.”

E-learning

Work started on the development of our new online learning course for appropriate adults. In April 2023, we brought together a number of stakeholders including AAs, scheme leaders, and academics, to help us to develop the curriculum. Separate sessions were run with people with lived experience of police custody.

We have worked closely with Nifty Fox Creative to write content, and to produce illustrations, infographics and animations to bring the subject to life.

The completed e-learning will open for enrolment in Summer 2024.



An image from our new e-learning course

Qualifications

This year we welcomed two new training centres and enrolled 13 learners on one of our Ofqual accredited (Level 2) appropriate adult qualifications. Eight learners passed during the year.

Development and commissioning support

Over the year, we had 424 views of our webpage for AA scheme developers and commissioners.

In addition, we provided support and advice to 4 organisations commissioning authorities in the London, Thames Valley, Cleveland, and Warwickshire areas.

We continued our partnership with YPO, the local authority-owned purchasing body with whom we developed a Dynamic Purchasing System (DPS) commissioning platform for AA services. The DPS is designed to make it as efficient as possible for authorities to commission high quality AA provision. During the year, 11 contracts were awarded via the DPS (up from 7 last year).

We also worked with YPO and APACE (Association of Police and Crime Commissioner Chief Executives) to promote the commissioning platform to all PCC CEOs.

National volunteering portal

We provided online information for prospective volunteers and kept our online interactive national map updated, allowing potential volunteers to identify local schemes.

During the year:

- Our network map was viewed 6,589 times
- Our information on becoming an AA was viewed 18,490 times
- We provided information to 73 potential volunteers who contacted us.

Objective 2: Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

Information: children & vulnerable people

Recorded web page views were as follows:

- 3,062 views of 'Information for people who need an AA'.
- 33,342 views of 'About appropriate adults'.



Being an appropriate adult video for family members.

Information: families & supporters

- There were 1,385 views of our 'For family & other supporters' web page.
- We added Welsh subtitles to our video for familial appropriate adults. The video had 2,894 views in total.
- We answered 33 phone or email queries from supporters and vulnerable suspects.
- There were 148 downloads of key documents from our website, including:
 - ✓ A quick guide for appropriate adults
 - ✓ Being an appropriate adult: an independent guide
 - ✓ Canllaw cyflym i oedolion priodol (cymraeg). Quick guide for appropriate adults (Welsh). Produced this year.

Objective 3: A Fairer System

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

Improving the identification of vulnerability

Evidencing the challenge and change

We continued to use the Freedom of Information Act to analyse police performance, securing data from 40 out of 43 forces on recorded need for AAs. In 2022/23, the national average continued to increase, rising to 8.7% of adult detentions and 4.8% of voluntary interviews nationally (up from 6.2% and 3.5% in 2018/19). However, research indicates that the true prevalence of mental disorders in custody is still significantly higher.

With pro-bono support from tech company UBDS Digital we created the [Vulnerability Identification Tracker](#) visualisation to make our data accessible to police and public (gaining 1514 views during the year). [BBC News reported our findings](#).

Influencing policy and practice

We presented our custody research findings to force custody leads at the National Police Chief's Council (NPCC) custody forum, to the Home Office Police Powers Team, in addition to other stakeholders.

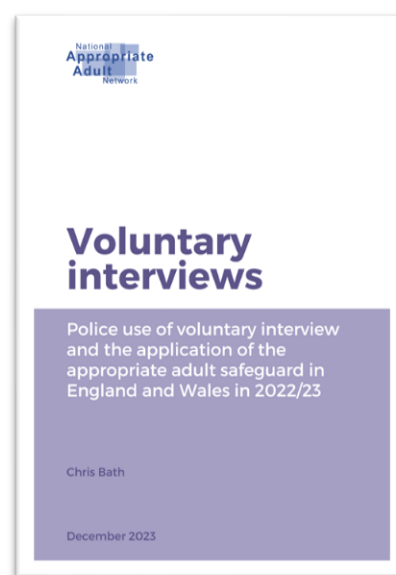
We wrote an article for the British Society of Criminology Vulnerability Research Network and presented at two international academic conferences hosted by Birmingham and Canterbury universities.

We wrote an article highlighting the tracker and vulnerability videos for the Independent Office for Police Conduct's (IOPC) [custody-themed issue of Learning the Lessons](#) publication, which is targeted at police professional standards departments.

The IOPC identified mental health as a theme in custody-related deaths. The IOPC agreed to share their underlying data on deaths so that we can analyse whether the lack of AAs was a feature of the cases.

We wrote a chapter on AAs & PACE vulnerability for a forthcoming book, *Police custody healthcare for nurses and paramedics* (published by Wiley) with Dr Roxanna Dehaghani, expected to be the new practical manual for the profession.

We worked with colleagues in NHS England to support expansion of liaison and diversion assessments prior to voluntary interviews, including presenting at their conference.



In December we published a report on [voluntary interviews](#), using our 2022/23 quantitative (FOI) and qualitative (focus group) data. This was downloaded 148 times before the end of the year on 31st March 2024.

The National Police Chiefs' Council (NPCC) asked us to help develop national guidance for police officers on voluntary interviews. We wrote three sections: *vulnerability*, *appropriate adults*, and *children*. Publication is expected in Summer 2024.

In line with the recommendation in our *There to Help* reports, the NPCC also agreed to consider a working group to develop an evidence-based national risk assessment tool – one which includes 'PACE vulnerability'.

The Metropolitan Police Service invited us to join a working group to improve their custody risk assessment tool, resulting the creation of an automatic AA 'pop-up' and improved guidance for MPS custody officers and staff.

The Crown Prosecution Service (CPS) published updated legal guidance on [Mental Health: Suspects and Defendants](#) including a new section written by NAAN on vulnerable suspects, the AA role and implications when deciding whether to prosecute.

Creating and sharing practical resources

We completed our partnership project with Dr Roxanna Dehaghani (Cardiff University) to create [PACE vulnerability training videos](#) for police and healthcare staff, and made them available online. They were successfully piloted by South Yorkshire Police, who recommended their inclusion in both Custody Officer and Detective training. We confirmed use by Durham, Gwent, Kent, South Wales, and Surrey Police forces.

The videos were viewed 2,086 times during the year.



Addressing the lack of statutory responsibility for adults

We developed a [policy briefing](#) on the need for statutory provision for vulnerable adults and disseminated it amongst key stakeholders. We have also created a [dedicated webpage](#) to communicate the issue and solution.

Within policing, we presented on the need for statutory provision at the NPCC Custody Forum, and secured an agreement from the NPCC custody portfolio lead that he will support statutory provision in writing. We met with the Association of Police and Crime Commissioners (APCC) policy team to discuss how to approach the issue with PCCs. We presented at an APCC quarterly meeting chaired by the PCC for Merseyside (who commissions AAs and already supports our call). We also presented to the Association of PCC's Chief Executives (APACE).

Within social care, we presented to the Association of Directors of Adult Social Services (ADASS) Criminal Justice Network.

Within central Government, we continued to regularly raise the issue with the Home Office. The Deputy Head of Home Office Police Powers Unit confirmed statutory provision is "on our radar" and "regularly discussed" and requested copies of our research linking poor vulnerability identification with limited AA supply. We asked the Home Office to release into public domain the results of their survey of PCCs regarding the Home Office's *voluntary* AA provision agreement (which we know to be negative).

Within Parliament, we held meetings with Lord Bradley, Lord Patel, and Lord Carlise, and secured a meeting with Alex Norris (Shadow Policing Minister).

We began making links with other civil society organisations, such as Mind and Revolving Doors, to gather support for the required legislative change).

Increased confidence in AAs, founded on rigorous evidence.

Supporting and coordinating academic efforts to improve the evidence base

Appropriate adult PhD

In partnership with Cardiff University, we continued to co-supervise former AA scheme leader Chloe MacDonald as she progresses on the ESRC Doctoral Training Programme. During the year, Chloe completed an MSc in Social Science Research Methods as a prerequisite to the PhD. She presented the findings of her research to NAAN members, focusing on how perceptions of vulnerability determine the interventions made by police officers and appropriate adults. With the support of supervisors, Chloe has selected the *effectiveness* of AAs as the focus of her doctorate. This is an under-developed area of study, the results of which NAAN will use to drive change in the sector.

Supporting research

We continued to actively support research led by Dr Vicky Kemp, with Dr Miranda Bevan to understand the experiences of children in police custody. We agreed to remain a member of the steering group for phase 2, which will test new approaches, including halving the detention time limits for children.

Increasing accountability

AA provision in youth justice service inspection

We engaged with HM Inspectorate of Probation regarding the absence of AA provision for children within its inspection of youth justice services. They were clear about the formal process for framework changes and the need to prioritise 'asks'. We

submitted to their consultation on the new framework for 2024 and encouraged our members to contribute to the development 'roadshows'. We dealt with concerns about resources implications by working with our YJS members to develop a low-cost methodology, including specific questions for inspectors to ask. HMIP agreed in principle to include AA inspection from 2024. This would be the first time they have been inspected. An official decision is expected in August 2024.

Working with other professions

There were 2,626 views of our 'information for related professions' web pages.

We answered 35 requests for information and advice from a range of professionals, including police officers and legal representatives.

Boards and groups

NAAN continued to provide national representation for appropriate adult via a range of operational and policy coordination groups, including:

- National Operational Partners meeting (bi-weekly Home Office chaired)
- National Strategic Custody Meetings
- PACE (Police and Criminal Evidence Act 1984) Strategy Board
- National Police Chiefs' Council: National Custody Calls
- Independent Office for Police Conduct: External Stakeholder Reference Group
- Alliance for Youth Justice (AYJ).

Maintaining and strengthening rights

Children's rights

We continued to focus on minimising the use of police custody for children and raising their profile within youth justice.

In Parliament, as founder member of the [APPG on Children in Police Custody](#), we gave verbal and written evidence; supported the young people's verbal evidence session; and our trustee gave evidence as a practitioner.

We were consulted by the Ministry of Justice Youth Justice Policy Unit on a Youth Justice Charter for children, and recommendations from a 2019 HMCTS report, relating to the AA's role in diversion from court.

We met the Youth Justice Board (YJB) chief executive and senior leadership team to discuss strengthening ties. We presented on the AA role to YJB regional oversight managers. We were asked to review YJB draft guidance on out-of-court outcomes, resulting in revisions highlighting the importance of AAs in ensuring fairness, and information flows between AAs and YJS.

Our chief executive was appointed to the board of the Alliance for Youth Justice (AYJ).

Remote legal advice

We monitored for any use of Covid-era remote legal representation for children and vulnerable suspects. We intervened at the national level when a NAAN member highlighted that lawyers were refusing to attend in person for children after 4.30pm due to travel times, resolving the issue. The Home Office was dissuaded from amending the PACE Codes to allow remote. However, the Ministry of Justice has plans to pilot remote legal advice and has indicated a desire to engage with us due to our concerns.

Police complaints

We advocated for increased accessibility to the complaints system for children and

vulnerable adults, and for those investigating the police to have greater awareness of AAs. The IOPC reviewed its operations manual and identified areas where guidance or prompts could be added as per our advice. The IOPC committed to implementing a 'specified contact' for complaints from children and vulnerable adults,.

Strip searches

[Our strip search report](#) (November 2022) led to NAAN being regularly consulted regarding policy and legal changes. The Children's Commissioner wrote that the issues were *"comprehensively summarised by the House of Commons Library and the National Appropriate Adult Network"*.

We presented on strip searches at Alliance for Youth Justice Policing Symposium. We provided advice to a local authority child safeguarding review in relation to AAs and strip search. We continued to push the Home Office for a full review of the PACE Act and statutory Codes in relation to searching of people.

Via the PACE Strategy Board we made proposals including: counteracting recent case law that enables police to touch genitals as part of a strip search; suspects to have rights in relation to whether searches are recorded; mandatory separate recording of the removal of clothing for 'welfare purposes'; and a clear requirement for an AA to be present for all strip searches (not just those exposing intimate body parts).

We worked closely with the Independent Office for Police Conduct (IOPC) team working on strip searches, with a key result being that [their first recommendation was for a substantial review](#), as ours had been.

The Home Office has submitted some initial advice to Ministers for reform of strip searches – however we continue to push for more fundamental reform focused on safeguarding.

Objective 4: Increased Impact

We will make the charity more effective, efficient and sustainable.

Trustee recruitment

The Board conducted open recruitment for two new trustees.

We received 24 expressions of interest, and 8 applicants were interviewed by a panel of trustees.

We were delighted to appoint Jacq Whitelock and Chris Hilliard to the board on 19th July 2023.

Jacq is an active volunteer appropriate adult in the London Borough of Southwark, and Operations Manager of England's largest social work charity, Frontline.

Chris is an independent elected Councillor in Cheshire East, an autistic person, and a former defendant who was attacked by a mounted police officer during student protests and wrongfully arrested. They went on to obtain a law degree and become an activist focused on improving the criminal justice system for people with learning disabilities and neurodivergent people.

Following the resignation of our treasurer Kevin Wheeler due to term limits, we were also delighted to appoint Linda Chebib to the board on 20th November 2023.

Linda is a GCMA qualified accountant and experienced finance professional. She has over 30 years' experience in the Financial Services sector in a wide variety of roles, from statutory accounts production and finance manager to project lead and consultant.

We would like to thank Kevin for his hard work over the past few years.

Equity, diversity and inclusion

After a process of reflection, the board signed off an equity, diversity, and inclusion and statement. This will be published early next year, and act as a guiding document to inform our strategy and activities in the future.



Above: New trustee Jacq Whitelock



Above: New trustee Chris Hilliard



Above: New treasurer Linda Chebib

Financial Review

Financial performance

The Statement of Financial Activities is shown on page 23.

The loss for the year was 36,340 (2023 surplus: £20,190). The net assets amounted to £178,980 (2023: £215,320).

Reserves policy

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of 6 to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion.

Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 5.6 months of expenditure at 2023/24 levels. This is a technical breach of our reserves policy caused by the one-off expense of developing the e-learning course, resulting in a very short-term increase in our expenditure. The board expects to rapidly return to 6 months following the end of this investment.

This reserve would still allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

General funds

The general fund enables the charity to respond quickly to opportunities and to support its long-term development. The board has decided to reduce the size of this fund. A rolling 3-year budget is in place, setting out how the general fund will be reduced responsibly and effectively, with a focus on the development of a national e-learning platform (see below).

Designated funds

The board re-designated £45,000 from the general fund to create a comprehensive, nationally standardised, training course for appropriate adults. £31,015 was invested in 2023/24, enabling the charity to work with a creative agency to ensure high-quality, engaging, interactive content for learners. A remaining payment will be paid to the agency in 2024-25 upon the completion of the build phase of the project.

Restricted funds

A major grant of £35,000 was received from Esmée Fairbairn Foundation in March 2023, part of a three-year grant totalling £105,000, and ending in 2024. This grant directly enabled us to create the new role of Operations Manager, and free up the Chief Executive to focus on our Fairer System objective. This was placed in a restricted fund.

Funding sources

Our deep and sincere thanks to the following for their support this year:

- Our member organisations
- Home Office (Police Powers Unit)
- Esmée Fairbairn Foundation

In pursuit of our strategy, we continue to work to increase and diversify the charity's funding. This includes:

- developing relationships with charitable trusts and foundations with shared objectives.
- increasing earned income through the delivery of services to other organisations where this is in line with the charity's charitable objectives

This approach will increase the charity's sustainability and independence by reducing reliance on the Home Office.

Processes have been put in place to clearly delineate between the work undertaken under the Home Office grant and other projects and activities. For example, any work undertaken to engage with Parliamentarians is conducted outside of that grant, in line with its terms.

The breakdown of funding in 2024 was:

- Home Office: 55.7%
(2023:52%, 2022: 54%, 2021: 61%,)
- Other grants: 17.8%
(2023:23%,2022: 20%, 2021: 13%,)
- Earned (including membership): 26.5%
(2023: 26%, 2022: 26%, 2021: 26%,).

Fundraising

The Charity did not engage external support for fundraising during the year. No complaints have been received in respect of the Charity's fundraising activities during the financial year.

Investment policy and performance

The Board has decided that at present, funds should continue to be retained in Banks and Building Societies. Any change in such banking arrangements should be agreed by the Board. As far as possible, funds will be retained in interest bearing accounts. Income from interest amounted to 1.3% of income.

Approved by order of the board of trustees on 10.09.24 and signed on its behalf by:



.....
Linda Chebib
Treasurer

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NATIONAL APPROPRIATE ADULT NETWORK LTD

Independent examiner's report to the trustees of The National Appropriate Adult Network Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

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

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.



Rosanna Turner ACA DChA
The Institute of Chartered Accountants in England and Wales
Calcutt Matthews WBZ Ltd
19 North Street
Ashford
Kent
TN24 8LF

Date: 14.08.2024

STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2024

				31.3.24	31.3.23
	Notes	Unrestricted £	Restricted £	Total £	Total £
INCOME FROM					
Donations & legacies	2	40	145,000	145,040	158,041
Charitable activities	3	49,754	-	49,754	53,132
Investments	4	2,542	-	2,542	1,176
Total income		<u>52,336</u>	<u>145,000</u>	<u>197,336</u>	<u>212,349</u>
EXPENDITURE ON					
Charitable activities	5,6,7				
Member Support		19,639	22,426	42,065	62,451
Policy & Standards		5,611	49,836	55,448	77,549
Professional Development		58,917	77,246	136,163	52,158
Total expenditure		<u>84,167</u>	<u>149,509</u>	<u>233,676</u>	<u>192,159</u>
NET INCOME/(EXPENDITURE)		<u>(31,831)</u>	<u>(4,509)</u>	<u>(36,340)</u>	<u>20,190</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>181,847</u>	<u>33,473</u>	<u>215,320</u>	<u>195,131</u>
TOTAL FUNDS CARRIED FORWARD		<u>150,016</u>	<u>28,964</u>	<u>178,980</u>	<u>215,320</u>

BALANCE SHEET at 31 March 2024

		Unrestricted funds	Restricted funds	31.3.24 Total funds £	31.3.23 Total funds £
	Notes				
FIXED ASSETS					
Tangible assets	8	<u>2,256</u>	<u>-</u>	<u>2,256</u>	<u>2,442</u>
CURRENT ASSETS					
Debtors	9	66,831	-	66,831	35,734
Cash at bank		<u>113,083</u>	<u>28,921</u>	<u>142,004</u>	<u>196,025</u>
Total current assets		179,914	28,921	208,835	231,758
CREDITORS					
Amounts falling due within one year	10	<u>(32,111)</u>	<u>-</u>	<u>(32,111)</u>	<u>(18,880)</u>
NET CURRENT ASSETS		147,804	28,921	176,724	212,878
TOTAL ASSETS LESS CURRENT LIABILITIES		150,059	28,921	178,980	215,320
NET ASSETS		<u>150,059</u>	<u>28,921</u>	<u>178,980</u>	<u>215,320</u>
FUNDS	11				
Unrestricted funds					
General funds		26,164	-	26,164	71,846
E-learning Fund		13,895	-	13,895	-
Reserves		<u>110,000</u>	<u>-</u>	<u>110,000</u>	<u>110,000</u>
Total unrestricted funds		150,059	-	150,059	181,846
Restricted funds					
Home Office		-	-	-	-
Esmée Fairbairn Foundation		-	28,921	28,921	32,474
Allen Lane Foundation		<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000</u>
Total restricted funds		-	28,921	28,921	33,474
TOTAL FUNDS		<u>150,059</u>	<u>28,921</u>	<u>178,980</u>	<u>215,320</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the Year Ended 31 March 2024. The members have not required the charitable company to obtain an audit of its financial statements for the Year Ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006. The trustees acknowledge their responsibilities for:

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) 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.

The financial statements were approved by the Board of Trustees on 10.09.2024 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'LAChebib', written in a cursive, slightly slanted style.

Linda Chebib
Treasurer

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, 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 2022)', and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

Income

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

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.

Support costs are those incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirement.

Going concern

The trustees and management have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern for at least one year from the date of approval of the financial statements

They have concluded that, together with the reserves, there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, and therefore, the charity continues to adopt the going concern basis.

Tangible fixed assets

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

Fixtures and fittings	- 25% on straight line basis
Computer equipment	- 25% - 50% on cost

Taxation

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

1 ACCOUNTING POLICIES (continued)

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 restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Designated funds are only used for a specific reason at the discretion of the trustees and reviewed annually. Further explanation of each fund is included in the notes to the financial statements.

Debtors

Debtors are amounts owed to the charity. They are measured on the basis of their recoverable amount.

Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

2. DONATIONS AND LEGACIES

			31.3.24	31.3.23
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Home Office Police Powers Unit	-	110,000	110,000	110,000
Esmée Fairbairn Foundation	-	35,000	35,000	3
				42,000
Allen Lane Foundation	-	-	-	3,000
Department for Education	-	-	-	3,000
Donations	40	-	40	41
	<u>40</u>	<u>145,000</u>	<u>145,040</u>	<u>158,041</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2024 (continued)

3. CHARITABLE ACTIVITIES

			31.3.24	31.3.23
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Income from				
Training and training material	18,574	-	18,574	26,302
Membership subscriptions	24,342	-	24,342	21,167
Commissioning support	4,986	-	4,986	4,087
Qualification	1,808	-	1,808	1,530
Other income	44	-	44	46
	<u>49,754</u>	<u>-</u>	<u>49,754</u>	<u>53,132</u>

4. INVESTMENT INCOME

			31.3.24	31.3.23
	Unrestricted	Restricted	Total	Total
			£	£
Deposit account interest	<u>2,542</u>	<u>0</u>	<u>2,542</u>	<u>1,176</u>

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3.24	31.3.23
	£	£
Independent examiner's fee	848	919
Depreciation - owned assets	<u>1,169</u>	<u>1,590</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits provided for the year ended 31 March 2024 nor for the year ended 31 March 2023. No Trustee had any beneficial interest in any contract with the charity.

Trustees' expenses

	31.3.24	31.3.23
	£	£
Trustees' expenses	<u>459</u>	<u>255</u>

7. STAFF

The average number of full-time equivalent employees during the year was as follows:

	31.3.24	31.3.23
Staff	<u>3</u>	<u>3</u>

The cost of employing those staff were:

	31.3.24	31.3.23
	£	£
Salaries and wages	150,875	137,875
National insurance	12,055	11,089
Pensions	<u>12,070</u>	<u>18,413</u>
	<u>175,000</u>	<u>167,377</u>

1 employee received total employee benefits (excluding employer national insurance and employer pension contributions) between £60,000 to £70,000 (2023: 0 employees above £60,000).

The total remuneration (including gross salary, pension and employer's national insurance before reductions due to employer's allowance) of key management personnel during the year was £79,133 (2023: £75,925) of which £12,055 was employer's pension contributions (2023: 11,943).

