

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	<u>212,825</u>	<u>233,676</u>
Net income/(expenditure)	<u>5,099</u>	<u>(36,340)</u>

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

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