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme, with an employer contribution of 8% of gross salary. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable to the pension scheme are charged to the Statement of Financial Activities in the period to which they relate. A salary sacrifice scheme is in operation, allowing staff to reduce their salary in exchange for increased employer pension contributions, with a net zero effect on the charity. Contributions payable by the charity amounted to £12,070 (2023: £18,413).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2024 (continued)

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Office equipment £	Totals £
COST			
At 1 April 2023	701	8,907	9,608
Additions	387	596	983
Disposals	-	-	-
	<u>1,08</u>	<u></u>	<u></u>
At 31 March 2024	1	9,503	10,591
DEPRECIATION			
At 1 April 2023	562	6,604	7,166
Charge for year	<u>77</u>	<u>1,092</u>	<u>1,169</u>
At 31 March 2024	<u>639</u>	<u>7,696</u>	<u>8,335</u>
NET BOOK VALUE			
At 31 March 2024	<u>449</u>	<u>1,807</u>	<u>2,256</u>
At 31 March 2023	<u>199</u>	<u>2,304</u>	<u>2,442</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	65,922	34,882
Prepayments	<u>909</u>	<u>852</u>
	<u>66,831</u>	<u>39,734</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	10,444	2,103
Other creditors	879	4,000
Deferred income	19,592	11,623
Credit card	271	154
Accrued expenses	<u>924</u>	<u>1,000</u>
	<u>32,111</u>	<u>18,880</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2024 (continued)

11. MOVEMENT IN FUNDS

	At 1.4.23	Net movement in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	26,846	(682)	26,164
E-learning fund	45,000	(31,015)	13,985
Esmée Fairbairn Foundation	-	-	-
Reserves	110,000	-	110,000
Restricted funds	-	-	-
Home Office	-	-	-
Esmée Fairbairn Foundation	32,474	(3,553)	28,921
Allen Lane Foundation	1,000	(1,000)	-
TOTAL FUNDS	215,320	(36,340)	178,980

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	52,336	53,017	(682)
E-learning fund	-	31,015	(31,015)
Esmée Fairbairn Foundation	-	-	-
Reserves	-	-	-
Restricted funds			
Home Office	110,000	110,000	-
Esmée Fairbairn Foundation	35,000	38,553	(3,553)
Allen Lane Foundation	-	1,000	(1,000)
TOTAL FUNDS	197,336	233,676	(36,340)

11. MOVEMENT IN FUNDS (CONTINUED)

The purposes of the funds are as follows:

Restricted

Home Office

To support and represent organisations providing appropriate adult services to children and vulnerable adults in police custody and voluntary interviews.

Allen Lane

For development and delivery of our appropriate adult training offer, with a focus on developing an e-learning platform. The fund supports staff time and technical costs.

Esmée Fairbairn

To build a just and inclusive criminal justice system that prevents miscarriages of justice, by transforming safeguards for vulnerable people detained or questioned by police (those most at risk of having their rights denied). While year one of a three-year grant agreement was unrestricted as part of the Foundation's Covid-19 response, this year was restricted.

Designated

General fund: To enable the charity to respond quickly to opportunities and to support its long-term development. The board has decided to reduce the size of this fund (see below).

E-learning fund: To develop a national e-learning course to support local appropriate adult scheme leaders with the initial training of AAs.

Reserves

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of between 6 and 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion. Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 5.6 months of expenditure at 2023/24 levels. This would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

11. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds

	At 1.4.22	Net movement in funds	At 31.3.23
	£	£	£
Unrestricted funds			
General fund	56,880	(30,034)	26,846
E-learning Fund	-	45,000	45,000
Esmée Fairbairn Foundation	26,250	(26,250)	-
Reserves	110,000	-	110,000
Restricted funds			
Home Office	-	-	-
Esmée Fairbairn Foundation	-	32,474	32,474
Allen Lane Foundation	2,000	(1,000)	1,000
TOTAL FUNDS	195,131	20,190	215,320

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	12,349	42,382	(30,034)
E-learning Fund	45,000	-	45,000
Esmée Fairbairn Foundation	-	26,250	(26,250)
Reserves	-	-	-
Restricted funds			
Home Office	110,000	110,000	-
Esmée Fairbairn Foundation	42,000	9,526	32,474
Allen Lane Foundation	3,000	4,000	(1,000)
TOTAL FUNDS	212,349	192,159	20,190

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the Year Ended 31 March 2024 (2023: none).

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2024**INCOME AND ENDOWMENTS**

	31.3.24	31.3.23
	£	£
Donations and legacies		
Donations	40	41
Grants	145,000	158,000
	<u>145,040</u>	<u>158,041</u>
Charitable activities		
Membership subscriptions	24,343	21,167
Training and training material	18,574	26,302
Commissioning support	4,986	4,087
Qualification	1,808	1,530
Other income	44	46
	<u>49,754</u>	<u>53,132</u>
Investment income		
Deposit account interest	2,542	1,176
Total incoming resources	<u>197,336</u>	<u>212,349</u>

This page does not form part of the statutory financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2024 (continued)

EXPENDITURE

	31.3.24	31.3.23
	£	£
Charitable activities		
Wages	145,875	137,875
Social security	17,055	11,089
Pensions	12,070	18,413
Travel and subsistence	1,611	1,135
Training, Events and Groups	7,899	8,955
Staff training	90	534
	<u>184,600</u>	<u>178,002</u>
Support costs		
Management		
Administration	400	526
Fixtures and fittings	77	41
Computer equipment	-	1,548
Fundraising	-	-
Premises	1,601	3,373
Printing and stationery	47	83
Professional Fees	5,462	360
Recruitment	214	-
Travel and subsistence	-	-
Sundries	1,978	741
	<u>9,779</u>	<u>6,673</u>
Finance		
Bank charges	171	161
Information technology		
Communications and IT	37,784	5,983
Governance costs		
Trustees' expenses	459	422
Professional fees	-	-
Independent examiners' remuneration	848	919
Accountancy and legal fees	35	
	<u>1,342</u>	<u>1,341</u>
 Total resources expended	 233,676	 192,159
 Net income/(expenditure)	 <u>(36,340)</u>	 <u>20,190</u>

This page does not form part of the statutory financial statements.

THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

England & Wales - Charity number 1104765

Accounts



Annual Report

2022 | 23

Report of the Trustees and
Unaudited Financial Statements for the year ended 31 March 2023

The National Appropriate Adult Network Ltd

19 North Street

Ashford

Kent

TN24 8LF

Accounts independently examined by Calcutt Matthews- Chartered Accountants

Reference & Administrative Details

Company number	04680035 (England and Wales)
Charity number	1104765
Registered office	19 North Street, Ashford, Kent, TN24 8LF
President	The Lord Patel of Bradford OBE
Patron	Professor Gisli Gudjonsson CBE
Chair	Penelope Gibbs
Treasurer	Kevin Wheeler FCA

Other trustees	Andrew Ward (retired 30.06.22)
	Charles Rose
	Donna Buffong
	Laura Hornby (from 13.07.22)
	Lynn Frusher
	Matthew Haynes
	Michelle Dixon
	Sharrel Collman
	Stephen Gray (until 19.10.22)
	Suzanne Nash

Chief Executive	Christopher Bath
------------------------	------------------

& Company Secretary

Independent examiner	Rosanna Turner ACA DChA
	Calcutt Matthews Chartered Accountants
	19 North Street, Ashford, Kent, TN24 8LF

Bankers	Unity Trust Bank, 9 Brindleyplace, Birmingham, B1 2HB
----------------	---

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the Year Ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, Governance & Management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Trustee recruitment and appointment

The charity is governed by a Board consisting of up to thirteen trustees. Trustees are primarily elected at the AGM by, and from within, the full membership of the organisation. However, a maximum of six trustees can be co-opted by the Board to ensure a diverse mix of skills, experience and perspectives.

All trustee appointments are time-limited under the governing document. Individuals are appointed for a period of three years, after which they must retire but can stand for a further three-year period.

The Board conducted open recruitment for a new trustee with policing experience. Laura Hornby was appointed on 13th July 2022.

Organisational structure

NAAN is a registered charity governed by a trustee board. Major decisions on strategy, policy and expenditure are made by the board. Day to day decision-making is delegated to the chief executive.

Remuneration policy

Remuneration policy is guided by the need to attract and retain high performing people, ensure financial sustainability, and fairness in the context of the market. The chief executive's salary is reviewed by the board's finance committee and changes must be approved by the board. Staff salaries are determined by the chief executive in line with annual budgets approved by the board.

Risk management

The Board maintains a detailed risk register, which was reviewed during the year. The major risks to which the charity is exposed have been

considered, with particular focus on events that would seriously impede its operations. Steps to mitigate risks are summarised below.

NAAN's treasurer is a qualified chartered accountant. Financial records are maintained on a secured cloud-based system. Monthly, accounts are reconciled, and cash flow and budget are monitored. Management accounts are reviewed by the Board quarterly. Payroll is calculated by an external company. NAAN has dual authorisation for all bank payments. NAAN is annually subjected to an Independent Examination by external accountants.

To preserve NAAN's reputation, the charity exercises great care to ensure that communications are factually accurate and in line with organisational policy.

Roles and responsibilities are clearly defined by the Board in writing and reviewed annually. Rules for the appointment and retirement of Board members are clearly defined in the governance document. New trustees sign a formal agreement covering conflicts of interest.

NAAN complies with data protection law and is registered with the ICO. Data is held within the secure cloud-based systems which are compliant with data protection legislation. Where required, physical copies of information are stored in secure storage units.

Appropriate insurance policies are in place and are reviewed annually.

The primary risks are: loss of income through AA scheme consolidation reducing membership numbers; a reliance on a key Home Office grant agreed annually; and the loss of staff members.

These risks are mitigated via our reserves policy, annual reviews of membership fees, seeking a multi-year agreement with the Home Office, and a strategic focus on income diversification (grant funding from other sources and opportunities for earned income where they are in line with our charitable objectives).

Objectives and activities

The charity has referred to the Charity Commission's guidance on public benefit when reviewing aims and objectives in planning future activities. In particular, the board considers how planned activities contribute to the aims and objectives they have set.

Charitable Objects

The charity aims to benefit the public by achieving the objectives as set out in its constitution. These are:

a) To promote the care of children and young people under 18 years and the care of people of any age who are mentally vulnerable as a result of mental ill health, learning disability, neurodevelopmental disorder or any other reason and who are detained or otherwise questioned under the Police and Criminal Evidence Act 1984 by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.

b) To promote or assist in the promotion of, the sound administration of the criminal justice system by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.

Vision

Every child and vulnerable person detained or questioned as a suspect is treated fairly with respect for their physical and mental welfare, can exercise their legal rights and entitlements, and can participate effectively.

Mission

To maximise the effectiveness of appropriate adults as a safeguard for children and vulnerable people by strengthening local provision, informing the public, and contributing to a fairer system.

Strategic Objectives

1. Strengthened local provision
2. Informed children, vulnerable people, and supporters
3. A fairer system
4. Increased impact

Activities

NAAN seeks to achieve its objectives through:

Professional Development

- Providing events for scheme co-ordinators, appropriate adults and others
- Sharing training resources with members to assist appropriate adults training
- Delivering training and qualifications

National Standards

- Publishing national standards to inform commissioners, managers, practitioners and accountability bodies
- Promoting and supporting the adoption of national standards

Information, Advice & Guidance

- Providing resources for commissioners, providers, appropriate adults and the public
- Providing regular updates on effective practice, evidence, legislation and policy
- Supporting engagement between appropriate adult schemes and commissioners that will improve the availability and quality of services
- Assisting potential appropriate adult volunteers find a local scheme

Informing Policy

- Listening to, and consulting with, appropriate adult schemes
- Working with central and local government departments, police forces and organisations, the Youth Justice Board, inspectorates, charities and other stakeholders towards improving policy,
- Contributing to public discourse via articles, events, networking, website and social media

Membership on 31st March 2023

England (excluding London)

Anglia Care Trust
Bedford Borough Council
Bedfordshire and Luton EDT
Bedfordshire YOS
Berkshire Emergency Duty Service
Birmingham YOS
Blackpool AA Service
Bristol YOT
Cambridgeshire YOS
Cardiff YOS
Caring for Communities and People
Catch 22 (Merseyside)
Central Bedfordshire
CGL South Yorkshire AA Scheme
Child Action Northwest
Cloverleaf Advocacy
Cornwall Council
Coventry EDT
Coventry YOS
Diverse Social Care Provision
Doncaster Council - [new](#)
Dudley YOS
East Sussex YJS
Gateshead Council - [new](#)
Gateshead YOT
Grimsby YOS
Hampshire Constabulary
Hertfordshire YJS
Leicestershire Police
Leicestershire YOS
Luton Borough Council
Luton Youth Partnership Service
Medway Youth Services
Middlesbrough and Stockton Mind
Milton Keynes YOT
Nini Social Care
North Lincolnshire YOS
North Yorkshire County Council
North Yorkshire YJS
Northumbria Healthcare NHS Trust
Northumbria Local Appropriate Adult Scheme
OPPC for Merseyside
OPFC for Staffordshire
Onside Advocacy
Open Road Appropriate Adult Service
Oxfordshire YJS
PoHWER Advocacy
Potton Kare Services
Sandwell Children's Trust
Sefton YOT
Serenity Welfare
Shropshire Council - [new](#)
Solihull YOS
Somerset YJS
St. Helens YOS

Stockton YOS
Stoke-on-Trent YOS
Surrey Appropriate Adult Volunteer Scheme
Swan Advocacy Network - [new](#)
Swindon YOT
The Brandon Trust AA Service
Warwickshire YJS
West Berkshire Council, Mental Health Team
West Berkshire YOT
West London NHS Trust, Forensic Social Work
West Sussex YOS AA Service
Westminster AA Volunteer Service
Wiltshire IYS Volunteer AA Scheme
Wokingham Borough Council
YMCA Trinity Group
York YOT
Young Lives Foundation
YSS

London

London Borough of Hammersmith and Fulham
London Borough of Havering Social Care Academy
London Borough of Wandsworth YOT
Royal Borough of Windsor & Maidenhead YOT
Shah and Co Estates Ltd
Southwark Appropriate Adult Service

Wales

Adferiad Recovery
Blaenau Gwent & Caerphilly YOS
Carmarthenshire YSS
Ceredigion YJS
Digartref Cyf
Gwynedd & Mon YJS
Neath Port Talbot YOT
Newport YOS
Vale of Glamorgan YOS

Northern Ireland

MindWise

UK wide

Appropriate Adults UK
Headway, the brain injury association
MacIntyre - [new](#)
Natis, the National Investigation Service - [new](#)
The Appropriate Adult Service Ltd
The Children's Society

Other territories

Childline Gibraltar
Isle of Man Government

Local youth justice teams are referred to as Youth Offending Service (YOS), Youth Offending Team (YOT) and Youth Justice Service (YJS) or integrated into wider an Integrated Youth Service (IYS) or Youth Support Service (YSS)

Achievement and performance

Our strategic objectives

1. Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

2. Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

3. A fairer system

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

4. Increased impact

We will make the charity more effective, efficient and sustainable.

Strategic objective 1: Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

Membership network

During 2022-23, the Board was pleased to accept membership applications from 6 organisations.

On 31st March 2023, NAAN had 99 members.

"NAAN are amazing, I couldn't do my job without them."

2022-23 member survey respondent

Member support

During the year we...

- Answered 88 member advice queries.
- Held the first of the new quarterly network meetings, providing a regular peer support space for members.
- Published 28 e-updates for AA scheme coordinators, keeping them up to date with developments in law, policy, research, and practice.
- Created 163 new AA user accounts for our practitioner resource iKAAN (Internet Knowledgebase for the AA Network)
- Had 737 downloads of the national standards for the development and provision of appropriate adult schemes in England and Wales, a foundation stone for NAAN's work.

"Being a part of the network provides me comfort that there is a space or person/people to turn to reflect, ask questions, and upskill provisions."

2022-23 member survey respondent

Events

In June, we hosted our first face to face event since before the covid-19 pandemic. Over 40 people attended our Professional Development Day in Birmingham, to hear presentations about criminal justice reform, co-location of AAs in police custody, and the role of custody monitoring by volunteers.

"A really good networking day. [It was] nice to hear how other AA schemes operate."

"I really enjoyed the open space which allowed us the opportunity to share ideas and listen to other people's experiences, a great way to end the session."

We also hosted online events for our members.



Following our AGM we hosted a discussion with Dr Vicky Kemp about her research in relation to children's experiences of custody, what made a positive difference, where there are areas for improvement, and where appropriate adults do (and could) make a positive difference.

"I loved the format of interviewing the speaker, it kept my attention and I found it very engaging and interesting."

In December, we hosted an opportunity for NAAN members to meet with His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS)¹ Inspection Lead, Norma Collicott and colleagues from both custody and child protections inspection teams.

This led to further collaboration between NAAN and HMICFRS:

- NAAN invited to participate in a custody inspection, and read HMICFRS reports pre-publication to avoid 'elephant traps'.
- HMICFRS & NAAN developed an AA Scheme information request proforma to be sent by HMICFRS during inspections.
- NAAN to provide scheme lead contacts for an inspection to HMICFRS
- HMICFRS to (a) reflect on the way reports are written and naming of services, (b) trial the resource implications of engaging with AA providers, (c) liaise with inspector in NI to find how they engage with providers.

E-learning

After much research, we appointed Nifty Fox Creative as our creative partner in the development of online learning for appropriate adults. This project formally kicks off in April 2023 with a curriculum sprint – bringing together a range of stakeholders including appropriate adult practitioners, local scheme leaders, and academics.

Our sincere thanks to the trustees of the Allen Lane Foundation, without whose support this work would not have been possible.



Training and development

This year we delivered AA training to 421 people, in 44 training days, across 30 organisations.

We also welcomed Chloe MacDonald to the team as NAAN's Associate Trainer.

100% of learners said their knowledge or skills had improved following the training, with 90% saying they had improved "a great deal" or "a lot".

"I have been doing AA for a few years, but this training was really good, focused, not at all boring, and I learned some things I had been completely unaware of from previous training (not by NAAN)!"

"The trainer was excellent and ran a great two days, imparting a huge amount of information in an inspiring, interactive and learning centred way."

¹ HMICFRS conducts inspections of police custody and child protection which often feature appropriate adult schemes.

Qualifications

This year we onboarded four new training centres, and enrolled 31 learners on one of our accredited appropriate adult qualifications. One learner passed during the year, with many more portfolios on their way to being submitted.

We heard how the qualification is being used to support practice and increase volunteer retention at AA services.

Member case study:

“As students, our volunteers AAs are keen to learn and -to build their CVs. You can say you’ve volunteered somewhere but it doesn’t hold as much weight as having an accredited qualification to show for it.

NAAN’s Level 2 Award in Working as an Appropriate Adult with Vulnerable Adults and Juveniles is something we keep talking about throughout the year, and once volunteers have been with us for a few months we give them the opportunity to enrol.

Every two to three months we bring our volunteer AAs together to talk through what they’ve been experiencing and to give them a few hours of working on their portfolios together. This reflection time has been invaluable in keeping volunteers engaged and feeling supported. It allows them to share any challenging experiences, talk about it with others, and put them in perspective alongside everything that’s worked well.

Volunteers are usually with us for a few years and sometimes for longer. Working towards the AA qualification helps to improve their practice, keeps them engaged, and gives them something concrete on their CV to show for it.”

Sarah Connelly, Scheme Manager for the Northumbria Local Appropriate Adult Scheme

Development and commissioning support

Over the year we had 519 views of our webpage for AA scheme developers and commissioners. In addition, we provided free development and commissioning support to 5 organisations across London, Warwickshire, Leicestershire and Cleveland.

“I just wanted to reach out to offer a heartfelt THANK-YOU to yourself and NAAN for your consultation and support with our market opportunity. Your feedback was massively influential in enabling me to link in with my team to raise the contract offer which was available, and through your support with promoting the opportunity through your networks we had people coming to meet us in person at our market engagement event from as far afield as Cheshire.”

Chris Gutteridge, Office of the Police and Crime Commissioner for Cleveland

YPO

We continued our partnership with YPO, purchasing body owned by local authorities, with whom we developed a “Dynamic Purchasing System” (DPS) for AA services. The DPS is designed to make it as efficient as possible for authorities to commission high quality AA provision.

During the year 7 contracts were awarded via the DPS (up from 5 last year).

National volunteering portal

We provided online information for prospective volunteers and kept our online interactive national map updated, allowing potential volunteers to identify local schemes.

During the year, our:

- network map was viewed 6,319 times
- information on becoming an AA was viewed 13,041 times.

We also provided information to 47 potential volunteers who contacted us.

Objective 2: Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

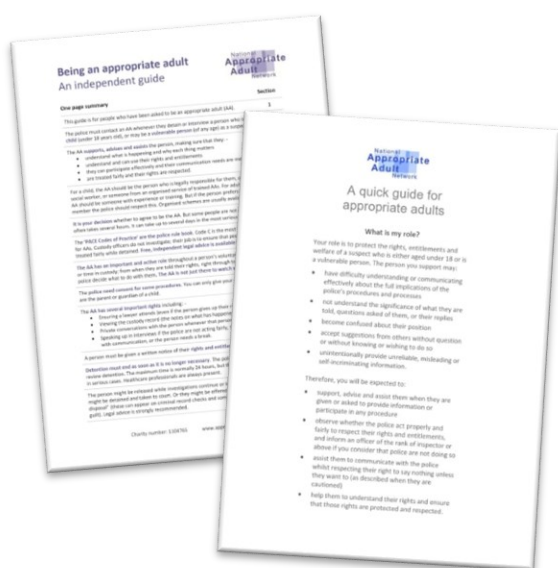
Information: children & vulnerable people

Recorded web page views were as follows:

- 943 views of 'Information for people who need an AA'
- 19,098 views of 'About appropriate adults'

Information: families & supporters

- There were 1,272 views of our 'For family & other supporters' web page
- We answered 25 phone or email queries from supporters and vulnerable suspects.
- There were 1,367 downloads of key documents from our website, consisting of:
 - A quick guide for appropriate adults
 - Being an appropriate adult: an independent guide



We continued to promote our information video for familial appropriate adults, which has been formally adopted for regular use by four police forces:

- South Yorkshire
- Kent
- Essex
- Northamptonshire.

The video was viewed 2,021 times.

Objective 3: A Fairer System

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

Strip searches

In response to the [Child Q case](#) we researched and published [Police searches of people: A review of PACE powers](#). The report highlights the complex powers, limited safeguards, ethnic disparities, and traumatic impact of police searches. It also highlighted the potential for positive change, suggesting a range of strategic and technical changes, including a new focus on safeguarding. We shared this with the Home Office, policing bodies, the Children's Commissioner and the Independent Office Police Conduct (IOPC). Policing Insight [published our article](#). We were invited to participate in an [Association for Youth Justice panel](#) on strip search harms. We provided guidance to the lead IOPC official investigating strip searches conducted by the Metropolitan Police Service. We met with the Safeguarding and Child Protection Association, held a focus group with school Designated Safeguarding Leads, and began to develop [information for educational establishments](#) on strip searches, broader children's rights and the AA role. By the year end, the report had been downloaded 567 times.



"The police can search children in several different ways, for a number of reasons, with different rules applying to each of these types of searches, which have been comprehensively summarised by the House of Commons Library and the National Appropriate Adult Network"

Strip search of children in England and Wales – analysis by the Children's Commissioner for England, March 2023

"Rather helpfully, excellent and detailed research has already been conducted by NAAN. The report compellingly illustrates that the UK PACE guidance leaves too much room for discretion ..."

Dr Rhian Croke, Children's Legal Centre Wales - YJLC event Strip searching children – is it ever permissible?, March 2023

"The report is excellent. A major contribution to debate on this difficult topic"

Professor Michael Zander KC, Emeritus Professor, LSE Law School

"This is a timely and needed review. Given the focus on stop and search and in particular strip searching of children, and the case of Child Q, it's important that we review the powers in the different codes. The whole breaking down and the examination of the PACE codes is illuminating and helpful."

Saqib Deshmukh, Interim Chief Executive, Alliance for Youth Justice

"An excellent report, fair and balanced to the difficult position officers are placed when trying to interpret the codes in an operational setting."

Sergeant Chris Bentley, General Secretary of the West Yorkshire Police Federation & Chair of the National Custody Forum

Improving the identification of vulnerability

Evidencing the challenge and change

We continued to build on our successful *There to Help* research series, evidencing the under-identification of vulnerable people in police custody since 2012/13. We use Freedom of Information Act requests to obtain data from police forces on the percentage of adult detentions police record as needing an appropriate adult.

There were over 1,500 downloads of our *There to Help* reports, summaries and infographics, including 600 downloads of our main reports.

We analysed new data covering April 2019 to December 2021, securing data from 95% of police forces. We found that recorded need for AAs had continued to slowly increase, rising from 6.5% in 2020 to 7.3% in 2021. However, this remains low, with research indicating that around 4 in 10 police detentions of adults involve a person with a diagnosable mental disorder.

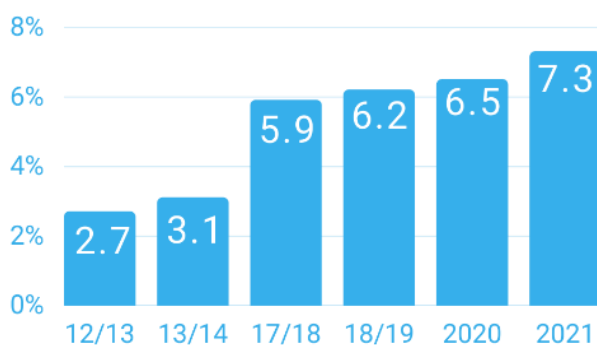


Chart: Adult detentions recorded as needing an appropriate adult in England and Wales 2012-2021 (Sources: *There to Help* 1, 2 and 3; Freedom of Information Act requests)

We also secured the mainstreaming of this type of data, with the Home Office including (a) whether a detained adult was declared vulnerable and (b) whether an appropriate adult was called (where applicable) in its Annual Data Request from forces and publishing it as [experimental statistics](#).

Communicating the challenge

We made a strategic decision to switch from publishing static reports to a more dynamic approach to communicating the data. Rather than publishing what would have been *There to Help 4*, we created a dedicated webpage. We began populating it with charts and infographics, alongside narrative descriptions. The webpage was viewed over 3,000 times.

We secured pro-bono support from digital transformation company UBDS to help us build data visualisations. This will make the data more engaging for local communities, more flexible for police forces and accountability bodies, and therefore more effective in supporting scrutiny and delivering improvements. In 2023/24, we plan to create these visualisations, secure and analyse a further year of data, and raise the profile of the visualisation resource.

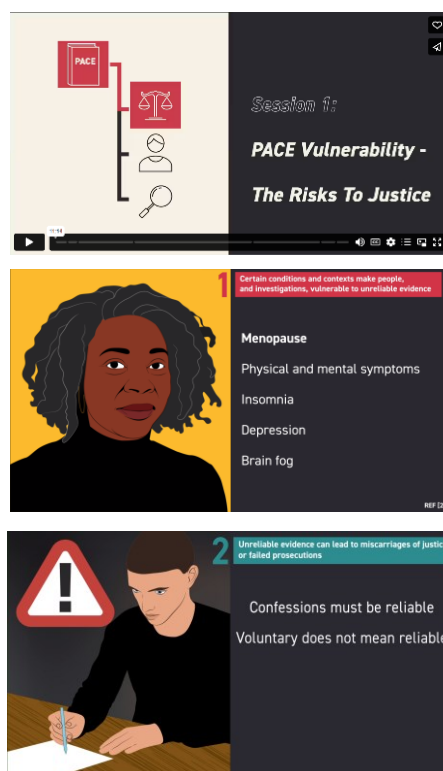
We presented the results at a range of events, reaching key audiences including: the Home Office, Independent Custody Visiting Association (ICVA), College of Policing, Law Society, Association of Police and Crime Commissioners (APCC), National Police Chiefs' Council (NPCC) custody lead, and heads of custody from almost all police forces in England and Wales.

We were invited to join the Crown Prosecution Service (CPS) Mental Health Stakeholder Forum, and we presented to CPS prosecutors on PACE vulnerability and AAs.

Creating and sharing practical resources

Last year, we successfully piloted our PACE vulnerability training seminar with several small groups of police custody officers, custody healthcare professionals, and NHS Liaison and Diversion staff. NHS England asked us to deliver the refined version to all L&D service leads at a national event (circa 90 attended). We all delivered further sessions for 5 staff from Phoenix Futures (L&D) and 7 staff from Bedfordshire police, Bedfordshire social care, and East London NHS Foundation Trust. L&D is a service operating in every police custody suite in England, and which identifies vulnerable people and provides advice to police. Feedback on the impact of the training continued to be extremely high, and we were keen to find a way to disseminate the information as effectively as possible with our limited resources. We added a page to our website aimed at L&D teams, pulling together our existing resources, including the slide deck from the training, and which attracted over 300 views during the year.

We then partnered with Dr Roxanna Dehaghani (Cardiff University) on an exciting new project to convert our PACE vulnerability training into videos which could be embedded into existing police and healthcare training. We wrote scripts, consulting with people with experience of police custody, the College of Policing, NPCC, and NHS England. We recorded audio and worked with John Brown and Scott Spencer (as on our previous information video for family AAs) to develop illustrated and animated visuals. We produced just over 30 mins of content across three videos, covering the risks to justice, the legal definition, and identifying vulnerability. The videos were designed to be applicable to both police custody and voluntary interviews. A launch was planned for April 2023.



We also wrote an entire section on AAs for the [revised CPS legal guidance](#) on suspect mental health and neurodiversity (published in May 2023), which previously did not mention appropriate adults.

Addressing the lack of statutory responsibility for adults

We re-energised our efforts to address the inequality between AA provision for children (for which local authorities have an explicit statutory duty) and vulnerable adults (for which there is no such duty). We invested time in developing our skills for achieving change. We began meeting with key organisations such as Mind, and individuals Emily Spurrell, Police and Crime Commissioner for Merseyside and national custody lead for the APCC, to discuss how progress can be made. We delivered presentations raising the need for change, reaching a range of organisations, including the Home Office, College of Policing, Law Society, APCC, NPCC and heads of custody.

Increased confidence in AAs, founded on rigorous evidence.

Supporting and coordinating academic efforts to improve the evidence base

Appropriate adult PhD

We were delighted that Chloe MacDonald was selected by Cardiff University as the candidate for our co-supervised PhD (funded by the ESRC Doctoral Training Programme). Chloe recently stood down as the AA scheme co-ordinator for NAAN member Young Lives Foundation (Kent and Medway), and has acted as an AA in many cases. She will complete a Masters in Research before proceeding to the PhD – both of which will develop the evidence base on appropriate adults.

Supporting research

We were an active participant in a range of academic work, including as a steering group member for both the Nuffield Foundation funded study into children in custody led by Dr Vicky Kemp and the British Society of Criminology Vulnerability Research Network (VRN).

Increasing accountability

AA provision in youth justice service inspection

We met with HMI Probation's Head of Youth Inspection Programme and Head of Standards and Policy regarding HMIP's post-2024 inspection programme. We secured an agreement that AAs are important, should be included if possible, and would be discussed at stakeholder events.

Complaints

We met with the Met IOPC Director of Strategy and Impact and attended IOPC External Stakeholder Reference Group. Following our advocacy, the group ran a session focused on how children and vulnerable people should and might be supported in the police complaints process, including via independent advocacy.

Working with other professions

There were 3,159 views of our 'information for related professions' web pages, of which 360 were of our new information page for teachers and educational establishments.

We answered 56 requests for information and advice from a range of professional, including police officers and legal representatives.

We partnered with the Intermediary Cooperative, to [present](#) to intermediaries (speech, language and communication professionals) on the role of the AA and how intermediaries and AAs might work together in police investigations.

Maintaining and strengthening rights

Children's rights

All Party Parliamentary Group

We supported the development of the new [APPG for Children in Police Custody](#), which met for the first time in December 2022. The group was spearheaded by current Chair Janet Daby MP, with support from NAAN, Alliance for Youth Justice, Child Rights Alliance for England (CRAE), Transform Justice and Just for Kids Law. The APPG launched a Select Committee style inquiry into Achieving the Rights of Children in Police Custody. The secretariat is provided by Dr Miranda Bevan (Goldsmiths). Evidence sessions were planned from April 2023, with a specific session on appropriate adults in the Summer. A written report with recommendations for policy and practice is intended for 2024.

Youth Justice Board guidance

We worked with the YJB to assist with the re-drafting of the appropriate adult section of the revised case management guidance on bail and remands. We were able to ensure the accuracy of this critical guidance, including the inclusion of all delivery models, voluntary interviews, proportionate approaches to vetting, and family AA information video produced last year by NAAN and Dr Miranda Bevan.

Quality of advocacy

We took an active role in the YJB-led Quality of Advocacy Working Group, with a focus on understanding and supporting the piloting of opt out legal advice for children in the police station (as developed by the Metropolitan Police). We supported work by the University of London & ICPR, disseminating a survey to our members on how to improve the quality of solicitors advising children in police stations. We disseminated research by University of Exeter on incentivised admissions by children, based in part on interviews with AAs.

UN Convention on the Rights of the Child

We contributed to the CRAE civil society report to the UNCRC Committee. The final report included mention of appropriate adults in relation to strip searching and minimising detention times.

Remote legal advice

As the Covid pandemic restrictions moved even further into the past, we continued to drive the argument against the continuation of remote legal advice in police stations. Our national position statement set out how it was not in the interests of children and vulnerable suspects – or justice. And in January 2023, the signatories to the Covid-era Joint Interim Interview Protocol (JIIP) agreed version 5, which explicitly excluded the use of remote legal advice for these two groups, even where exceptions 'allowed' it for other suspects.

We continued to argue that the emergency measures should be stood down completely, highlighting that the ineffectiveness of the current system of identifying vulnerability, meant that many vulnerable people would still be included.

Intelligence interviews

The issue of 'intelligence interviews' emerged from our work with school Designated Safeguarding Leads following the Child Q case. This is questioning, including of children and vulnerable adults, that seemingly occurs outside of the PACE safeguards such as legal advice and appropriate adults. We researched the issue and presented a paper to the PACE Strategy Board with 12 questions. Members of the board agreed that the questions raised were important, that there was insufficient clarity about the legal basis and associated safeguards, and that further consideration was warranted.

Voluntary interviews

While voluntary interviews offer the potential to reduce the detention of children and vulnerable adults, we continued to raise concerns about the lack of services and safeguards involved.

Identifying vulnerability is a particular issue. In the absence of a custody officer, responsibility lies solely with the investigating officer. We continued to support NHS England Liaison & Diversion (L&D) as it considers how its services can be more widely applied to voluntary interviews. This included presenting at a national voluntary interview conference organised by NHS England.

We were also invited to join an NPCC working group to develop voluntary interview guidance for police forces in England and Wales. This allowed us to raise a range of issues, including identification of vulnerability, access to AAs, and poor examples of communication when inviting people to attend.

Boards and groups

NAAN continued to provide national representation for appropriate adult via a range of operational and policy coordination groups, including:

- National operational partners meeting (chaired by the Home Office bi-weekly)
- National Strategic Custody Meetings
- PACE Strategy Board (Police and Criminal Evidence Act 1984)
- National Police Chiefs Council: National Custody Calls
- Independent Office for Police Conduct: External Stakeholder Reference Group
- Association for Youth Justice (AYJ).



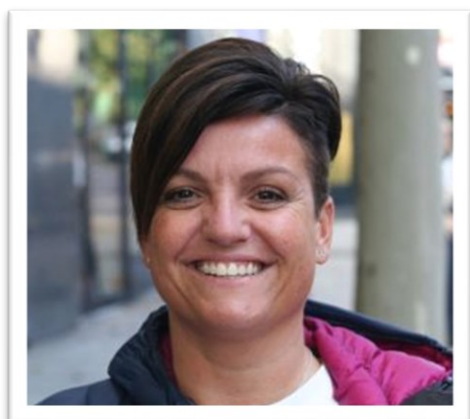
Objective 4: Increased Impact

We will make the charity more effective, efficient and sustainable.

Trustee recruitment

The Board conducted open recruitment for a new trustee with policing experience.

We received seven strong expressions of interest, and all applicants were interviewed by a panel of trustees.



We were delighted to appoint Laura Hornby to the board on 13th July 2022. Laura is a serving police sergeant with Lancashire Constabulary with 20 years of service. She has experience in many frontline roles including as a custody sergeant but is now working to support custody management focusing on children, young people and vulnerable detainees.

Equity, diversity and inclusion

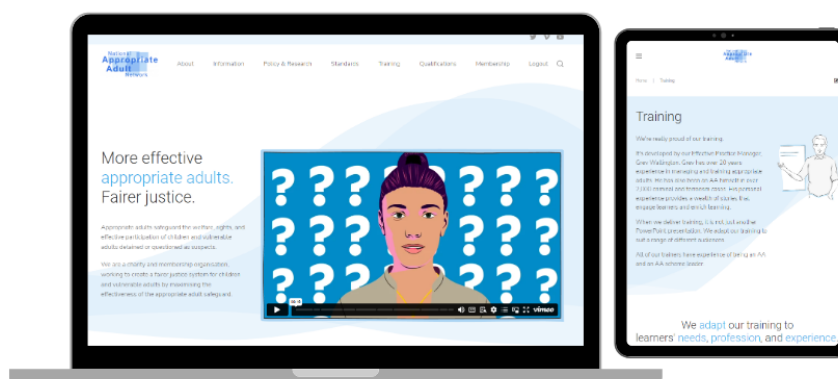
On 13th October, we conducted an externally facilitated staff and board away day to explore issues around equity, diversity, and inclusion.

Notes about what EDI means to us (individually and as NAAN) on a societal, community, and organisational level have fed into initial drafts of rewritten statement and policy.

We plan to complete and publish this policy during the following year.

New website

With the support of 3R's IT Limited and [Storm](#), we were able to redevelop our existing website, with a modern design. The new 'responsive' template means the content is much more accessible for mobile user. Redevelopment allowed us to achieve our objectives at much lower cost (in time and money) and less user disruption than building a new website. During the year we were able to test and launch the website. The new site has received positive feedback from users, and led to an increase in our views and downloads.



Financial Review

Financial performance

The Statement of Financial Activities is shown on page 21.

The surplus for the year was £20,190 (2022: £50,418). The net assets amounted to £215,320 (2022: £195,131).

Reserves policy

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of 6 to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion.

Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 6.9 months of expenditure at 2022-23 levels.

This reserve would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

General funds

The general fund enables the charity to respond quickly to opportunities and to support its long-term development. The board has decided to reduce the size of this fund. A rolling 3-year budget is in place, setting out how the general fund will be reduced responsibly and effectively, with a focus on the development of a national e-learning platform (see below).

Designated funds

The board re-designated £45,000 from the general fund to develop a national e-learning course to support local appropriate adult scheme leaders with the initial training of AAs. While expenditure was initially planned for 2022-23, this was delayed due to challenges identifying an appropriate development partner. The investment will now be made in 2023-24 and will enable the charity to work with an agency to ensure the creation of high-quality, interactive content for learners.

A major grant of £35,000 was received from Esmée Fairbairn Foundation in January 2022, part of a three-year grant totalling £105,000. This grant directly enabled us to create the new role of Operations Manager, and free up the Chief Executive to focus on our Fairer System objective. While the first year was unrestricted (as part of the Foundation's Covid-19 response) these funds were spent during the year, and incoming funds of £35,000 during 2022-23 were placed in a restricted fund.

Funding sources

Our deep and sincere thanks to the following for their support this year:

- Home Office (Police Powers Unit)
- Esmée Fairbairn Foundation
- Allen Lane Foundation
- Our member organisations

In pursuit of our strategy, we continue to work to increase and diversify the charity's funding. This includes:

- developing relationships with charitable trusts and foundations with shared objectives.
- increasing earned income through the delivery of services to other organisations where this is in line with the charity's charitable objectives

This approach will increase the charity's sustainability and independence by reducing reliance on the Home Office.

Processes have been put in place to clearly delineate between the work undertaken under the Home Office grant and other projects and activities. For example, any work undertaken to engage with Parliamentarians is conducted outside of that grant, in line with its terms.

The breakdown of funding in 2023 was:

- Home Office: 52%
(2022: 54%, 2021: 61%, 2020: 72%)
- Other grants: 23%
(2022: 20%, 2021: 13%, 2020: 2%)
- Earned (including membership): 26%
(2022: 26%, 2021: 26%, 2020: 25%).

Fundraising

The Charity did not engage external support for fundraising during the year. No complaints have been received in respect of the Charity's fundraising activities during the financial year.

Investment policy and performance

The Board has decided that at present, funds should continue to be retained in Banks and Building Societies. Any change in such banking arrangements should be agreed by the Board. As far as possible, funds will be retained in interest bearing accounts. Income from interest amounted to 0.6% of income.

Approved by order of the board of trustees on 19th October 2023 and signed on its behalf by:



.....
Kevin Wheeler
Treasurer

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NATIONAL APPROPRIATE ADULT NETWORK LTD

Independent examiner's report to the trustees of The National Appropriate Adult Network Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the period 1 April 2022 to 31 March 2023.

Responsibilities and basis of report

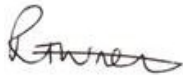
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

1. 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:
2. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
3. the accounts do not accord with those records; or
4. 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
5. 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.



Rosanna Turner ACA DChA
Calcutt Matthews WBZ Ltd
19 North Street
Ashford
Kent
TN24 8LF

Date: 19 October 2023

STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2023

	Notes	Unrestricted £	Restricted £	31.3.23 Total £	31.3.22 Total £
INCOME FROM					
Donations & legacies	2	3,041	155,000	158,041	151,051
Charitable activities	3	53,132	-	53,132	50,692
Investments	4	1,176	-	1,176	439
Total income		<u>57,349</u>	<u>155,000</u>	<u>212,349</u>	<u>202,181</u>
EXPENDITURE ON					
Charitable activities	5,6,7				
Member Support		19,217	43,234	62,451	50,474
Policy & Standards		21,962	55,587	77,549	63,384
Professional Development		27,453	24,705	52,158	37,906
Total expenditure		<u>68,633</u>	<u>123,526</u>	<u>192,159</u>	<u>151,764</u>
NET INCOME/(EXPENDITURE)		<u>-11,284</u>	<u>31,474</u>	<u>20,190</u>	<u>50,418</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>193,131</u>	<u>2,000</u>	<u>195,131</u>	<u>144,713</u>
TOTAL FUNDS CARRIED FORWARD		<u>181,847</u>	<u>33,474</u>	<u>215,320</u>	<u>195,131</u>

BALANCE SHEET at 31 March 2023

	Notes	Unrestricted funds	Restricted funds	31.3.23 Total funds £	31.3.22 Total funds £
FIXED ASSETS					
Tangible assets	8	2,442	-	2,442	3,622
CURRENT ASSETS					
Debtors	9	35,734	-	35,734	38,992
Cash at bank		162,551	33,474	196,025	182,546
Total current assets		198,285	33,474	231,758	221,538
CREDITORS					
Amounts falling due within one year	10	(18,880)	-	(18,880)	(30,029)
NET CURRENT ASSETS		179,404	33,474	212,878	191,509
TOTAL ASSETS LESS CURRENT LIABILITIES		181,847	33,474	215,320	195,131
NET ASSETS		181,847	33,474	215,320	195,131
FUNDS					
Unrestricted funds					
General funds	11	71,846	-	71,846	56,880
Esmée Fairbairn Foundation		-	-	-	26,250
Reserves		110,000	-	110,000	110,000
Total unrestricted funds		181,846	-	181,846	193,131
Restricted funds					
Home Office		-	-	-	-
Esmée Fairbairn Foundation		-	32,474	32,474	-
Allen Lane Foundation		-	1,000	1,000	2,000
Total restricted funds		-	33,474	33,474	2,000
TOTAL FUNDS		181,846	33,474	215,320	195,131

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the Year Ended 31 March 2023. The members have not required the charitable company to obtain an audit of its financial statements for the Year Ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006. The trustees acknowledge their responsibilities for:

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) 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.

The financial statements were approved by the Board of Trustees on 19th October 2023 and were signed on its behalf by:

A handwritten signature in blue ink, appearing to read 'Kevin Wheeler', with a long diagonal stroke extending from the bottom right.

.....
Kevin Wheeler
Treasurer

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, 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 2015)', and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

Income

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

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.

Support costs are those incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirement.

Going concern

The trustees and management have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern for at least one year from the date of approval of the financial statements

They have concluded that, together with the reserves, there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, and therefore, the charity continues to adopt the going concern basis.

Tangible fixed assets

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

Fixtures and fittings	- 25% on reducing balance
Computer equipment	- 25% - 50% on cost

Taxation

The charity is exempt from corporation 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 restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Designated funds are only used for a specific reason at the discretion of the trustees and reviewed annually. Further explanation of each fund is included in the notes to the financial statements.

Debtors

Debtors are amounts owed to the charity. They are measured on the basis of their recoverable amount.

Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme, with an employer contribution of 8% of gross salary. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable to the pension scheme are charged to the Statement of Financial Activities in the period to which they relate. A salary sacrifice scheme is in operation, allowing staff to reduce their salary in exchange for increased employer pension contributions, with a net zero effect on the charity. Contributions payable by the charity amounted to £18,413 (2021: £20,175).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2023 (continued)

2. DONATIONS AND LEGACIES

			31.3.23	31.3.22
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Home Office Police Powers Unit	-	110,000	110,000	110,000
Esmée Fairbairn Foundation	-	42,000	42,000	35,000
Allen Lane Foundation	-	3,000	3,000	6,000
Department for Education	3,000	-	3,000	-
Donations	41	-	41	51
	<u>3,041</u>	<u>155,000</u>	<u>158,041</u>	<u>151,051</u>

3. CHARITABLE ACTIVITIES

			31.3.23	31.3.22
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Income from				
Training and training material	26,302	-	26,302	25,633
Membership subscriptions	21,167	-	21,167	21,800
Commissioning support	4,087	-	4,087	1,539
Qualification	1,530	-	1,530	1,720
Other income	46	-	46	-
	<u>53,132</u>	<u>-</u>	<u>53,132</u>	<u>50,692</u>

4. INVESTMENT INCOME

			31.3.23	31.3.22
	Unrestricted	Restricted	Total	Total
			£	£
Deposit account interest	<u>1,176</u>	<u>0</u>	<u>1,176</u>	<u>439</u>

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3.2023	31.3.2022
	£	£
Independent examiner's fee	919	1,760
Depreciation - owned assets	<u>1,590</u>	<u>1,004</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits provided for the year ended 31 March 2023 nor for the year ended 31 March 2022. No Trustee had any beneficial interest in any contract with the charity.

Trustees' expenses

	31.3.2023	31.3.2022
	£	£
Trustees' expenses	<u>255</u>	<u>480</u>

7. STAFF

The average number of full time equivalent employees during the year was as follows:

	31.3.2023	31.3.2022
	£	£
Staff	<u>3</u>	<u>2.25</u>

The cost of employing those staff were:

	31.3.2023	31.3.2022
	£	£
Salaries and wages	137,875	103,820
National insurance	11,089	7,581
Pensions	18,413	20,175
	<u>167,377</u>	<u>131,576</u>

No employees received emoluments (employee benefits excluding employer pension contributions) in excess of £60,000 (2022: None).

The total remuneration (including gross salary, pension and employer's national insurance before reductions due to employer's allowance) of key management personnel during the year was £75,925 (2022: £75,514) of which £11,943 was employer's pension contributions (2022: 16,113).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2023 (continued)

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Office equipment £	Totals £
COST			
At 1 April 2022	521	8,678	9,199
Additions	180	230	410
Disposals	-	-	-
At 31 March 2023	<u>701</u>	<u>8,908</u>	<u>9,609</u>
DEPRECIATION			
At 1 April 2022	521	5,056	5,577
Charge for year	<u>41</u>	<u>1,548</u>	<u>1,589</u>
At 31 March 2023	<u>562</u>	<u>6,604</u>	<u>7,167</u>
NET BOOK VALUE			
At 31 March 2023	<u>139</u>	<u>2,304</u>	<u>2,442</u>
At 31 March 2022	<u>-</u>	<u>3,622</u>	<u>3,622</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.2023 £	31.3.2022 £
Trade debtors	34,882	38,234
Prepayments	<u>851</u>	<u>758</u>
	<u>35,734</u>	<u>38,992</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.2023 £	31.3.2022 £
Trade creditors	2,103	646
Other creditors	4,000	-
Deferred income	11,623	24,695
Credit card	154	114
Accrued expenses	<u>1,000</u>	<u>4,574</u>
	<u>18,880</u>	<u>30,029</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2023 (continued)

11. MOVEMENT IN FUNDS

	At 1.4.2022	Net movement in funds	At 31.3.2023
	£	£	£
Unrestricted funds			
General fund	56,880	(30,034)	26,846
E-learning fund	0	45,000	45,000
Esmée Fairbairn Foundation	26,250	(26,250)	-
Reserves	110,000	-	110,000
Restricted funds			
Home Office	-	-	-
Esmée Fairbairn Foundation	-	32,474	32,474
Allen Lane Foundation	2,000	(1,000)	1,000
TOTAL FUNDS	195,131	20,190	215,320

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

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	12,349	42,383	(30,034)
E-learning fund	45,000	0	45,000
Esmée Fairbairn Foundation	-	26,250	(26,250)
Reserves	-	-	-
Restricted funds			
Home Office	110,000	110,000	-
Esmée Fairbairn Foundation	42,000	9,526	32,474
Allen Lane Foundation	3,000	4,000	(1,000)
TOTAL FUNDS	212,349	192,159	20,190

11. MOVEMENT IN FUNDS (CONTINUED)

The purposes of the funds are as follows:

Restricted**Home Office**

To support and represent organisations providing appropriate adult services to children and vulnerable adults in police custody and voluntary interviews.

Allen Lane

For development and delivery of our appropriate adult training offer, with a focus on developing an e-learning platform. The fund supports staff time and technical costs.

Esmée Fairbairn

To build a just and inclusive criminal justice system that prevents miscarriages of justice, by transforming safeguards for vulnerable people detained or questioned by police (those most at risk of having their rights denied). While year one of a three-year grant agreement was unrestricted as part of the Foundation's Covid-19 response, this year was restricted.

Designated

General fund: To enable the charity to respond quickly to opportunities and to support its long-term development. The board has decided to reduce the size of this fund (see below).

E-learning fund: To develop a national e-learning course to support local appropriate adult scheme leaders with the initial training of AAs.

Reserves

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of between 6 and 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion. Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 6.9 months of expenditure at 2022-23 levels (2022: 8.7 months). This would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2023 (continued)

11. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds

	At 1.4.2021	Net movement in funds	At 31.3.2022
	£	£	£
Unrestricted funds			
General fund	40,546	16,334	56,880
Esmée Fairbairn Foundation	-	26,250	26,250
Garfield Weston Foundation	9,167	(9,167)	-
Reserves	95,000	15,000	110,000
Restricted funds			
Home Office	-	-	-
Allen Lane Foundation	-	2,000	2,000
TOTAL FUNDS	144,713	50,418	195,131

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

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	36,181	(19,847)	16,334
Esmée Fairbairn Foundation	35,000	(8,750)	26,250
Garfield Weston Foundation	-	(9,167)	(9,167)
Reserves	15,000	-	15,000
Restricted funds			
Home Office	110,000	(110,000)	-
Allen Lane Foundation	6,000	(4,000)	2,000
TOTAL FUNDS	202,181	(151,764)	50,418

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the Year Ended 31 March 2023.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2023**INCOME AND ENDOWMENTS**

	31.3.2023	31.3.2022
	£	£
Donations and legacies		
Donations	41	51
Grants	158,000	151,000
	<u>158,041.33</u>	<u>151,051</u>
 Charitable activities		
Membership subscriptions	21,167	21,800
Training and training material	26,302	25,633
Commissioning support	4,087	1,539
Qualification	1,530	1,720
Other income	46	-
	<u>53,132</u>	<u>50,692</u>
 Investment income		
Deposit account interest	1,176	439
Total incoming resources	<u>212,349</u>	<u>202,181</u>

This page does not form part of the statutory financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2023 (continued)

EXPENDITURE

	31.3.2023	31.3.2022
	£	£
Charitable activities		
Wages	137,875	103,820
Social security	11,089	7,581
Pensions	18,413	20,175
Travel and subsistence	1,135	145
Training, Events and Groups	8,955	1,775
Staff training	534	1,020
	<u>178,002</u>	<u>134,516</u>
Support costs		
Management		
Administration	526	7,795
Fixtures and fittings	41	-
Computer equipment	1,548	1,004
Fundraising	-	-
Independent review of user involvement	-	-
Premises	3,373	2,219
Printing and stationery	83	128
Professional Fees	360	537
Recruitment	-	486
Travel and subsistence	-	-
Sundries	741	586
	<u>6,673</u>	<u>12,755</u>
Finance		
Bank charges	161	154
Information technology		
Communications and IT	5,983	2,098
Governance costs		
Trustees' expenses	422	480
Professional fees	-	-
Independent examiners' remuneration	919	1,760
Accountancy and legal fees	-	-
	<u>1,341</u>	<u>2,240</u>
Total resources expended	<u>192,159</u>	<u>151,764</u>
Net income/(expenditure)	<u>20,190</u>	<u>50,418</u>

This page does not form part of the statutory financial statements.

THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

England & Wales - Charity number 1104765

Accounts



Annual Report

2021 | 22

Report of the Trustees and
Unaudited Financial Statements for the year ended 31 March 2022

The National Appropriate Adult Network Ltd
19 North Street
Ashford
Kent
TN24 8LF

Accounts independently examined by
Calcutt Matthews - Chartered Accountants

	Page
Report of the Trustees	3 to 16
Independent Examiner's Report	20
Statement of Financial Activities	21
Balance Sheet	22
Notes to the Financial Statements	24 to 30
Detailed Statement of Financial Activities	32 to 33

Reference & Administrative Details

Company number	04680035 (England and Wales)
Charity number	1104765
Registered office	19 North Street, Ashford, Kent, TN24 8LF
President	The Lord Patel of Bradford OBE
Patron	Professor Gisli Gudjonsson CBE
Chair	Penelope Gibbs (from 16.12.21) Stephen Gray (interim from 22.10.21 to 16.12.21) Ian Blackie (interim from 01.11.20, retired as trustee 21.10.21)
Treasurer	Kevin Wheeler FCA (from 09.04.21)
Other trustees	Adam Smith (retired 19.05.21) Andrew Ward (retired 30.06.22) Charles Rose Donna Buffong Laura Hornby (from 13.07.22) Lynn Frusher Matthew Haynes Michelle Dixon Sharrel Collman (from 16.12.21) Stephen Gray Suzanne Nash
Chief Executive & Company Secretary	Christopher Bath FRSA
Independent examiner	Rosanna Turner ACA DChA Calcutt Matthews Chartered Accountants 19 North Street, Ashford, Kent, TN24 8LF
Bankers	Unity Trust Bank, 9 Brindleyplace, Birmingham, B1 2HB

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the Year Ended 31 March 2022. 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 2015).

Structure, Governance & Management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Trustee recruitment and appointment

The charity is governed by a Board consisting of up to thirteen trustees. Trustees are primarily elected at the AGM by, and from within, the full membership of the organisation. However, a maximum of six trustees can be co-opted by the Board to ensure a diverse mix of skills, experience and perspectives. An induction pack is provided for new trustees.

All trustee appointments are time-limited under the governing document. Individuals are appointed for a period of three years, after which they must retire but can stand for a further three-year period.

The Board conducted open recruitment for a new Chair of Trustees. Penelope Gibbs became Chair in December 2021. Penelope has extensive experience of charity governance and volunteering in the justice system. Penelope founded, and is Director of, Transform Justice - a charity which advocates for a fairer, more open, humane and effective justice system.

Organisational structure

NAAN is a registered charity governed by a trustee board. Major decisions on strategy, policy and expenditure are made by the board. Day to day decision-making is delegated to the chief executive.

Remuneration policy

Remuneration policy is guided by the need to attract and retain high performing people, ensure financial sustainability, and fairness in the context of the market. The chief executive's salary is reviewed by the board's finance committee and changes must be approved by the board. Staff salaries are determined by the chief executive in line with annual budgets approved by the board.

Risk management

The Board maintains a detailed risk register, which was reviewed during the year. The major risks to which the charity is exposed have been considered, with particular focus on events that would seriously impede its operations. Steps to mitigate risks are summarised below.

NAAN's treasurer is a qualified chartered accountant. Financial records are maintained on a secured cloud-based system. Monthly, accounts are reconciled, and cash flow and budget are monitored. Management accounts are reviewed by the Board quarterly. Payroll is calculated by an external company. NAAN has dual authorisation for all bank payments. NAAN is annually subjected to an Independent Examination by external accountants.

To preserve NAAN's reputation, the charity exercises great care to ensure that communications are factually accurate and in line with organisational policy.

Roles and responsibilities are clearly defined by the Board in writing and reviewed annually. Rules for the appointment and retirement of Board members are clearly defined in the governance document. New trustees sign a formal agreement covering conflicts of interest.

NAAN complies with data protection law and is registered with the ICO. Data is held within the secure cloud-based systems which are compliant with data protection legislation. Where required, physical copies of information are stored in secure storage units.

Appropriate insurance policies are in place and are reviewed annually.

The primary risks are: loss of income through AA scheme consolidation reducing membership numbers; a reliance on a key Home Office grant agreed annually; and the loss of staff members.

These risks are mitigated via our reserves policy, annual reviews of membership fees, seeking a multi-year agreement with the Home Office, and a strategic focus on income diversification (grant funding from other sources and opportunities for earned income where they are in line with our charitable objectives).

Objectives & Activities

The charity has referred to the Charity Commission's guidance on public benefit when reviewing aims and objectives in planning future activities. In particular, the board considers how planned activities contribute to the aims and objectives they have set.

Charitable Objects

The charity aims to benefit the public by achieving the objectives as set out in its constitution. These are:

- a) To promote the care of children and young people under 18 years and the care of people of any age who are mentally vulnerable as a result of mental ill health, learning disability, neurodevelopmental disorder or any other reason and who are detained or otherwise questioned under the Police and Criminal Evidence Act 1984 by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.
- b) To promote or assist in the promotion of, the sound administration of the criminal justice system by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.

Vision

Every child and vulnerable person detained or questioned as a suspect is treated fairly with respect for their physical and mental welfare, can exercise their legal rights and entitlements, and can participate effectively.

Mission

To maximise the effectiveness of appropriate adults as a safeguard for children and vulnerable people by strengthening local provision, informing the public, and contributing to a fairer system.

Strategic Objectives

1. Strengthened local provision
2. Informed children, vulnerable people, and supporters
3. A fairer system
4. Increased impact

Activities

NAAN seeks to achieve its objectives through: -

Professional Development

- Providing events for scheme co-ordinators, appropriate adults and others
- Sharing training resources with members to assist appropriate adults training
- Delivering training and qualifications

National Standards

- Publishing national standards to inform commissioners, managers, practitioners and accountability bodies
- Promoting and supporting the adoption of national standards

Information, Advice & Guidance

- Providing resources for commissioners, providers, appropriate adults and the public
- Providing regular updates on effective practice, evidence, legislation and policy
- Supporting engagement between appropriate adult schemes and commissioners that will improve the availability and quality of services
- Assisting potential appropriate adult volunteers find a local scheme

Informing Policy

- Listening to, and consulting with, appropriate adult schemes
- Working with central and local government departments, police forces and organisations, the Youth Justice Board, inspectorates, charities and other stakeholders towards improving policy,
- Contributing to public discourse via articles, events, networking, website and social media

Membership on 31st March 2022

England (excluding London)

Anglia Care Trust
Bedfordshire and Luton EDT
Bedford Borough Council
Bedfordshire YOS - [new](#)
Birmingham YOS
Blackpool AA Service
Bracknell Forest EDT
Bristol YOT
Bury Council – [new](#)
Cambridgeshire YOS - [new](#)
Caring for Communities and People
Catch22 Merseyside
Central Bedfordshire Council
CGL South Yorkshire AA Scheme
Child Action Northwest
Cloverleaf Advocacy
Cornwall & Isles of Scilly YOS
Coventry Emergency Duty Team
Coventry YOS
Diverse Social Care Provision – [new](#)
Dudley Youth Offending Service - [new](#)
East Sussex YOT
Exit Foundation - [new](#)
Gateshead YOT
Grimsby YOS (North East Lincs)
Hampshire Constabulary
Hertfordshire Youth Justice Service
Hull University Students' Union (HUSSO)
Leicestershire Police
Leicestershire YOS
Luton Borough Council
Luton YOS
Middlesbrough and Stockton Mind
Milton Keynes YOT
Nini Social Care - [new](#)
North Lincolnshire YOS
North Yorkshire County Council
North Yorkshire YJS
Northumbria Healthcare NHS Trust
Office of the PCC for Merseyside
Office of the PCC for Staffordshire - [new](#)
Ongo Recruitment
Onside Advocacy
Open Road Appropriate Adult Service
Oxfordshire YOS
PoHWER Advocacy
Potton Kare Services
Royal Borough of Windsor & Maidenhead YOT
Sandwell Children's Trust
Sefton YOT
Serenity Welfare
Shah and Co Estates Ltd - [new](#)
Slough Borough Council
Solihull YOS
Somerset YOT
St. Helens YOS
Stockton YOS
Stoke-on-Trent YOS
Surrey Appropriate Adult Volunteer Scheme

Swindon YOT
The Brandon Trust AA Service
University of Sunderland – NLASS
Warwickshire YJS
West Berkshire Council - Specialist MH Team
West Berkshire YOT
West Sussex YOS AA Service
Wiltshire IYS Volunteer AA Scheme
Wokingham Borough Council
Wolves Appropriate Adult
Wrexham Youth Justice Service
YMCA Trinity Group
York YOT
Young Lives Foundation
YSS

London

Colindale Appropriate Adult Scheme (Barnet)
Hammersmith & Fulham YOS
Havering Social Care Academy
Southwark AA Scheme
Wandsworth YOT
Westminster AA Volunteer Service
West London Forensic Social Work Service (NHS)

Wales

Adferiad Recovery
Blaenau Gwent & Caerphilly YOS
Cardiff YOS
Carmarthenshire YSS
Ceredigion YJS
Digartref Cyf
Gwynedd & Môn YJS
Monmouthshire & Torfaen YOS
Neath Port Talbot YOT
Newport YOS
Powys YJS
Vale of Glamorgan YOS

Northern Ireland

MindWise

UK wide

Appropriate Adults UK
Headway, the brain injury association
The Appropriate Adult Service

Other territories

Childline Gibraltar
Isle of Man Government

Local youth offending teams are variously referred to as Youth Offending Service (YOS), Youth Offending Team (YOT) and Youth Justice Service (YJS) or integrated into wider an Integrated Youth Service (IYS) or Youth Support Service (YSS)

Achievement & Performance

Charitable Activities

Our strategic objectives

1. Strengthened local provision

We will strengthen local community organised schemes to deliver more effective, efficient, consistent and sustainable appropriate adult support for children and vulnerable people.

2. Informed children, vulnerable people and supporters

We will empower children, vulnerable people, parents, family, friends and professionals to make well informed choices and increase the effectiveness of familial and other non-scheme appropriate adults.

3. A fairer system

We will work with others to make the wider system of rights and safeguards work in a fairer way for children and vulnerable people.

4. Increased impact

We will make the charity more effective, efficient and sustainable.

Objective 1: Strengthened local provision

Membership network

KPI: 8 new members

Over the year, the Board was pleased to accept membership applications from 14 organisations.

On 31st March 2022, NAAN had 101 members (see page 6). This represents a slight reduction, almost entirely as a result of organisations no longer providing AA services. This is part of a continuing trend in which a small number of organisations provide AAs in more areas.

"[You] are constantly monitoring all aspects/organisations associated with Appropriate Adults, constantly fighting our corner for us, constantly keeping us up to date with the most important information, constantly supporting us, finding such interesting people to talk to us which in turn opens their eyes to what happens on the 'coal face'..... my list goes on and on."

NAAN member

National standards

KPI: 250 downloads

The *national standards for the development and provision of AA schemes* are a foundation stone for NAAN's work. As such, they contribute to all our strategic objectives, including our work with policy makers, partner agencies, providers, as well as those responsible for locally developing or commissioning AA schemes.

There were 914 downloads of the *National Standards 2018* during the year.

E-updates

KPI: 40 e-updates published

We sent 51 e-updates over the course of the year, keeping our member services up to date with developments in law, policy, research, and practice.

The status and use of remote legal representation for children and vulnerable adults detained and interviewed by police was a key theme.

Member advice and support

KPI: 120 requests met

We provided a national phone and email advice and support service for local scheme leaders, researching answers and responding in an accurate, timely and comprehensive way.

At 98 cases, demand for support has remained steady after a rise during the previous year. We met 100% of requests.

Coordinators' knowledgebase

KPI: 6 new articles published

We continued to develop our online knowledgebase for local AA leaders, which acts as a 24/7 central hub of information and guidance for those managing appropriate adult schemes.

We published 10 articles, taking the total to 186.

The most popular pages related to supporting the Covid-19 response (e.g. managing referrals, testing for Covid, vaccinations, updates on protocol on remote legal representation).



A word cloud demonstrating the breadth of member queries

Appropriate adult's knowledgebase

KPI: 5 new articles / 150 new users

We continued to expand, maintain and promote our practitioner's knowledgebase, *iKAAN*.

This 24/7 service helps AAs navigate a complex set of legislation, case law, codes, and best practice.

We added 27 new articles and 212 appropriate adults registered for a free account.

Direct training and development

Last year we reported a 35% increase in the number of appropriate adult training days we delivered.

This year saw a further unprecedented increase in demand.

A total of 366 people benefited from our direct appropriate adult training (an increase of 59% on last year) across 19 organisations:

- Birmingham YOS
- Blackpool Youth Offending Service
- Bury Childrens Services
- Catch-22 Merseyside
- Catch-22 Stoke
- Central Bedfordshire Council
- Coventry Youth Offending Service
- Dudley YOS
- Hull University Students Union
- London Borough of Hammersmith and Fulham
- London Borough of Havering
- Luton YOS
- Medway Youth Services
- Mersey Care NHS Foundation Trust
- Rainbow Therapeutic
- Sandwell YOT
- The Appropriate Adult Service Ltd
- Underley Gardens
- West London NHS Trust

We continue to receive positive feedback about our training. In 2021-22:

- 87% of learners said their knowledge or skills had improved "a great deal" or "a lot"
- 89% of learners said they would be taking actions or doing something differently as a result of the training

"The training was very in depth, informative and filled with lots of examples of case law. It was also interactive, creating great opportunities to participate in the training, engage in discussion, and practice role play in small breakout rooms. Thank you Grev."

"The trainer was excellent. His passion and enthusiasm were evident. He kept us all engaged throughout the 3 days, no mean feat! He was very knowledgeable and happy to answer any questions. Even though I have done AA training before and about 3 refresher trainings, I still learnt more."

E-learning

KPI: Complete feasibility study on online platform

NAAN provides its members with a national training pack –this was downloaded 25 times.

The increasing demand from local schemes for our direct training is welcome but is exceeding our capacity to deliver it.

Part of our solution is to develop a national, self-paced, e-learning product that enables us to scale direct training of AAs.

This will work to support local scheme leaders to make the best use of their training resources, and focus face to face time on the most complex and important areas.

In August 2021, we received an initial grant of £6,000 from the Allen Lane Foundation towards development of this solution.

During the year we:

- Surveyed our membership about demand, spending, and content.
- Developed specification for platform requirements
- Set a budget for creative (videos, interactive learning etc)
- Researched hosting platforms
- Mapped learning outcomes against the OFQUAL-accredited qualification and national standards
- Agreed an 'iterative design' approach.

Our sincere thanks to the trustees of the Allen Lane Foundation, without whose support this work would not have been possible.

Qualifications

KPI: 36 new learners registered

We work in partnership with awarding body Gateway Qualifications, and our members, to offer three accredited qualifications for AAs.

2021-22 was a challenging year for the qualifications project, caused by a lack of resources both for us and our members, in part due to the ongoing impact of Covid-19.

During the year 18 AAs completed the qualification and 8 new learners registered.

From January, we made significant changes in. We added staff, improved internal processes, and offered more support to local tutors.

A key achievement was that Gateway Qualifications awarded NAAN 'direct claims' status, meaning we are now trusted to directly award the qualification, with a sample being external verified.

Events for local scheme leaders

KPI: 6 events / 95% will change their practice

As part of our Covid-19 response, we replaced our normal series of three 'in-person' professional development days around the country with a series of more frequent free online events.

During the year we delivered 5 events for local scheme leaders.

Members' meetings

We held 4 members' meetings in April, May, July, and December. Total attendances were 173.

Covid-19

3 of these meetings focused on "Leading AAs during Covid-19". These were used to discuss guidance and best practice, disseminating information on the responses of relevant agencies (e.g., remote legal advice), identifying implementation issues (e.g. PPE).

Along with our online guidance and e-updates, these played a critical role in enabling NAAN to ensure local AA schemes were co-ordinated and well informed at all times.

Mental Capacity in AA Practice

Our December members' meeting (paired with our AGM) focused on reflecting on the role of mental capacity in appropriate adult practice

"Thank you for organizing a professional and smooth event. I really enjoyed the session and took a lot away from it."

Police complaints training (for local leaders)

Delivered in partnership with Bhatt Murphy Solicitors, this training for local AA scheme leaders supported the *Making Police Complaints: Webinar for Appropriate Adults*. It enabled them to support appropriate adults as they developed and applied their knowledge when supporting people.

Events for frontline AA practitioners

Police complaints training (for practitioners)

We facilitated a free training session for appropriate adults, on increasing understanding about how complaints can be made about police.

The training was delivered in partnership with Bhatt Murphy Solicitors who were funded by the Legal Education Foundation.

People who detained or questioned by police sometimes have complaints. However, there are barriers to children and vulnerable people accessing the complaints system. Appropriate adults do not have a role in that system. However, they do have a role in explaining people's rights and supporting them to use those rights.

Training AAs to understand the police complaints system, and to be able to talk knowledgeably with the people they support, is part of the solution.

- 116 attendances
- 97% of attendees said their knowledge has improved because of the training.
- 95% said they felt confident to support a child or vulnerable adult in making a police complaint after the training.



National development and commissioning guidance

KPI: 6 new users / 4 tenders reference standards

We continued to offer all public sector bodies free access to our online knowledgebase.

The guidance is provided in a practically focused Q&A format, bridging the gap between the national standards and the practical challenges of scheme developers and commissioners, who usually have very limited time to devote to the issue of AA provision.

By the end of the year:

- 8 new scheme commissioners / developers in 6 local authority areas registered
- 39 people were registered in total
- 11 new tender specifications for AA provision referenced compliance with our national standards.

Commissioning support

KPI: 8 areas supported / 4 opportunities shared

In addition, we provided free development and commissioning support to 15 local areas.

We also supported commissioners by disseminating 11 contract opportunities to our network of providers (up from 6 last year).

- London Borough of Newham
- Derbyshire
- Plymouth
- Lincolnshire
- Surrey
- London Boroughs of Bexley, Lewisham and the Royal Borough of Greenwich (a tri-borough service)
- Lancashire
- London Borough of Bromley
- Merseyside
- Cambridgeshire and Peterborough
- Wiltshire

YPO

We continued our partnership with YPO, purchasing body owned by local authorities, with whom we developed a “Dynamic Purchasing System” (DPS) for AA services. The DPS is designed to make it as efficient as possible for authorities to commission high quality AA provision.

During the year:

- 10 provider organisations applied to join the DPS, of which 5 were approved.
- 6 commissioners confirmed they would use the DPS for their next contract
- 5 contracts were awarded via the DPS

National volunteering portal

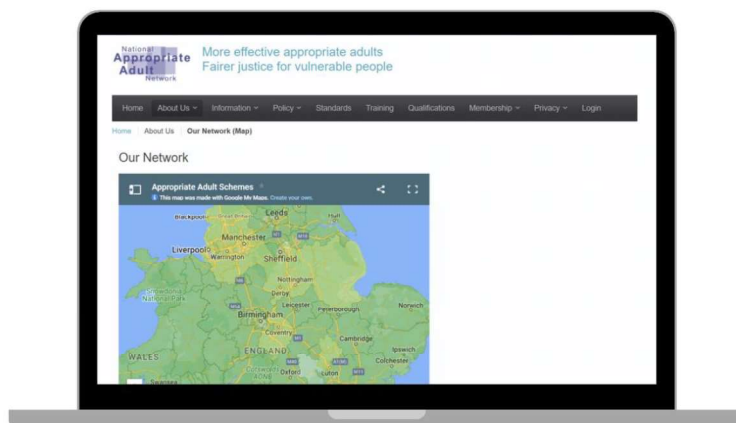
KPI: 16,000 view of information + map

We provided online information for prospective volunteers and kept our online interactive national map updated, allowing potential volunteers to identify local schemes.

During the year, our:

- network map was viewed 8,072 times
- information on becoming an AA was viewed 14,834 times, (2021: 13,999, 2020: 10,387).

We also provided information to 50 potential volunteers who made contact by email and phone (up from 39 last year).



Objective 2: Informed children, vulnerable people and supporters

Information: children & vulnerable people

KPI: 1,500 web page views

Recorded web page views were as follows:

- 380 views: Information for people who need an AA
- 957 views: Vulnerability Identification Cards
- 15,902 views: About appropriate adults

Subject to securing the necessary resources, we would like to further develop our web-based information and resources for children and vulnerable people.

We also sense that there may be a need for a professionally staffed helpline for people affected by police custody and voluntary interviews.



Information: families & supporters

KPI: 200 views/ 40 queries

There were 707 views of our 'Information for family members' web page

We answered 57 phone or email queries from supporters and vulnerable suspects.

There were 2,111 downloads of key documents from our website, consisting of:

- A quick guide for appropriate adults
- Being an appropriate adult: an independent guide
- Complaining about unfair treatment

We also worked in partnership with Dr Miranda Bevan, to produce [an information video for familial appropriate adults](#).

The funding for Dr Bevan, the animators and voice actors was provided by ESRC UKRI, via the London School of Economics. Our contribution was largely in-kind, with a small funding contribution.

Over 150 AAs provided feedback on a rough version before final publication in February 2022.

Northamptonshire Police began piloting the video's integration with custody processes.

We designed a poster featuring a QR code that people can scan with their phones to watch the video (see top right).

We published a video implementation web page for police forces and community organisations.

English and Polish captions were added. Then, with thanks to Mark Lewis (National Police Contract Manager – Language Services) and the kind support of Chanon Calverley and The Big Word Group, we secured pro-bono translations for an additional five languages.



Objective 3: A Fairer System

All children and vulnerable people are supported by an appropriate adult

Improving the identification of vulnerability

Evidencing the issue and measuring change

We continued to work on our *There to Help* research series, which focuses on the rate at which adults are identified as PACE vulnerable and therefore provided with an appropriate adult.

We had an 84% response rate to our information requests to all police forces in England and Wales. This covered the percentage of adult detentions recorded as needing an AA between April 2019 and December 2021. We will analyse the data next year.

We continued to disseminate our previous *There to Help* research reports:

- 2133 downloads of *There to Help* reports
- 2083 downloads of associated documents (e.g. executive summary and infographic)

Mainstreaming AA data in management information

We secured the inclusion of (a) police requests for AAs and (b) average times from request to attendance in the new national Custody Performance Management Framework, established by the National Police Chiefs Council (NPCC). This should mean that in future, key data relating to the securing of appropriate adults becomes standardised across all police forces, and is available as management information.

Supporting improved identification

We presented at NPCC Custody Forum on identifying and responding to vulnerability, in collaboration with Dr Laura Farrugia.

As a member of the Forum's working group on risk, we secured consideration of a new expanded national risk assessment tool.

We developed a 90-minute training seminar on PACE vulnerability. We delivered five sessions to a total of over 70 police, healthcare professionals and NHS Liaison and Diversion staff working in police custody.

- 95% of training attendees said it increased their understanding of the role of AA and when they are required.
- 83% of training attendees said resulting changes in their practice would lead to more vulnerable people being identified.

We were commissioned by Phoenix Futures (a Liaison and Diversion provider) to deliver the training to their team.

We also secured agreement from College of Policing to input into development of their new immersive 'Hydra' custody vulnerability training. We attended the first trial session and provided feedback. As a result, the training scenario was amended to promote deeper consideration of the need for an AA and include interaction with familial AAs.



Chart 1: % of police detentions in which the need for an appropriate adult was recorded

Chart 2: % recorded need for appropriate adults in adult police detentions vs voluntary interviews

Source: *There to Help 3* (2020), NAAN

Addressing the lack of statutory responsibility

Children and vulnerable people do not always have a person known to them who can act as their appropriate adult.

Since 1998, there has been a legal duty on local authorities to ensure that a child has an appropriate adult.

However, there is no such legal duty to provide AAs for 'vulnerable adults', such those with learning disabilities, mental ill health, brain injuries, or autistic people.

This has resulted in precarious service arrangements, variable funding levels, difficulties improving quality, and inability to meet demand.

Despite the role having always been part of social work, increasing numbers of local authorities have decided to defund services, due to the need to make budget cuts to maintain statutory services.

As AAs must be independent of police, this is not a problem that forces can solve.

We highlighted this issue in *There to Help* (2015), which was commissioned by the Home Secretary.

As in other years, this year we continued to encourage the Government to facilitate a solution.

We were invited by the Home Office to present to the Strategic Custody Meeting, which involves a range of justice stakeholders, in 2022.

We met with the new Police and Crime Commissioners who are leading nationally on custody and mental health (Lisa Townsend, Surrey and Emily Spurrell, Merseyside) to raise the issue.

For resource reasons, we were unable to focus on this long-term issue to the extent we would have liked.

However, our new grant from Esmée Fairbairn Foundation (see below) will provide the basis for a sustained focus over coming three years.

Increased confidence in AAs, founded on rigorous evidence.

Supporting and coordinating academic efforts to improve the evidence base

We collaborated with Dr Roxanna Dehaghani on a successful bid for a jointly supervised PhD (starting October 2022) funded by the ESRC Doctoral Training Programme. The successful candidate will complete a Masters in Research Methods followed by PhD related to appropriate adults, and will receive around £15,000 per year.

We co-organised a Vulnerability Flash Talks event under the British Society of Criminology (BSC) Vulnerability Research Network (VRN) which we co-founded and launched last year.

We contributed to the Steering and Advisory Groups for Dr Vicky Kemp's (Nottingham) Nuffield-funded research project Digital Legal Rights: Improving Procedural Safeguards for Young Suspects, chaired by Lord Carlisle.

We met with two academics considering Masters and PhDs on appropriate adults, to discuss possible research questions.

We were interviewed by an academic conducting research on the impact of Covid-19 and met with another working on international terrorism.

Working with other professions

There were 474 views of our 'information for related professions' web pages.

We completed 64 requests for information and advice from individuals from other professions, such as police and legal representatives.

In response to the Child Q case, we added a page to our website for teachers and educational establishments. This had 97 views in the 8 days before the end of the year.

We recorded a video about the role of AAs for the SOLDA-CJS app, a project by Vicky Sandy-Davis (Coventry University). to provide information for staff working with people with learning disabilities and/or autism who come into contact with the Criminal Justice System.

We contributed to a literature review by the Association for Youth Justice on the impact of Covid-19 on children at the police station.

Maintaining and strengthening rights

Covid-19 and remote legal advice

2021-22 continued, somewhat unexpectedly, to be dominated by Covid-19.

We continued to play an important role both in terms of supporting local areas and influencing national stakeholders.

We advocated against the continuation of 'emergency innovation' of remote legal representation under the Joint Interim Interview Protocol (JIIP), agreed by the National Police Chiefs Council, Crown Prosecution Service and solicitor's representative bodies.

Our partnership with Transform Justice and Fair Trials International remained an important part of this advocacy. Our joint report on the impact of remote legal advice on children and vulnerable people, *Not remotely fair?*, was downloaded 594 times over the year.

Our work played a central role in securing a revised JIIP (version 3) in May 2021 - guaranteeing in-person legal representation for children and vulnerable.

"The report and the representations you made were most helpful in considering changes to the Joint Interim Interview Protocol".

- Crown Prosecution Service

Supporting the implementation of JIIP version 3 generated a large amount of activity and meant other less time-sensitive activities had to be delayed. This included work ensuring our members were informed, but also producing a 1-minute video for social media to raise awareness amongst familial AAs, and police officers.

We had our monthly Support group meeting last night and I was delighted to hear that very shortly remote advice is to be banned for juveniles and vulnerable adults in custody. Not before time and a real win for you guys who I know put a huge amount of effort in to brokering this change. Well done and keep up the good work".

- NAAN Member

*"Most legal professionals in our study agreed that children and vulnerable suspects were more negatively affected by the lack of F2F legal assistance...
...face-to-face assistance should be provided to children, and adults whose vulnerabilities have been identified",*

- Interim report, ESRC funded study

Then, just when all appeared settled and we were about to refocus on planned work, we had to respond to proposals for JIIP version 4 (which reintroduced the possibility of remote legal representation for children and vulnerable adults in limited circumstances).

We re-prioritised our work again, engaging with our members and the national stakeholders via surveys, meetings, emails, and calls.

In September 2021, the ESRC UKRI funded research project on remote interviewing led by Professor Gavin Oxburgh, Northumbria University (for which we supported the finding application last year), provided an interim report.

Despite our strong and repeated representations, the signatories agreed version 4 in October 2021.

We continued to coordinate with Transform Justice and Fair Trials International as they secured a QC's opinion on the legality of the JIIP, which resulted in an indication that it may be unlawful. We met with other organisations, including the Youth Justice Board, Association for Youth Justice, Association of Police and Crime Commissioners, Dr Vicky Kemp, Professor Michael Zander, the Legal Aid Agency, and the Law Society, to highlight the issue and risks.

We published a detailed rationale so that AA schemes and police could be clear about the risks of remote representation.

We wrote new operational guidance for scheme leaders, scheme AAs and information for the public (familial AAs).

We continued to monitor developments via our membership and contacts in police forces.

Pleasingly, the use of remote for children and vulnerable people did not re-emerge in practice. Solicitors and legal representatives provided in-person representation as they had under JIIP version 3, with any issues being hyper-focused on one or two small areas of the country. In those areas, we engaged practically to provide support to try to resolve the issues.

Boards and groups

NAAN continued to provide national representation as a member of a range of operational and policy coordination groups, including:

- National operational partners meeting (chaired by the Home Office bi-weekly)
- National Strategic Custody Meetings
- PACE Strategy Board (Police and Criminal Evidence Act 1984)
- National Police Chiefs Council: National Custody Calls
- Youth Justice Board: Quality of Advocacy Working Group (legal advice)
- Independent Office for Police Conduct: External Stakeholder Reference Group
- Association for Youth Justice (AYJ).

Meetings

In addition to those listed elsewhere in this report, we held one to one meetings on various issues with organisations in:

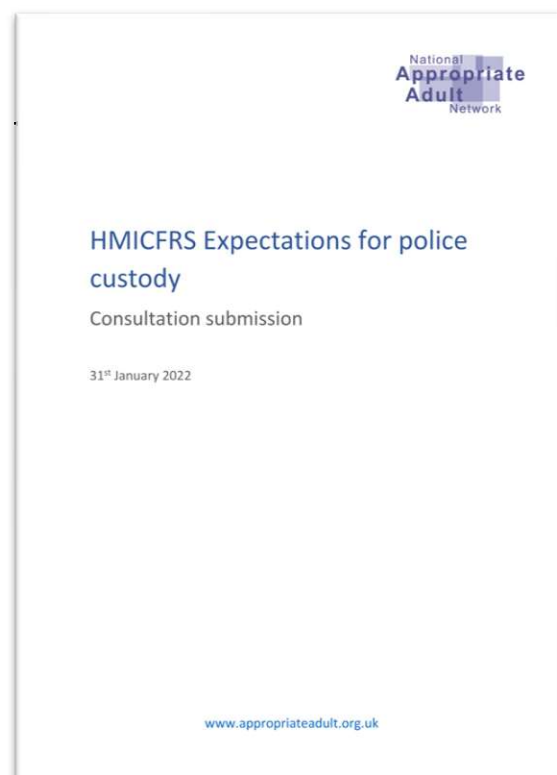
- Civil society (e.g. Just for Kids Law; ICVA),
- Academia (e.g. Dr Vicky Kemp)
- Policing (NPCC; Deputy PCC for West Midlands)
- Justice (Youth Justice Board; Ministry of Justice Digital Team).

Events We attended a range of events including:

- YJB Systems Mapping event
- Effective Participation legal guide (Doughty Street Chambers, Youth Justice Legal Centre)
- Crest Advisory report launch (Out of court disposals and diversion programmes)
- Cross-Government Event on Liaison and Diversion Services
- Roundtable on overnight detention of children and young people in police custody, hosted by Just for Kids Law.
- AYJ meeting on the experiences of black and mixed heritage boys in youth justice and racial disparity work by the YJB.

HMICFRS police custody inspection expectations

We made a submission to a consultation on revised expectations for the inspection of police custody. Our consultation response focused on identification of needs and vulnerabilities, children, authorisation of detention, remote technology, complaints, accountability, and appropriate adults.



Objective 4: Increased Impact

Funding diversification

Our plans to grow the size and diversity of our income continued to develop.

We were delighted to secure two new partnerships with charitable foundations

Esmée Fairbairn Foundation

From January 2022, Esmée Fairbairn Foundation is supporting NAAN with £105,000 over three years, in aid of three main outcomes:

- Improve the identification of vulnerable suspect for whom an AA is required
- Increase the availability of high quality, sustainable AA services
- Represent appropriate adults at a strategic level, ensuring their practical experience and insights influence policy and practice.

The funding is supporting our core work, increasing our independence, and freeing up our chief executive by enabling us to hire an Operations Manager.

Allen Lane Foundation

From August 2021, Allen Lane Foundation is providing NAAN with £9,000 over 2 years, to support the development of a national e-learning platform for appropriate adult training.

New Operations Manager post

Thanks to the support of Esmée Fairbairn Foundation, we were able to increase the size of our staff team.

We ran an open recruitment campaign for the new post of Operations Manager, attracting a high level of interest. We were delighted to have Kate Tokley join us from January 2022.

New Chair of Trustees

The Board established a recruitment committee to conduct an open recruitment process to appoint a new Chair of Trustees.

There were three applicants with experience across business, public bodies and charities. The Board accepted the committee's recommendation, and Penelope Gibbs became Chair in December 2021.

Penelope has extensive governance experience, including as Chair of the Standing Committee for Youth Justice, and has also volunteered in the justice system as a magistrate. Having first worked for the Prison Reform Trust, in 2012 Penelope set up (and is Director of) Transform Justice - a charity which advocates for a fairer, more open, humane and effective justice system in England and Wales.

Board diversity and inclusion

As part of our Equality, Diversity and Inclusion Strategy work, we undertook an anonymous diversity audit to understand how diverse the Board currently is.

Financial Review

Financial performance

The Statement of Financial Activities is shown on page 21.

The surplus for the year was £50,418 (2020: £23,232). The net assets amounted to £195,131 (2020: £144,713).

Reserves policy

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of up to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion.

Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 8.7 months of expenditure at 2021/22 levels.

The increase of £15,000 reflects increased expenditure (which will increase further in 2022/23 due to the additional staff member) and the £15,000 increase in the Home Office grant, while ensuring compliance with the 9 month policy.

This reserve would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

Designated funds

A major grant of £35,000 was received from Esmée Fairbairn Foundation in January 2022, part of a three-year grant totalling £105,000. This grant has directly enabled us to take on a third member of staff.

Future years will be restricted. However, as part of the Foundation's Covid-19 response, year one is unrestricted.

While technically unrestricted, a designated fund was established to ensure distinction between the grant, reserves (as above) and general funds, supporting the proper management of the grant in line with the Foundation's wishes. It also improves transparency given that the timing of the grant significantly affected our annual surplus.

General funds

The general funds are the foundation for the implementation of our new strategy to increase NAAN's sustainability and impact. An unexpected and significant increase in demand for our training, combined with a swift move to online delivery, contributed further to the size of the general fund.

While implementation of the new strategy was again slowed by the continued need to respond to Covid-19, the trustees and chief executive remain committed to increasing expenditure in pursuit of its objectives.

This has now begun in earnest with the creation of the new Operations Manager role, which increases core expenditure in the coming years.

A new 3-year budget has been developed and agreed, setting out how the general fund will be reduced responsibly and effectively, with a focus on the development of a national e-learning platform, as well as on updating our website which is well over a decade old.

Funding sources

Our deep and sincere thanks to the following for their support this year:

- Home Office (Police Powers Unit)
- Esmée Fairbairn Foundation
- Allen Lane Foundation
- Our member organisations

In pursuit of our new strategy, we continue to work to increase and diversify the charity's funding. This includes:

- developing relationships with charitable trusts and foundations with shared objectives.
- increasing earned income through the delivery of services to other organisations where this is in line with the charity's charitable objectives

This approach will increase the charity's sustainability and independence by reducing reliance on the Home Office.

Processes have been put in place to clearly delineate between the work undertaken under the Home Office grant and other projects and activities. For example, any work undertaken to engage with Parliamentarians is conducted outside of that grant, in line with its terms.

The breakdown of funding in 2022 was:

- Home Office 54% (2021: 61%, 2020: 72%)
- Other grants 20% (2021: 13%, 2020: 2%);
- Earned 26% (2021: 26%, 2020: 25%).

Fundraising

The Charity did not engage external support for fundraising during the year. No complaints have been received in respect of the Charity's fundraising activities during the financial year.

Investment policy and performance

The Board has decided that at present, funds should continue to be retained in Banks and Building Societies. Any change in such banking arrangements should be agreed by the Board. As far as possible, funds will be retained in interest bearing accounts. Income from interest amounted to 0.2% of income.

Approved by order of the board of trustees on 1st December 2022 and signed on its behalf by:



.....
Kevin Wheeler
Treasurer

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NATIONAL APPROPRIATE ADULT NETWORK LTD

Independent examiner's report to the trustees of The National Appropriate Adult Network Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the Year Ended 31 March 2022.

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

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



Rosanna Turner ACA DChA
Calcutt Matthews
Chartered Accountants
19 North Street
Ashford
Kent
TN24 8LF

Date: 12/12/2022.....

STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
INCOME FROM					
Donations & legacies	2	35,051	116,000	151,051	114,770
Charitable activities	3	50,692	-	50,692	41,515
Investments	4	439	-	439	635
Total income		<u>86,181</u>	<u>116,000</u>	<u>202,181</u>	<u>156,920</u>
EXPENDITURE ON					
Charitable activities	5,6,7				
Member Support		10,574	39,900	50,474	50,801
Policy & Standards		12,084	51,300	63,384	53,475
Professional Development		<u>15,106</u>	<u>22,800</u>	<u>37,906</u>	<u>29,411</u>
Total expenditure		<u>37,764</u>	<u>114,000</u>	<u>151,764</u>	<u>133,688</u>
NET INCOME/(EXPENDITURE)		<u>48,418</u>	<u>2,000</u>	<u>50,418</u>	<u>23,232</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>144,713</u>	<u>-</u>	<u>144,713</u>	<u>121,481</u>
TOTAL FUNDS CARRIED FORWARD		<u>193,131</u>	<u>2,000</u>	<u>195,131</u>	<u>144,713</u>

These notes form part of the financial statements.

BALANCE SHEET at 31 March 2022

	Notes	Unrestricted funds	Restricted funds	31.3.22 Total funds £	31.3.21 Total funds £
FIXED ASSETS					
Tangible assets	8	<u>3,622</u>	<u>-</u>	<u>3,622</u>	<u>510</u>
CURRENT ASSETS					
Debtors	9	38,992	-	38,992	10,752
Cash at bank		<u>180,546</u>	<u>2,000</u>	<u>182,546</u>	<u>158,775</u>
Total current assets		219,538	29,500	221,538	169,527
CREDITORS					
Amounts falling due within one year	10	<u>(30,029)</u>	<u>-</u>	<u>(30,029)</u>	<u>(25,324)</u>
NET CURRENT ASSETS		189,509	2,000	191,509	144,203
TOTAL ASSETS LESS CURRENT LIABILITIES		193,131	2,000	195,131	144,713
NET ASSETS		<u>193,131</u>	<u>2,000</u>	<u>195,131</u>	<u>144,713</u>
FUNDS					
Unrestricted funds					
General funds	11	56,880	-	56,880	40,546
Reserves		110,000	-	110,000	95,000
Esmée Fairbairn Foundation		26,250	-	26,250	-
Garfield Weston Foundation		<u>-</u>	<u>-</u>	<u>-</u>	<u>9,167</u>
Total unrestricted funds		193,631	-	193,131	144,713
Restricted funds					
Home Office		-	-	-	-
Allen Lane Foundation		<u>-</u>	<u>2,000</u>	<u>2,000</u>	<u>0</u>
Total restricted funds		-	2,000	2,000	-
TOTAL FUNDS		<u>193,131</u>	<u>2,000</u>	<u>195,131</u>	<u>144,713</u>

These notes form part of the financial statements.

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the Year Ended 31 March 2022. The members have not required the charitable company to obtain an audit of its financial statements for the Year Ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006. The trustees acknowledge their responsibilities for:

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) 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.

The financial statements were approved by the Board of Trustees on 01.12.2022 and were signed on its behalf by:



.....
Kevin Wheeler
Treasurer

These notes form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, 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 2015)', and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

Income

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

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.

Support costs are those incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirement.

Going concern

The trustees and management have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern for at least one year from the date of approval of the financial statements

They have concluded that, together with the reserves, there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, and therefore, the charity continues to adopt the going concern basis.

Tangible fixed assets

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

Fixtures and fittings	- 25% on reducing balance
Computer equipment	- 25% - 50% on cost

Taxation

The charity is exempt from corporation 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 restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Designated funds are only used for a specific reason at the discretion of the trustees and reviewed annually. Further explanation of each fund is included in the notes to the financial statements.

Debtors

Debtors are amounts owed to the charity. They are measured on the basis of their recoverable amount.

Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme, with an employer contribution of 8% of gross salary. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable to the pension scheme are charged to the Statement of Financial Activities in the period to which they relate. A salary sacrifice scheme is in operation, allowing staff to reduce their salary in exchange for increased employer pension contributions, with a net zero effect on the charity. Contributions payable by the charity amounted to £20,175 (2021: £13,969).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2022 (continued)

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	31.3.22 Total funds	31.3.21 Total funds
	£	£	£	£
Home Office Police Powers Unit	-	110,000	110,000	95,000
Esmée Fairbairn Foundation	35,000	-	35,000	-
Allen Lane Foundation	-	6,000	6,000	-
Garfield Weston Foundation	-	-	-	10,000
National Lottery Community Fund	-	-	-	9,731
Donations	51	-	51	39
	<u>35,051</u>	<u>116,000</u>	<u>151,051</u>	<u>114,770</u>

3. CHARITABLE ACTIVITIES

	Unrestricted funds	Restricted funds	31.3.22 Total funds	31.3.21 Total funds
	£	£	£	£
Income from				
Training and training material	25,633	-	25,633	12,201
Membership subscriptions	21,800	-	21,800	20,243
Commissioning support	1,539	-	1,539	7,500
Qualification	1,720	-	1,720	1,511
Other income	-	-	-	60
	<u>50,692</u>	<u>-</u>	<u>50,692</u>	<u>41,515</u>

4. INVESTMENT INCOME

			31.3.22	31.3.21
			£	£
Deposit account interest	<u>439</u>	<u>-</u>	<u>439</u>	<u>635</u>

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3.2022	31.3.2021
	£	£
Independent examiner's fee	1,760	840
Depreciation - owned assets	<u>1,004</u>	<u>375</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits provided for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

	31.3.2022	31.3.2021
	£	£
Trustees' expenses	<u>480</u>	<u>58</u>

7. STAFF COSTS

The average number of full time equivalent employees during the year was as follows:

	31.3.2022	31.3.2021
	£	£
Staff	<u>2.25</u>	<u>2</u>

The cost of employing those staff were:

	31.3.2022	31.3.2021
	£	£
Salaries and wages	103,820	92,459
National insurance	7,581	6,335
Pensions	<u>20,175</u>	<u>13,969</u>
	<u>131,576</u>	<u>112,763</u>

The number of employees on a headcount basis was 2 employees from April to December 2021, rising to 3 from January 2022.

No employees received emoluments (employee benefits excluding employer pension contributions) in excess of £60,000.

The total remuneration (including gross salary, pension and employer's national insurance before reductions due to employer's allowance) of key management personnel during the year was £75,514 (2021: £67,794) of which £16,113 was employer's pension contributions (2021: 10,673).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2022 (continued)

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Office equipment £	Totals £
COST			
At 1 April 2021	521	4,562	5,083
Additions	-	4,116	4,116
Disposals	-	-	-
At 31 March 2022	521	8,678	9,199
DEPRECIATION			
At 1 April 2021	521	4,052	4,573
Charge for year	-	1,004	1,004
At 31 March 2022	521	5,056	5,577
NET BOOK VALUE			
At 31 March 2022	-	3,622	3,622
At 31 March 2021	-	510	510

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.2022 £	31.3.2021 £
Trade debtors	38,234	10,369
Prepayments	758	383
	<u>38,992</u>	<u>10,752</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.2022 £	31.3.2021 £
Trade creditors	646	2,330
Other creditors	-	-
Deferred income	24,695	22,994
Credit card	114	-
Accrued expenses	4,574	-
	<u>30,029</u>	<u>25,324</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2022 (continued)

11. MOVEMENT IN FUNDS

	At 1.4.2021	Net movement in funds	At 31.3.2022
	£	£	£
Unrestricted funds			
General fund	40,546	16,334	56,880
Esmée Fairbairn Foundation	-	26,250	26,250
Garfield Weston Foundation	9,167	(9,167)	-
Reserves	95,000	15,000	110,000
Restricted funds			
Home Office	-	-	-
Allen Lane Foundation	-	2,000	2,000
TOTAL FUNDS	144,713	50,418	195,131

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

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	36,181	(19,847)	16,334
Esmée Fairbairn Foundation	35,000	(8,750)	26,250
Garfield Weston Foundation	-	(9,167)	(9,167)
Reserves	15,000	-	15,000
Restricted funds			
Home Office	110,000	(110,000)	-
Allen Lane Foundation	6,000	(4,000)	2,000
TOTAL FUNDS	202,181	(151,764)	50,418

11. MOVEMENT IN FUNDS (CONTINUED)

The purposes of the funds are as follows:

Restricted**Home Office**

To support and represent organisations providing appropriate adult services to children and vulnerable adults in police custody and voluntary interviews.

Allen Lane

For development and delivery of our appropriate adult training offer, with a focus on developing an e-learning platform. The fund supports staff time and technical costs.

Designated**Esmée Fairbairn**

To build a just and inclusive criminal justice system that prevents miscarriages of justice, by transforming safeguards for vulnerable people detained or questioned by police (those most at risk of having their rights denied). Year one of a three-year grant agreement is unrestricted as part of the Foundation's Covid-19 response. Future years will be restricted.

Reserves

NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of up to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion. Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £110,000 designated. This equates to 8.7 months of expenditure at 2021/22 levels. The increase of £15,000 reflects increased expenditure (which will increase further in 2022/23 due to the additional staff member) and the £15,000 increase in the Home Office grant, while ensuring compliance with the 9 month policy. This would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

General fund: To enable the charity to respond quickly to opportunities and to support its long-term development. The focus of the general fund in 2022-23 will be on the creation of high-quality, interactive content for a national e-learning platform.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2022 (continued)

11. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds

	At 1.4.2020	Net movement in funds	At 31.3.2021
	£	£	£
Unrestricted funds			
General fund	26,481	14,065	40,546
Garfield Weston Foundation	-	9,167	9,167
Reserves	95,000	-	95,000
Restricted funds			
Home Office	-	-	-
London Commissioning Initiative	-	-	-
Fair Justice After Covid-19	-	-	-
TOTAL FUNDS	121,481	23,232	144,713

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

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	34,689	(20,624)	14,065
Garfield Weston Foundation	10,000	(833)	9,167
Reserves	-	-	-
Restricted funds			
Home Office	95,000	(95,000)	-
London Commissioning Initiative	7,500	(7,500)	-
Fair Justice After Covid-19	9,731	(9,731)	-
TOTAL FUNDS	156,920	(133,688)	23,232

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the Year Ended 31 March 2022.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2022**INCOME AND ENDOWMENTS**

	31.3.2022	31.3.2021
	£	£
Donations and legacies		
Donations	51	39
Grants	151,000	114,731
	<u>151,051</u>	<u>114,770</u>
Charitable activities		
Membership subscriptions	21,800	20,243
Training and training material	25,633	12,201
Commissioning support	1,539	7,500
Qualification	1,720	1,511
Other income	-	60
	<u>50,692</u>	<u>41,515</u>
Investment income		
Deposit account interest	439	635
Total incoming resources	<u>202,181</u>	<u>156,920</u>

This page does not form part of the statutory financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2022 (continued)

EXPENDITURE

	31.3.2022	31.3.2021
	£	£
Charitable activities		
Wages	103,820	92,459
Social security	7,581	6,335
Pensions	20,175	13,969
Travel and subsistence	145	(29)
Training, Events and Groups	1,775	1,939
Staff training	1,020	-
	<u>134,516</u>	<u>114,674</u>
Support costs		
Management		
Administration	7,795	7,546
Fixtures and fittings	-	34
Computer equipment	1,004	341
Fundraising	-	4,650
Independent review of user involvement	-	1,000
Premises	2,219	2,018
Printing and stationery	128	89
Professional Fees	537	295
Recruitment	486	-
Travel and subsistence	-	-
Sundries	586	35
	<u>12,755</u>	<u>16,007</u>
Finance		
Bank charges	154	165
Information technology		
Communications and IT	2,098	1,944
Governance costs		
Trustees' expenses	480	58
Professional fees	-	-
Independent examiners' remuneration	1,760	840
Accountancy and legal fees	-	-
	<u>2,240</u>	<u>898</u>
 Total resources expended	 151,764	 133,688
 Net income/(expenditure)	 <u>50,418</u>	 <u>23,232</u>

This page does not form part of the statutory financial statements.

THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

England & Wales - Charity number 1104765

Accounts



Annual Report

2020|21

Report of the Trustees and
Unaudited Financial Statements for the year ended 31 March 2021

The National Appropriate Adult Network Ltd
19 North Street
Ashford
Kent
TN24 8LF

Accounts independently inspected by
Calcutt Matthews - Chartered Accountants

	Page
Report of the Trustees	3 to 21
Independent Examiner's Report	24
Statement of Financial Activities	25
Balance Sheet	26
Notes to the Financial Statements	27 to 33
Detailed Statement of Financial Activities	34 to 35

Reference & Administrative Details

Company number	04680035 (England and Wales)
Charity number	1104765
Registered office	19 North Street, Ashford, Kent, TN24 8LF
President	The Lord Patel of Bradford OBE
Patron	Professor Gisli Gudjonsson CBE
Chair	Stephen Gray (interim from 22.10.21) Ian Blackie (interim from 01.11.20, retired as trustee 21.10.21) Richard Atkinson (retired 31.10.20)
Treasurer	Kevin Wheeler FCA (from 09.04.21) Dipak Kothari FRSA FCCA (retired 01.04.21)
Other trustees	Adam Smith (retired 19.05.21) Andy Ward Charlie Rose Donna Buffong Lynn Frusher Matthew Haynes (from 18.10.21) Michelle Dixon Pip Lake-Benson (retired 23.10.20) Sue Nash
Chief Executive & Company Secretary	Chris Bath FRSA
Independent examiner	Rosanna Turner ACA DChA Calcutt Matthews Chartered Accountants 19 North Street, Ashford, Kent, TN24 8LF
Bankers	Unity Trust Bank, 9 Brindleyplace, Birmingham, B1 2HB

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the Year Ended 31 March 2021. 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 2015).

Structure, Governance & Management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

The charity is governed by a Board consisting of up to thirteen trustees. Trustees are primarily elected at the AGM by, and from within, the full membership of the organisation. However, a maximum of six trustees can be co-opted by the Board to ensure a diverse mix of skills, experience. An induction pack is provided for new trustees.

All trustee appointments are time-limited under the governing document. Individuals are appointed for a period of three years, after which they must retire but can stand for a further three-year period.

The Board is currently undertaking an extensive search for a new Chair of Trustees. An open recruitment process has been adopted to support our commitment to equality, diversity and inclusion and secure the best possible candidates. To allow for this process to be carried out effectively, two existing board members have acted as Chair on an interim basis.

Organisational structure

The management of the charity is the responsibility of the Board. Major decisions on policy and expenditure are made by the Board. Day to day decision-making is delegated to the Chief Executive Chris Bath, who was appointed by the Board in March 2013.

Risk management

The Board maintains a detailed risk register, which was reviewed and adjusted during the year. The major risks to which the charity is exposed have been considered, with particular focus on events that would seriously impede the operations of the charity. Steps to mitigate risks are summarised below.

NAAN's Treasurer is a qualified chartered accountant. Financial records are maintained on a secured cloud-based system, Xero. Monthly, accounts are reconciled, and cash flow and budget are monitored. Management accounts are reviewed by the Board quarterly. Payroll is calculated by an external company. NAAN has dual authorisation for all bank payments. External accountants are used to support the preparation of annual accounts.

To preserve NAAN's reputation, the charity exercises great care to ensure that communications are factually accurate and in line with organisational policy.

Roles and responsibilities are clearly defined by the Board in writing and reviewed annually. Rules for the appointment and retirement of Board members are clearly defined in the governance document. New trustees sign a formal agreement covering conflicts of interest.

Data is held within the secure cloud-based systems. Where required, hard copies of information are stored in secure storage units. NAAN complies with data protection law and is registered with the ICO.

Appropriate insurance policies are in place and are reviewed annually.

The primary risks are loss of income through AA scheme consolidation (reducing membership numbers); a reliance on a key Home Office grant agreed annually; and given the very small size of the staff team, the loss of staff members.

These risks are mitigated via our reserves policy, annual reviews of membership fees, seeking a multi-year agreement with the Home Office, and a strategic focus on income diversification (grant funding from other sources and opportunities for earned income in line with our charitable objectives).

Objectives & Activities

The charity has referred to the Charity Commission's guidance on public benefit when reviewing aims and objectives in planning future activities. In particular, the Board considers how planned activities contribute to the aims and objectives they have set.

Charitable Objects

The charity aims to benefit the public by achieving the objectives as set out in its constitution. These are:

- a) To promote the care of children and young people under 18 years and the care of people of any age who are mentally vulnerable as a result of mental ill health, learning disability, neurodevelopmental disorder or any other reason and who are detained or otherwise questioned under the Police and Criminal Evidence Act 1984 by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.
- b) To promote or assist in the promotion of, the sound administration of the criminal justice system by the provision of support and guidance for, and the promotion of best practice amongst appropriate adult services.

Vision

Every child and mentally vulnerable adult detained or interviewed by police has their rights and welfare safeguarded effectively by an appropriate adult.

Mission

To gather, develop and share knowledge, skills and standards that inform, inspire and support effective appropriate adult policy and practice.

Strategic Objectives

Improve practice: More children and vulnerable adults are safeguarded by effective appropriate adults operating to national standards.

Improve policy: National and local policy development and implementation enable appropriate adults to be effective.

Improve ourselves: NAAN is a more effective, efficient and sustainable organisation.

Activities

NAAN seeks to achieve its objectives through: -

Professional Development

- Providing events for scheme co-ordinators, appropriate adults and others
- Sharing training resources with members to assist appropriate adults training
- Delivering training and qualifications

National Standards

- Publishing national standards to inform commissioners, managers, practitioners and accountability bodies
- Promoting and supporting the adoption of national standards

Information, Advice & Guidance

- Providing resources for commissioners, providers, appropriate adults and the public
- Providing regular updates on effective practice, evidence, legislation and policy
- Supporting engagement between appropriate adult schemes and commissioners that will improve the availability and quality of appropriate adult services
- Assisting potential appropriate adult volunteers find a local scheme

Informing Policy

- Listening to, and consulting with, appropriate adult schemes
- Working with central and local government departments, police forces and organisations, the Youth Justice Board, inspectorates, charities and other stakeholders towards improving policy, guidelines and legislation
- Contributing to public discourse via articles, events, networking, website and social media

Membership on 31st March 2021

England (excluding London)

Active 8 Support Services
Anglia Care Trust
Bedfordshire and Luton EDT - **new**
Bedford Borough Council - **new**
Birmingham YOS
Blackpool AA Service - **new**
Bracknell Forest EDT
Bristol YOT
Caring for Communities and People
Catch22 Northamptonshire
Central Bedfordshire Council - **new**
CGL South Yorkshire AA Scheme
Child Action Northwest
Cloverleaf Advocacy
Cornwall & Isles of Scilly YOS
Coventry Emergency Duty Team - **new**
Coventry YOS
Cumbria Youth Offending & Prevention Service - **new**
Devon and Cornwall Police
Dorset Advocacy
East Sussex YOT
Focus Findings UK - **new**
Gateshead YOT
Grimsby YOS (North East Lincs)
Hampshire Constabulary
Hertfordshire Youth Justice Service
Hull University Students' Union (HUSO)
Kaedi Recruitment Agency - **new**
Leicestershire Police
Leicestershire YOS
Luton Borough Council - **new**
Luton YOS
Middlesbrough and Stockton Mind
Milton Keynes YOT
North Lincolnshire YOS
North Yorkshire County Council
North Yorkshire YJS
Northumbria Healthcare NHS Trust
Office of the PCC for Merseyside
Ongo Recruitment
Onside Advocacy - **new**
Open Road Appropriate Adult Service
Oxfordshire YOS
PoHWR Advocacy
Poplar HARCA - **new**
Potton Kare Services - **new**
Professional Advocacy Support Service (PASS)
Royal Borough of Windsor & Maidenhead YOT
Sandwell Children's Trust
Sefton YOT
Serenity Welfare
Slough Borough Council - **new**
Slough Youth Offending Team - **new**
Solihull YOS
Somerset YOT
St. Helens YOS
Stockton YOS
Stoke-on-Trent YOS
Surrey Appropriate Adult Volunteer Scheme

Swindon YOT- **new**
The Brandon Trust AA Service
University of Sunderland – NLASS
Warwickshire YJS
West Berkshire Council - Specialist MH Team
West Berkshire YOT - **new**
West Sussex YOS AA Service
Wiltshire IYS Volunteer AA Scheme
Wokingham Borough Council
Wolves Appropriate Adult - **new**
Wrexham Youth Justice Service - **new**
YMCA Trinity Group
York YOT
Young Lives Foundation
YSS

London

Colindale Appropriate Adult Scheme (Barnet)
Croydon Voluntary Action
Hammersmith & Fulham YOS - **new**
Havering Social Care Academy
Hounslow YOS
Southwark AA Scheme
Sutton Council
Wandsworth YOT
Westminster AA Volunteer Service
West London Forensic Social Work Service (NHS)

Wales

Blaenau Gwent & Caerphilly YOS
Cardiff YOS
Carmarthenshire YSS
Ceredigion YJS
Digartref Cyf
Gwynedd & Môn YJS
Hafal
Monmouthshire & Torfaen YOS
Neath Port Talbot YOT
Newport YOS
Powys YJS
Vale of Glamorgan YOS

Northern Ireland

MindWise

UK wide

Appropriate Adults UK
Headway, the brain injury association
The Appropriate Adult Service
The Children's Society - **new**
Vaughan Training & Consultancy - **new**

Other territories

Childline Gibraltar
Isle of Man Government

Local youth offending teams are variously referred to as Youth Offending Service (YOS), Youth Offending Team (YOT) and Youth Justice Service (YJS) or integrated into wider an Integrated Youth Service (IYS) or Youth Support Service (YSS)

Achievement & Performance

Charitable Activities

Our strategic objectives for 2020/21

1. Improve the efficiency, effectiveness, consistency and sustainability of appropriate adult scheme development and commissioning
2. Improve the efficiency, effectiveness and consistency of scheme leadership and coordination
3. Improve the efficiency, effectiveness and consistency of AA practitioners
4. Increase understanding of, and confidence in, the appropriate adult safeguard

Covid-19 statement

When the Covid-19 pandemic struck in March 2020, we could not have foreseen the deep and enduring impact it would have on the work of appropriate adults and of NAAN.

Impact on our members

While demand for appropriate adult (AA) services initially dropped in some areas, arrest rates quickly returned to normal (above normal in some areas). Some AAs (many of whom are older people and volunteers) had to 'shield' under Government guidance and were unavailable. Despite this, and uncertainty about the risks, AA schemes were committed to providing in-person support throughout the pandemic. They recognised that remote attendance would disadvantage children and vulnerable adults and force police to breach safeguards. This created immense workloads for local scheme leaders. Some had to attend callouts themselves, while filling rota gaps with existing AAs, recruiting and training new ones, and adapting to new technologies and practices. They had to obtain, disseminate, understand and respond to regularly updated guidance from a range of bodies. With few exceptions, local schemes met demand, in person. Local AA schemes dealt with unprecedented challenges but are undoubtedly exhausted by the immense effort.

Impact on our activities

NAAN's value as a national network was never more obvious than this year. The sector relied heavily on our representation and coordination function, which delivered a significant impact on the lives of thousands of children and vulnerable people. The pandemic did delay our new strategic plan, as we near instantly adjusted our focus to Covid-19. Operationally, we were well placed to respond to the pandemic, with staff already operating virtually. Some activities, such as events and training, required us to acquire new software and develop new skills. Board meetings were conducted by video conferencing. There was significant additional demand for support from our members and engagement with national partners. Responding to the deeply concerning invention of remote legal representation dominated our time and our impact.

Impact on expenditure

Change-related costs were relatively low. There was additional spending on contracted administration to enable our two employees to meet extra demand for support and engagement with partners. There were additional costs for software such as Zoom Webinars for large group events, but travel, venue and catering costs were removed. Spending on workforce development was delayed because staff time was redirected to the Covid response. There were limited travel-related savings as NAAN has always kept these low.

Impact on income

There were some income losses due to the switch to free member-only online events. Furthermore, the expansion of the qualification was curtailed as schemes focused on emergency response. However, we secured a grant of £9,731 from the Coronavirus Community Support Fund (via the National Lottery Community Fund), supporting our Covid-19 response work. We swiftly moved our training online and amended pricing, achieving our training income budget despite the lower prices by delivering 40% more training days than expected (with reduced travel time offsetting extra staff time).

Objective 1: Scheme development and commissioning

National standards

The national standards for the development and provision of AA schemes are a foundation stone for NAAN's work. As such, they contribute to all our strategic objectives, including our work with policy makers, partner agencies, providers, as well as those responsible for locally developing or commissioning AA schemes.

There were 1,179 downloads of the *National Standards 2018* during the year.

Compliance with our standards was explicitly referenced in the service specifications for 6 new tenders:

- Suffolk
- Croydon and Sutton
- South Yorkshire
- Hampshire, Southampton, Portsmouth, and the Isle of Wight
- Cambridgeshire and Peterborough
- London Borough of Tower Hamlets

National development and commissioning guidance

We continued to offer all public sector bodies free access to our online knowledgebase. The guidance is provided in a practically focused Q&A format, bridging the gap between the national standards and the practical challenges of developers and commissioners with very limited time to devote to AA provision.

By the end of the year:

- A further 17 new scheme commissioners / developers had registered to use the guidance
- 31 people were registered in total
- We identified 16 commissioning projects that had used the guidance, covering a total of 24 local authority areas.

Commissioning advice

In total, we provided free development and commissioning advice to 15 local areas.

We also supported commissioners by disseminating 6 contract opportunities (tenders) to our network of providers.

Our MOPAC (London Mayor's Office for Policing and Crime) funded project to provide additional support for the London AA commissioning initiative (a partnership between MOPAC, NHS England and London councils) was completed successfully during the year.

YPO

We began active work on our partnership project publicly owned purchasing body YPO, developing a "Dynamic Purchasing System" (DPS) for AA services. This purchasing framework is designed to make it as efficient as possible for authorities to commission high quality AA provision.

During the year:

- We developed a detailed template specification for users of the DPS (50+ pages), in line with our national standards.
- The DPS officially launched
- We worked with YPO to vet and appoint the first 4 providers
- The DPS received 10 commissioner expressions of interest (EOI)
- 2 commissioners committed to using the DPS to commission AA provision

Objective 2: Scheme leadership and coordination

Membership network

Over the year, we were incredibly pleased to accept new membership applications from 21 organisations, up from 8 the previous year.

This was particularly positive given the continuing consolidation trend in AA provision. Half of the 6 non-renewals were the result of combining provision across geographical areas or across children and vulnerable adults. The remaining 3 non-renewals were organisations that were not currently responsible for delivering AA provision in any geographical area.

On 31st March 2021, NAAN had 105 members (see page 6).

National volunteering portal

We provided online information for prospective volunteers and kept our interactive national map updated, allowing potential volunteers to identify local schemes.

Based on Google Analytics, our:

- online network map was viewed 10,225 times, up from 6,201 last year
- information on becoming an AA was viewed 13,999 times, up from 10,387 times last year

Although we do not promote this as a service for capacity reasons, we also provided information to 39 potential volunteers who made contact by email and phone.

E-updates

Our e-update service (typically covering developments in law, policy, research, and practice) was unsurprisingly heavily focused on Covid-19.

While we had already published 10 e-updates relating to Covid in March 2020, the demand for information did not abate as we moved into 2020/21.

More than 50% of our e-updates during the year related to Covid-19. These included alerts regarding:

- New NAAN guidance
- New guidance from third parties, such as the NPCC
- NAAN member events
- A Government consultation on proposed changes to PACE
- Member surveys, particularly in relation to remote legal advice.

The e-updates system was a critical tool in our Covid-19 response. It enabled us to rapidly disseminate guidance to members (from ourselves and others such as the police) and to get information quickly from the frontline to impact on our decisions and those of policymakers.



21
new members

Coordinators' knowledgebase

We continued to develop our online knowledgebase for local AA leaders, which acts as a 24/7 central hub of information and guidance for those managing appropriate adult schemes.

We published 40 new articles, taking the total to 176.

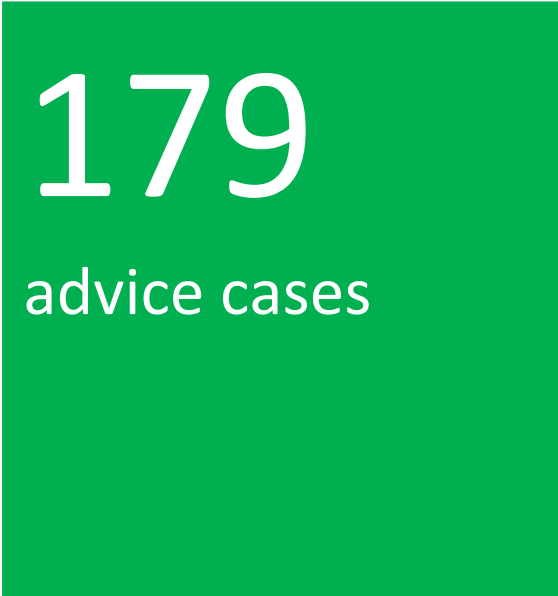
Many of these related to supporting the Covid-19 response (e.g. managing referrals, testing for Covid, vaccinations, updates on protocol on remote legal representation).

However, we also added new content on other issues, such as trauma informed practice, adverse childhood experiences, virtual court, commissioning, and assertiveness.

Overall, the resource was viewed by members 1,304 times.

Our analysis of which PACE processes required the physical presence of an AA (one of our key Covid-19 resources) was downloaded 88 times, supporting the continued presence of AAs in police custody.

In addition, the third-party Covid-19 guidance, for example the NPCC's guidance on the use of personal protective equipment (PPE) in police custody was downloaded by member organisations 326 times.



179
advice cases

Individual member advice and support

We provided a national phone and email advice and support service for local scheme leaders, researching answers and responding in an accurate, timely and comprehensive way.

At 179 cases, demand for support was around 47% higher than the previous year (and 82% higher than the year before).

Many member queries related to Covid-19, with themes including:

- Remote legal representation
- Requests for AAs to act remotely
- Testing for AAs
- Access to vaccination for AAs
- PPE
- Scheme management (e.g. how to deliver shadowing in the context of a pandemic)

However, the service continued to handle a diverse caseload, with 73% not relating to the pandemic, including:

- Effective practice
- PACE rules, changes and breaches
- Complaints
- Recruitment
- Vetting
- AA training and qualifications
- Use of AAs outside of police investigations (e.g. courts, immigration, DWP)
- Commissioning
- Supervision and support
- Operating hours
- Rota management
- Data protection and GDPR
- Legal privilege.

Events for local scheme leaders

We replaced our normal series of three ‘in-person’ professional development days around the country with a series of more frequent free online events.

During the year we delivered 8 events for local scheme leaders.

All events were recorded and uploaded onto the secure area of the website for future reference and those unable to attend.

While the Covid-19 response dominated, we were also able to deliver some non-Covid related events, on criminal exploitation and assertiveness.



300+
leader event
attendances

Members’ meetings

We held 7 members’ meetings in April, May, June, July, September, October and January. Total attendances were 293.

Covid-19

5 of these meetings focused on “Leading AAs during Covid-19”. These were used to discuss guidance and best practice, disseminating information on the responses of relevant agencies (e.g., remote legal advice), identifying implementation issues (e.g. PPE). They included guest speakers such as Rachel Johnson (National Police Chiefs’ Council) and Richard Atkinson (Law Society).

Appropriate adult assertiveness

Our October members’ meeting (paired with our AGM) focused on supporting local leaders to develop assertiveness amongst their AAs.

We facilitated a discussion around a prepared case study, which local leaders could then use locally in their own training.

Criminal exploitation

At our September members’ meeting, Becky Fédia (The Children’s Society) delivered an awareness raising session on criminal exploitation, focused on the potential for positive impact by AAs.

Criminal exploitation (local champions)

With a high level of interest from members, we pursued a partnership with The Children’s Society to deliver dedicated training on criminal exploitation to AA schemes.

In October, TCS delivered a dedicated ‘Local Champions Training’ event. This was attended by 23 local AA schemes leaders. Of feedback respondents:

- 100% said their knowledge & skills on criminal exploitation had improved
- 100% said they would do something differently as a result.

Objective 3: Appropriate adults have improved knowledge and skills

Events for frontline AA practitioners

Criminal exploitation (practitioners)

As the final stage of our partnership, The Children's Society delivered training on identifying and responding to criminal exploitation of children directly to appropriate adults. This marked a significant new approach for NAAN, which has traditionally always delivered information and support to local scheme leaders – not directly to AAs. However, it presented a highly efficient approach (and a very welcome one in the context of all those local leaders were dealing with at the time.

Over 240 AAs attended the training, and of feedback respondents:

- 99% reported that their knowledge and skills had improved
- 84% reported that they would be doing something differently because of the event.

Remote legal representation (webinar)

In January, we held a national Covid-19 event for frontline practitioners within our member schemes.

The event focused on the move to remote legal advice. It included a panel discussion, chaired by NAAN and featuring a solicitor, a legal representative, the National Police Chiefs' Council, the Police Federation, and a forensic psychologist / registered intermediary. We used a Q&A format that covered the key issues previously raised with NAAN and questioned asked on the day.

289 people attended the event, and of feedback respondents:

- 93% reported that their knowledge had improved
- 87% reported that their confidence improved
- 79% reported that they would be doing something differently, because of the event.

Remote legal (Learning Conversations)

We followed this up with a further innovation in our activities, which we called *Learning Conversations*.

Conversations were on the topic of remote legal advice and were facilitated by NAAN staff and trustees.

We found this allowed for a richness, depth and exchange of ideas that mass presentations simply cannot achieve.

However, we also learnt that this approach would suit longer term, repeated engagement (for which we do not currently have the resources) rather than the short, one-off sessions we ran. It was clear that AAs were hugely varied in their knowledge and experience. In some cases, the session was only long enough to start to identify areas for development, which may have had a short-term negative effect on their confidence.

57 AAs attended across 2 days (4 sessions) in breakout groups of 4 or 5.

Of feedback respondents:

- 85% reported that their knowledge has improved
- 81% confidence improved
- 81% will do something differently because of the event.

586
AA event
attendances

iKAAN (practitioner knowledgebase)

We continued to expand, maintain and promote our 'internet knowledgebase for the AA network' (iKAAN).

This was launched in June 2018 as a 24/7 service for AAs, as they navigate a complex set of legislation, codes of practice and case law.

We added 27 new articles in 6 topic areas. 3 topic areas were Covid-19 related:

- AAs attending custody
- Remote legal representation (from 17th May 2021)
- Summary by AA involvement.

And 3 topic areas were not Covid related:

- Solicitors and legal representatives
- Caution
- Intermediaries.

A further 316 appropriate adults registered for a free iKAAN account (compared to 95 last year).

At the end of the year, the net total after account closures was 644 people registered.

Direct training and development

This year, we provided 23 days of direct training, an increase of 35% on last year, and 40% higher than our budgeted expectation for the year.

230 people benefited from our direct appropriate adult training across 16 organisations:

- Birmingham NHS Community Services
- Bournemouth, Christchurch and Poole Council
- Brandon Trust
- Community Therapeutic Services
- Coventry YOS
- Focus Findings
- Gwynedd & Mon YJS
- London Borough of Havering
- London Borough of Sutton
- Potton Kare Services
- Slough Adult Services
- The Appropriate Adult Service
- The Children's Society
- University of Sunderland
- Wandsworth YOS
- West London Forensic Social Work Service (Broadmoor Hospital).

122 training participants completed an online feedback form:

- 98% said they were satisfied
- 98% said the training was pitched at the right level
- 98% said it struck the right balance between breadth and depth
- 92% said their knowledge or skills had improved "a great deal" or "a lot" (8% said "a little" or "a moderate amount").

230
iKAAN
registrations

We continued to offer access to the Ofqual-accredited Level 2 qualifications in Working as an Appropriate Adult, working in partnership with awarding body Gateway Qualifications and our members.

35 new learners registered for the qualification, from the following schemes:

- London Borough of Southwark Youth Offending Team
- Cumbria Youth Offending & Prevention Service
- The Appropriate Adult Service

Tender specifications published by Sutton & Croydon and Hampshire include the qualification. This is a very positive development, illustrating that commissioners value *evidence* that practitioners have achieved the necessary core learning. It is also evidence of the impact of our move to also support the local developers and commissioners of AA provision, not just schemes.

There were 1,301 views of the qualification page and 762 downloads of the qualification information document.

We reviewed and updated our guidance document for untrained AAs, ready for publication following review by the Home Office.

We also began a new partnership with Dr Miranda Bevan (London School of Economics) to develop an animated video for familial AAs.

This is based on Dr Bevan's extensive research with children in police custody. It is intended to be significantly more accessible than the core PACE Codes of Practice and existing written documentation.

The video will be available online for parents prior to attending as AA and we also hope to secure support from police forces to share the resource in custody, perhaps on digital devices.

An initial draft script was produced, and an initial illustration example was commissioned.

Academics currently working on a Nuffield funded research project in police custody in several forces (Dr Vicky Kemp and Lesley Laver) agreed to test script with children and parents.

The final resource will be available from late next year.

35
New learners
registered



Objective 4: Increased understanding of, and confidence in, the appropriate adult safeguard

Covid-19

National representation and coordination

The Covid-19 response had an immense impact on our engagement beyond the membership network.

Thanks to relationships developed in recent years, (e.g. Home Office, National Police Chiefs' Council, Police Federation, Independent Custody Visiting Association, NHS England and Law Society), NAAN was deeply involved in national coordination of the frontline response.

We also forged new relationships, such as with the Ministry of Justice, Legal Aid Agency and Crown Prosecution Service.

New weekly meetings of the national operational partners, chaired by the Home Office, were added to our usual contributions via the PACE Strategy Board and Strategic Custody meetings. We also regularly attended national custody calls between the NPCC lead for Custody and the heads of custody for each police force. We continued as members of the Independent Office for Police Conduct's External Stakeholder Reference Group.

This engagement allowed us to raise, and in some cases resolve, the issues raised by local AA schemes.

Physical attendance by AAs

As the pandemic began, AAs had been asked to support children and vulnerable people remotely (by video conference) in some police force areas.

By April 2020, we had conducted a detailed analysis of the Police and Criminal Evidence Act 1984 and Codes, identifying that the physical presence of AAs was required for key procedures, including interviews. This was with national strategic partners, and 805 copies were downloaded from our website.

We also worked with our members to develop a national position to ensure physical AA attendance at custody.

“ I am writing to you during this hugely challenging time to express my gratitude to you for your commitment to supporting children and vulnerable adults in police custody amidst this pandemic. Your perseverance, courage and continuing desire to help is greatly appreciated.

Appropriate Adults are a vital part of the criminal justice system and perform a key role in keeping the system going and avoiding miscarriages of justice.

I know that many Appropriate Adult schemes are under significant pressure at this time and facing considerable reductions in members' availability, but due to your efforts ability to meet demand remains high. I am hugely grateful for all of your work to ensure your services remain available.

By continuing to support children and vulnerable adults in police custody, you are protecting some of the most vulnerable people in society and ensuring their rights continue to be respected. ”

Kit Malthouse MP

Minister for Crime and Policing

Remote legal advice

This entirely unexpected area of work became the dominant feature of NAAN's work outside the membership network.

JIIP version 1

On 2nd April 2020, the Joint Interim Interview Protocol (JIIP) was published. This was an agreement between the National Police Chief's Council, Crown Prosecution Service and the professional associations of solicitors and legal representatives. A response to lawyer's concerns about the impact of Covid-19 on their health (and later their financial sustainability), it encouraged the use of remote legal representation in police custody and interviews – a novel concept not included in the Police and Criminal Evidence Act 1984 or its Codes of Practice (PACE).

NAAN immediately raised concerns, highlighting absence of any special processes or safeguards for children and vulnerable adults.

JIIP version 2

In response, by 24th April, the signatories published JIIP version 2. This added safeguards before remote legal advice could be used. The police must assess a child's or vulnerable adult's suitability for remote legal representation. A child or vulnerable adult must give informed consent, as must their appropriate adult.

In the coming weeks, we ran multiple member surveys. We found continuing issues, including a lack of awareness of JIIP v2 amongst police and lawyers, with children, vulnerable people and AAs not being asked for their consent to remote legal representation.

We provided extensive guidance for AAs, encouraging them to raise awareness of JIIP v2 in police custody.

Home Office proposal to amend PACE

In June, we submitted a detailed response to Home Office proposals to amend the PACE Codes to support the continuation of remote legal advice. We recognised the potential benefits of stronger legal foundations and improved compliance with safeguards. However, we raised 10 concerns related to: risks to justice, use of remote as a default, the effectiveness of consent as a safeguard, and the effectiveness of assessments of suitability by police officers. We provided 5 alternatives to amending PACE and 7 mitigating proposals if the policy proceeded for Parliamentary approval.

We raised awareness of the consultations with other organisations and informed and supported their submissions.

We also met with Home Office, Law Society, Transform Justice, HMICFRS and NPCC regarding the proposed changes.

In February, the Home Office publicly announced it would not proceed with the changes in support of JIIP.

Working with operational partners

In July, a further NAAN member survey found continuing concerns amongst AA schemes about informed consent, assessments of suitability and vulnerable suspects being disadvantaged. Members felt PACE should not be changed to support remote legal advice and supported NAAN's consultation response. Results were shared via the Home Office's weekly operational partners meeting.

In September, The NPCC wrote to all police force addressing concerns over the lack of recorded consent and asking them to improve.

In December, we worked with the Youth (legal) Practitioners Association (YPA) to deliver an online roundtable for solicitors and legal representatives, on lawyers and appropriate adults in the Covid-19 context.

Effective national representation and coordination during Covid-19

Transform Justice & Fair Trials partnership

From October 2020, we developed a critical partnership with charities Transform Justice and Fair Trials International.

Based on a survey of 315 appropriate adults within our network, covering all police forces areas in England and Wales, in February 2021 we co-published *Not remotely fair? Access to a lawyer in the police station during the Covid-19 pandemic*.

The report highlighted the severe negative impact of remote legal representation on children and vulnerable adults. The report was covered by mainstream and specialist media (The Guardian, The Justice Gap, The Law Society Gazette and Policing Insight).

We wrote a joint letter to Ministers and met with key decision-makers and officials from: Ministry of Justice, Legal Aid Agency, CPS, Law Society, London Criminal Courts Solicitors' Association, and NPCC. We engaged with civil society organisations (e.g. Criminal Justice Alliance, Alliance for Youth Justice, and Justice) and leading academics including Professor Michael Zander and Professor Ed Cape.

In March 2021, the JIIP signatories agreed to remove children and vulnerable people, starting from stage 3 of the Government's Covid-19 roadmap on 17th May.

Charities raise concerns over remote legal advice in police interviews

Groups warn that practice greatly increases chances of miscarriages of justice



Video remand hearings

The use of video remand hearings (VRH) conducted from police custody increased during the pandemic. AAs do not have a role in any court proceedings. Some AAs were asked by police to attend the hearings with defendants who they had been supporting as suspects. This was an issue because there was no defined role, guidance or funding and AA services were already stretching to meet demand.

We produced a paper on use of AAs in Video Remand Hearings, including recent amendments to Criminal Practice Directions.

To ensure it was clear that the AA role is currently limited to suspects at the investigative stage, we engaged with the Home Office, NPCC Video Enabled Justice Team, Ministry of Justice, and Judicial Office (via membership of the judge-chaired Youth Justice Working Group facilitated by HM Courts and Tribunals Service).

Youth Justice

We made a submission to HM Government Criminal Justice Board's *Covid-19 impact on Youth Justice: Mapping the journey through the system*. This included proposing amendments to reflect that AA support for children in the police station could not be delivered remotely.

A NAAN member raised a concern with us about a joint IOPC, NPCC and YJB publication, *Coronavirus & The Police: A guide for under 18s*. The guide advised children that they should expect AA support could be by telephone. We were able to secure a revised version, stating that, "An appropriate adult must attend to help you in person" and "You still have a legal right to a solicitor for legal advice".

The Guardian

Building the evidence base

Vulnerability Research Network

The British Society of Criminology (BSC) Vulnerability Research Network (VRN) was launched.

The VRN was co-developed by Dr Harriet Pierpoint, Dr Roxanna Dehaghani and NAAN, as a specialist network on vulnerability in justice, bringing together academics, policy makers and practitioners.

We attended regular meetings of the VRN steering group.

NAAN co-organised and virtually hosted the inaugural event, which was addressed by patron and former trustee Professor Emeritus Gisli Gudjonsson CBE on, 'What does it mean to be vulnerable and what are the challenges?'.

Work in Progress research group

We also created and maintained links with academics via monthly meetings of the *Work in Progress – Vulnerable Suspects and Defendants* research group.

Young suspects

We continued to contribute to the Steering Group and Advisory Group for Dr Vicky Kemp's (Nottingham University) Nuffield-funded research project *Digital Legal Rights: Improving Procedural Safeguards for Young Suspects*, chaired by Lord Carlisle

Digital communication research

We supported a successful application led by Professor Gavin Oxburgh (Northumbria University) to UKRI for funding for research into the use of digital communication for interviewing and legal representation. NAAN is an unfunded project partner, giving advice, access to participants and supporting impact.

Vulnerable suspects in DWP investigations

We supported academic Moira Tombs (University of Hertfordshire) as she developed and instigated a research project into the use (or lack) of AAs in DWP (benefits) investigations, which must follow the PACE Codes of Practice.

Encouraging and supporting better identification of vulnerable suspects

We published the *There to Help 3* report, the latest in our research series using data from police forces and NHS England.

The report was co-authored by NAAN CEO Chris Bath and Dr Roxanna Dehaghani (Cardiff University).

It found that changes to the vulnerability provisions in PACE Code C in August 2018 did not have a significant impact on the identification of vulnerable suspects.

While clinical academic research indicates that 39% of adults have a mental disorder, we found that the police recorded the need for an AA in 6.2% of adult detentions in 2018/19. This varied between forces from 0.1% to 24% and compared to 5.9% in 2017/18. The rate in voluntary interviews was only 3.5%. Thus, over 200,000 vulnerable adult suspects are not being recorded as needing an AA each year (with around 57,000 being recorded).

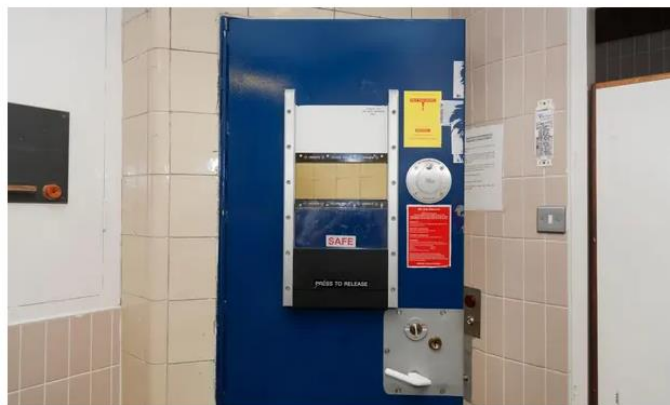
There to Help 3 also provided 10 recommendations.

The full report was downloaded 1,960 times between September and March. To further share the findings and recommendations we produced:

- Exec summary (955 downloads)
- Infographic PDF (400 downloads)
- Infographic video (217 views)
- Vulnerability video (400 views)

Report raises alarm over police detention of vulnerable suspects in England and Wales

Hundreds of thousands of people interviewed without appropriate adult present, report says



▲ A police station custody suite. Critics say officers' failure to secure the support of an appropriate adult risks making evidence unreliable. Photograph: Alamy

In its coverage of the report, The Guardian quoted Martyn Underhill, the Association of Police and Crime Commissioners' lead on police custody, as saying he would write to ministers to raise awareness of NAAN's report and seek action.

“

This latest report from NAAN is a sobering and disappointingly familiar read.

Unfortunately, the evidence collected by Naan clearly demonstrates once again how vulnerable people entering police custody are still not receiving the necessary support.

This is neither in the interests of police, suspects, nor victims and can undermine public confidence in policing and the wider justice system.

There is still a clear need for the government to determine through legislation, a responsible agency to deliver appropriate adults for vulnerable people aged 18 and over, and to provide ringfenced funding for the delivery of this resource. ”

PCC Martyn Underhill

Lead on police custody
Association of Police and Crime
Commissioners

Improving accountability

We continue to believe that a more effective accountability framework would support the development of more effective AA commissioning and provision. However, Covid-19 limited our ability to progress this objective this year.

Nevertheless, in May we submitted a response to HM Inspectorate of Probation's *Consultation on our inspection framework and programmes 2020-2021 and 2021-2022*. This set out the opportunity to include AA provision (for children) within the scope of full joint inspections of youth offending teams.

Later in the year we met with HMI Probation to discuss the inclusion of AA provision in their planned thematic on the impact of Covid-19. This resulted in a commitment to include AA provision and hold further discussion about broadening this into their wider inspection framework in future.

Ensuring independent vetting

A small number of schemes were asked to subject their AAs to vetting by the police, in addition to their own vetting procedures which include Disclosure and Barring Service checks.

This is unnecessary, inefficient, expensive, and inappropriate in terms of independence.

We worked with the National Police Chiefs' Council leads on both Custody and Vetting to address this issue. Their national guidance on vetting was amended to make explicit that AAs should not be subject to "Non-police personnel vetting". The areas seeking to apply NPPV accepted this and applied the normal approach.

Raising awareness with forensic physicians

We were asked to develop and deliver a seminar on the role of the AA for the Faculty of Forensic and Legal Medicine of the Royal College of Physicians.

Understanding racial disproportionality

We met with the Home Office regarding disproportionality and the racial diversity of appropriate adults.

We attended an event on building a diverse criminal justice workforce run by the Criminal Justice Alliance and Ministry of Justice and Ministry of Justice.

We met with the Ministry of Justice Youth Justice Policy team to discuss policy proposals in response to the Lammy Review.

We met with an individual AA to discuss the collating of resources in relation to the experiences of Black, Asian and other minority ethnic groups to support more effective practice by AAs.

Recognising neurodiversity

We contributed to *Neurodiversity in the criminal justice system: A review of evidence* by the Criminal Justice Joint Inspectorates. We did this both by attendance at a roundtable and a written evidence submission (in partnership with Dr Dehaghani).

Improving lived experience inclusion

We were extremely pleased to commission the award-winning Michaela Booth, to conduct an independent expert review into how NAAN can practically advance our commitments to service user participation.

This included reviewing our existing activities and resources, as well as our new strategy and plans. The scope included both the potential for greater inclusion of lived experience within the charity and for NAAN to effect change in the involvement of people with lived experience in the AA sector as a whole.

The report provided 11 practical recommendations, including the creation of a national user involvement lead role to drive this work across England and Wales.

Information and advice

For children and vulnerable people

Over the year, there were 1,555 views of our web page providing information for people who need an AA.

In addition, there were 229 downloads of our guide on how to make complaints.

For the families and supporters of children and vulnerable people

There were 314 views of our web page providing information for family members and other supporters of children and vulnerable adults who are subject to police investigation and/or detention.

Also see *Guidance for familial and other untrained appropriate adults* on page 14.

NAAN does not have a formal service providing direct advice to the public by phone and email.

Nonetheless, we regularly receive contact from both people subject to police investigation and/or detention and their supporters.

People are often understandably emotional and often frustrated that the 'system' has not listened to their needs or treated them fairly.

This year we responded to 57 such queries.

These queries require skilled handling and significant amounts of time. Given the very small size of our staff team, this is an area of need that we will consider further to determine how it can best be met.

For non-AA professionals

We provided a national centre of expertise about AA work for related professionals (e.g. police officers, lawyers, liaison and diversion, healthcare, researchers), responding to queries accurately and in a timely manner.

Over the year we assisted with 89 direct requests for information and advice and there were 225 page views of our information for related professions.

There were 3,710 downloads by non-members of our various PACE updates.

Organisational development

Strategic plan

In 2019, we began a strategic review of our work. This included both externally facilitated away day for staff and trustees, and detailed survey of our members.

In 2020, we developed a draft of our new strategic plan. This set out a revised vision, mission and strategic objectives. We also set out our values and ways of working for the first time.

For each strategic objective, we also developed clear “changes we want to see” and priority activities for the next five years, all underpinned by clear evidence of need.

Some of the key elements of the new strategy include:

- Ensuring the interests of children and vulnerable people are always at the centre of our work
- Expanding our support for family members who act as AAs
- Explicitly recognising our ability to work in partnership with other to effect systems change, and the value of this work
- To effectively deliver our mission, the charity needs to grow
- Strengthening sustainability and independence by diversifying our funding (developing a trusts and foundations fundraising function, and increasing earned income)
- Ensuring that equality, diversity, and inclusion (which are at the heart of the appropriate adult role) are reflected in our organisation.

The urgent need to respond to Covid-19 has delayed the formal implementation of the new strategy. However, this has not prevented us from applying the learning from the review process.

Equality, diversity and inclusion

The Board began the recruitment process for the new Chair of Trustees. In line with the values in our new strategy, this is an open recruitment campaign, actively seeking and supporting expressions of interest from people in disadvantaged or underrepresented groups.

The Booth Report (see *Driving lived experience inclusion* above) provided practical recommendations on how NAAN can practically advance our commitments to the inclusion of people with lived experience.

Development and sustainability

To make progress on the funding required to deliver our new strategy while staff were heavily focused on the Covid-19 response, we were extremely pleased to commission Selinger Consultants. Leah Selinger is a well-known and respected professional with extensive knowledge of criminal justice and vulnerability. Leah helped with:

- a 1 page visual of our new strategy
- a compelling core case for support
- researching potential funders
- a pipeline of potential applications
- developing internal skills.

In addition, Leah supported us to make four applications. By the end of the year:

- Garfield Weston Foundation granted £10k towards core costs.
- Esmée Fairbairn Foundation had accepted our expression of interest, met with us, and invited us to submit a full application
- Two other charitable funders were considering our proposals.

In addition, to free up staff time to both respond to Covid-19 and work on sustainability, we were pleased to commission Anne Harper to provide administration services to the charity throughout the year.

Financial Review

Financial performance

The Statement of Financial Activities is shown on page 23. The surplus for the year was £23,232 (2020: £2,863). The net assets amounted to £144,713 (2020: £121,481).

Reserves policy

NAAN's reserves policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of up to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion. Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £95,000 designated. This equates to 8.5 months of expenditure at 2020/21 levels. This would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support.

Designated funds

The grant from Garfield Weston Foundation was received in the final month of the year (March 2021) to be spent over the following 12 months. While technically unrestricted, a designated fund was established to ensure distinction between the grant, reserves (as above) and general funds, supporting the proper management of the grant in line with the Foundation's wishes. It also improves transparency given that the timing of the grant significantly affected our annual surplus.

General funds

The general funds are the foundation for the implementation of our new strategy to increase NAAN's sustainability and impact. While implementation has been slowed by the urgent need to respond to Covid-19, the trustees remain committed to the investments required to both increase the number of staff and diversify funding. As a small charity, the board believes it is important to be able to give new recruits confidence in the sustainability of their post. With general funds at £40,546 we will seek to take on a third employee in 2021/22 and reconsider the reserves level given the resulting increased annual expenditure.

Funding sources

In pursuit of our new strategy, we are working to. This includes increasing earned income through the delivery of services to other organisations where this is in line with the charity's charitable objectives, and developing relationships with charitable trusts and foundations with related objectives. Reflecting this change, funding from the Home Office is shown in the annual accounts as restricted funding relating to a specific project. The breakdown of funding in 2021 was: Home Office grant 61% (2020: 72%); other grants 13% (2020: 2%); earned income 26% (2020: 25%). Our thanks to the following for their support this year:

- The Home Office (Police Powers Unit)
- The National Lottery Community Fund / HM Government (Coronavirus Community Support Fund)
- The London Mayor's Office for Policing and Crime (MOPAC)
- Garfield Weston Foundation

Fundraising

The Charity engaged Selinger Consultants for a limited 10 days of fundraising support. This included developing a core case for support, identification of funders with shared interests, and support with the development of applications. The organisation was selected for its understanding and experience of vulnerability in the criminal justice system. No complaints have been received in respect of the Charity's fundraising activities during the financial year.

Investment policy and performance

The Board has decided that at present, funds should continue to be retained in Banks and Building Societies. Any change in such banking arrangements should be agreed by the Board. As far as possible, funds will be retained in interest bearing accounts. Income from interest amounted to 0.4% of income.

Approved by order of the board of trustees on 16th December 2021 and signed on its behalf by:



.....
Kevin Wheeler
Treasurer

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NATIONAL APPROPRIATE ADULT NETWORK LTD

Independent examiner's report to the trustees of The National Appropriate Adult Network Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the Year Ended 31 March 2021.

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

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



Rosanna Turner ACA DChA
Calcutt Matthews
Chartered Accountants
19 North Street
Ashford
Kent
TN24 8LF

Date: 16.12.2021.....

STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
INCOME FROM					
Donations & legacies	2	10,039	104,731	114,770	95,064
Charitable activities	3	34,015	7,500	41,515	35,995
Investments	4	635	0	635	962
Total income		<u>44,689</u>	<u>112,231</u>	<u>156,920</u>	<u>132,021</u>
EXPENDITURE ON					
Charitable activities	5,6,7				
Member Support		8,154	42,648	50,801	49,080
Policy & Standards		8,583	44,892	53,475	51,663
Professional Development		<u>4,721</u>	<u>24,691</u>	<u>29,411</u>	<u>28,415</u>
Total expenditure		<u>21,457</u>	<u>112,231</u>	<u>133,688</u>	<u>129,158</u>
NET INCOME/(EXPENDITURE)		<u>23,232</u>	<u>0</u>	<u>23,232</u>	<u>2,863</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>121,481</u>	<u>0</u>	<u>121,481</u>	<u>118,618</u>
TOTAL FUNDS CARRIED FORWARD		<u>144,713</u>	<u>0</u>	<u>144,713</u>	<u>121,481</u>

These notes form part of the financial statements.

BALANCE SHEET at 31 March 2021

	Notes	Unrestricted funds	Restricted funds	31.3. 21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	8	510	0	510	163
CURRENT ASSETS					
Debtors	9	10,752	0	10,552	1,348
Cash at bank		158,775	0	158,975	137,771
Total current assets		169,527	0	169,527	139,119
CREDITORS					
Amounts falling due within one year	10	(25,324)	0	(25,324)	(17,801)
NET CURRENT ASSETS		144,203	0	134,203	121,318
TOTAL ASSETS LESS CURRENT LIABILITIES		144,713	0	134,713	121,481
NET ASSETS		144,713	0	134,713	121,481
FUNDS					
	11				
Unrestricted funds					
General funds		40,546	0	40,546	26,481
Reserves		95,000	0	95,000	95,000
Garfield Weston Foundation		9,167	0	9,167	0
Total unrestricted funds		144,713	0	144,713	121,481
Restricted funds					
Total restricted funds		0	0	0	0
TOTAL FUNDS		144,713	0	144,713	121,481

These notes form part of the financial statements.

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the Year Ended 31 March 2021. The members have not required the charitable company to obtain an audit of its financial statements for the Year Ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006. The trustees acknowledge their responsibilities for:

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) 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.

The financial statements were approved by the Board of Trustees on 16th December 2021 and were signed on its behalf by:



.....
Kevin Wheeler
Treasurer

These notes form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, 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 2015)', and the Companies Act 2006. The financial statements have been prepared under the historical cost convention. The trustees have considered the going concern basis to be relevant.

Income

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

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.

Support costs are those incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirement.

Tangible fixed assets

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

Fixtures and fittings	- 25% on reducing balance
Computer equipment	- 25% - 50% on cost

Taxation

The charity is exempt from corporation 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. Designated funds are only used for a particular specific reason at the discretion of the trustees. The amount is reviewed annually. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme, with an employer contribution of 8% of gross salary. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate. A salary sacrifice scheme is in operation, allowing staff to reduce their salary in exchange for increased employer pension contributions, with a net zero effect on the charity. Contributions payable by the charity amounted to £13,969 (2020: £13,296).

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2021 (continued)

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	31.3.21 Total funds	31.3.20 Total funds
	£	£	£	£
Home Office Police Powers Unit	0	95,000	95,000	95,000
Garfield Weston Foundation	10,000	0	10,000	0
National Lottery Community Fund	0	9,731	9,731	0
Donations	39	0	39	64
	<u>10,039</u>	<u>104,731</u>	<u>114,770</u>	<u>95,064</u>

3. CHARITABLE ACTIVITIES

	Unrestricted funds	Restricted funds	31.3.21 Total funds	31.3.20 Total funds
	£	£	£	£
Income from				
Training and training material	12,201	0	12,201	12,627
Membership subscriptions	20,243	0	20,243	18,633
Commissioning support	0	7,500	7,500	2,500
Qualification	1,511	0	1,511	2,186
Other income	60	0	60	49.00
	<u>34,015</u>	<u>7,500</u>	<u>41,515</u>	<u>35,995</u>

4. INVESTMENT INCOME

			31.3.21 £	31.3.20 £
Deposit account interest	<u>635</u>	<u>0</u>	<u>635</u>	<u>962</u>

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3. 2021	31.3.2020
	£	£
Independent examiner's fee	840	947
Depreciation - owned assets	<u>375</u>	<u>485</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits provided for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

	31.3. 2021	31.3.2020
	£	£
Trustees' expenses	<u>58</u>	<u>288</u>

7. STAFF COSTS

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

	31.3. 2021	31.3.2020
	£	£
Staff	<u>2</u>	<u>2</u>

No employees received employee benefits (excluding employer pension costs) in excess of £60,000.

Staff numbers above represent the FTE of 2 employees.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2021 (continued)

8. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2020	521	3,842	4,363
Additions	0	720	720
Disposals	0	0	0
At 31 March 2021	521	4,562	5,083
DEPRECIATION			
At 1 April 2020	488	3,712	4,200
Charge for year	33	340	373
At 31 March 2021	521	4,052	4,573
NET BOOK VALUE			
At 31 March 2021	0	510	510
At 31 March 2020	33	130	163

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3. 2021 £	31.3.2020 £
Trade debtors	10,369	1,050
Prepayments	383	298
	10,752	1,348

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3. 2021 £	31.3.2020 £
Trade creditors	2,330	5,571
Other creditors	0	283
Deferred income	22,994	11,947
Accrued expenses	0	0
	25,324	17,801

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2021 (continued)

11. MOVEMENT IN FUNDS

	At 1.4.2020	Net movement in funds	At 31.3. 2021
	£	£	£
Unrestricted funds			
General fund	26,481	14,065	40,546
Garfield Weston Foundation	0	9,167	9,167
Reserves	95,000	0	95,000
Restricted funds			
Home Office	0	0	0
London Commissioning Initiative	0	0	0
Fair Justice After Covid-19	0	0	0
TOTAL FUNDS	121,481	23,232	144,713

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

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	34,689	(20,624)	14,065
Garfield Weston Foundation	10,000	(833)	9,167
Reserves	0	0	0
Restricted funds			
Home Office	95,000	(95,000)	0
London Commissioning Initiative	7,500	(7,500)	0
Fair Justice After Covid-19	9,731	(9,731)	0
TOTAL FUNDS	156,920	(133,688)	23,232

The purposes of the funds are as follows:

Reserves (designated): NAAN's policy is to maintain sufficient level of designated reserves to enable normal operating activities to continue over a period of up to 9 months. This policy is a medium-term measure to mitigate the risks of the charity's historical current reliance on a single grant funder that makes decisions on an annual basis, as well as risks associated with past difficulties in obtaining physical receipt of grant funding in a timely fashion. Thus, for the sake of transparency guidelines from the 'CC19: Charity Reserves –Building Resilience' have been adopted and a reserve of £95,000 designated. This equates to 8.5 months of expenditure at 2020/21 levels. This would allow NAAN the opportunity to secure alternative funding or, if necessary, to wind down its programme of support. The charity has a plan in place to diversify funding and increase staffing and will continue to review appropriate reserves levels annually to ensure funds are used effectively to support the charitable objectives.

11. MOVEMENT IN FUNDS (CONTINUED)

Garfield Weston Foundation (designated): One year of core costs grant funding, to be spent on developing our provision in line with our strategic plan. Includes work on increasing identification of vulnerable suspects, improving commissioning of AA services, and protecting rights and safeguards in policy and practice.

Home Office (restricted): To support and represent organisations providing appropriate adult services to children and vulnerable adults in police custody

London Commissioning Initiative (restricted): One year grant funding from the London Mayor's Office for Policing and Crime (MOPAC) to enable NAAN to provide assistance with implementation of new approach to the commissioning of appropriate adult services across London.

Fair Justice After Covid-19: Grant from HM Government in partnership with the National Lottery Community Fund Outcomes. Supported work to: reduce disadvantage to children and vulnerable adult suspects caused by Covid-19 and post-Covid changes; increase the knowledge and effectiveness of familial AAs; and support groups of AAs in local communities to respond effectively.

Comparatives for movement in funds

	At 1.4.2019	Net movement in funds	At 31.3.2020
	£	£	£
Unrestricted funds			
General fund	23,618	2,863	26,481
Designated fund	95,000	0	95,000
TOTAL FUNDS	118,618	2,863	121,481

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

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	132,021	(129,158)	2,863
Designated fund	0	0	0
TOTAL FUNDS	132,021	(129,158)	2,863

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the Year Ended 31 March 2021.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2021**INCOME AND ENDOWMENTS**

	31.3. 2021	31.3.2020
	£	£
Donations and legacies		
Donations	39	64
Grants	114,731	95,000
	<u>114,770</u>	<u>95,064</u>
 Charitable activities		
Membership subscriptions	20,243	18,633
Training and training material	12,201	12,627
Commissioning support	7,500	2,500
Qualification	1,511	2,186
Other income	60	49
	<u>41,515</u>	<u>35,995</u>
 Investment income		
Deposit account interest	635	962
Total incoming resources	<u>156,920</u>	<u>132,021</u>

This page does not form part of the statutory financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2021 (continued)

EXPENDITURE

	31.3. 2021	31.3.2020
	£	£
Charitable activities		
Wages	92,459	91,921
Social security	6,335	7,039
Pensions	13,969	13,296
Travel and subsistence	(29)	1,380
Training, Events and Groups	1,939	7,398
Staff training	0	50
	<u>114,674</u>	<u>121,084</u>
Support costs		
Management		
Administration	7,546	0
Fixtures and fittings	34	59
Computer equipment	341	426
Fundraising	4,650	0
Independent review of user involvement	1,000	0
Premises	2,018	884
Printing and stationery	89	72
Professional Fees	295	0
Travel and subsistence	0	531
Sundries	35	1,166
	<u>16,007</u>	<u>3,138</u>
Finance		
Bank charges	165	147
Information technology		
Communications and IT	1,944	1,357
Governance costs		
Trustees' expenses	58	288
Professional fees	0	1,984
Independent examiners' remuneration	840	947
Accountancy and legal fees	0	213
	<u>898</u>	<u>3,432</u>
 Total resources expended	 133,688	 129,158
	<u></u>	<u></u>
Net income/(expenditure)	<u>23,232</u>	<u>2,863</u>

This page does not form part of the statutory financial statements.