COMPANY LIMITED BY GUARANTEE NUMBER: 04680035

REGISTERED CHARITY NUMBER: 1104765

Annual Report

2025|26

Report of the Trustees and Financial Statements

for the year ended 31 March 2026

The National Appropriate Adult Network Limited

2 The Old Estate Yard

High Street

East Hendred

OX12 8JY

Accounts independently examined by

Chapman Worth Limited, Chartered Accountants

Reference & Administrative Details

Company number	04680035 (England and Wales)
Charity number	1104765
Registered office	2 The Old Estate Yard, High Street, East Hendred, OX12 8JY
President	The Lord Patel of Bradford OBE
Patron	Professor Gisli Gudjonsson CBE
Chair	Penelope Gibbs
Treasurer	Linda Chebib GCMA
Other trustees	Angelika Pastuszko Anne Harper (from 02.12.2025) Chris Hilliard (until 18.06.2025) Deb Thompson (from 02.12.2025) Donna Buffong (until 02.12.2025) Jacq Whitelock Kia Bailey (from 02.12.2025) Laura Hornby (until 13.07.2025) Matthew Haynes Megan Judge (from 02.12.2025) Michelle Dixon (until 02.12.2025) Sandra Wheatley Sarah Connelly Sharrel Collman (until 11.07.2026) Suzanne Nash (until 02.12.2025)
Key management	Christopher Bath, Chief Executive
Bankers	Unity Trust Bank, Nine Brindleyplace, Birmingham, B1 2HB
Independent examiner	Anna Chapman FCA Chapman Worth Limited, 2 The Old Estate Yard, High St, East Hendred OX12 8JY

Trustees' report for the year ended 31 March 2026

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 2026.

The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Chair's report

This year we were delighted to celebrate NAAN's 30th anniversary. In 1995, a small group of people running local appropriate adult schemes came to a shared conclusion: no single local service could, on its own, secure the quality, consistency and availability that children and vulnerable people need when they face police powers. Three decades later, that reasoning still holds, and the network they created now brings together more than a hundred organisations across youth justice, social care, health, policing, advocacy and academia.

However, we were deeply saddened not to share the celebrations with our friend and colleague Chris Hilliard. NAAN first worked with Chris in 2017, as members of the Care Not Custody Coalition. At that time, they were sharing their experience of being an autistic person (wrongly) arrested and detained in police custody. Chris contributed to NAAN's work in various ways, before joining the board as trustee in 2023. Chris had a deep commitment and boundless energy for making the world a better place. This spread across criminal justice, LGBTQ+ rights, and the environment. They will be remembered for their intelligence, passionate advocacy, and kindness. We hope their life, and the response of others to their loss, serves as inspiration to treat people as people, to respect everyone's rights, and use our gifts for the common good.

In 2025-26, our members told us what they needed and we responded. We answered 126 advice queries from member organisations, more than double our target and the highest number we have recorded, at a 100% satisfaction rate. Seventy people attended our professional development day in Liverpool, our highest attendance outside London in twelve years, and 231 appropriate adults joined our two national webinars. We held four network meetings for scheme leaders, published 43 e-updates, and added or updated eleven topics of practitioner guidance and eleven topics of scheme leader guidance, prompted by questions members brought to us. We trained a further 165 appropriate adults through tutor-led sessions, and provided advice to commissioners including local authorities and the Mayor's Office for Policing and Crime in London.

In the wider system, our work contributed to appropriate adults becoming more visible, and provision more accountable. Following our advocacy and practical support, HM Inspectorate of Probation began inspecting AA provision for children as part of its new youth justice framework and joined NAAN as a member. A NAAN-initiated proposal, for a single evidence-based national custody risk assessment, was submitted by the National Police Chiefs' Council custody portfolio for approval by the chiefs of all 43 police forces (and was approved shortly after the year ended). The Home Office confirmed that options for AA provision for vulnerable adults will be explored as part of the new local governance arrangements that will replace Police and Crime Commissioners in 2028.

In our 2021-26 strategy, the changes we wanted to see included “local volunteer and paid AAs having improved knowledge and skills”, and “our funding being diverse, sustainable and sufficient to deliver our objectives”. We committed ourselves to using technology to drive impact at scale, developing a new national online learning platform for AAs, and building on earned income. We set a deliberate objective of reducing the Home Office grant to no more than 50% of our total income through income growth and diversification. Right on schedule, 2025-26 was the first year that it made up less than half of NAAN’s funding.

This was in large part due to our significant investment of time and reserves in developing an innovative new training offer. Being an effective appropriate adult, our online self-guided course, launched at the end of 2024-25 as the first national training course for appropriate adults (AAs). This year access expanded to 747 AAs across 19 schemes, with 447 achieving completion by the year end. Feedback from scheme leaders and learners has been excellent, and an independent academic evaluation found that it provides valuable training, with measurable gains in knowledge for both new and experienced AAs. The NTC represents an opportunity for the sector to both adopt a consistent, evidenced standard of preparation, and to generate purpose-aligned sustainable income for NAAN as the sector’s centre of expertise.

I want to record the board's thanks to The Hadley Trust. Its support has been more than financial. The trust has validated both our belief in the power of the appropriate adult role to create a fairer justice system, and in our own power to transition to a sustainable funding model over time.

I also want to thank the Home Office Police Powers Unit. Since NAAN became a charity in 2004, Home Office grant funding has been the foundation on which this network was built. Officials have been constructive partners throughout, including during the Covid-19 pandemic, when close collaboration was critical to protecting the rights of children and vulnerable people while preventing system collapse.

It is therefore with real regret that we report that, in March 2026, we were told that the Home Secretary has closed the department's small grants programme and NAAN will receive no Home Office grant beyond 2026-27. Officials have been explicit that this reflects a departmental cost saving decision and not their assessment of appropriate adults or of NAAN's impact. While the cut represents just 0.0006% of the total overall policing budget of around £20 billion per year, it represents around half of NAAN’s expenditure budget for 2026-27, and acts as a flywheel for the other half. The charity already runs efficiently and operates with just three staff. This decision will materially affect the scale of what a small national body can do for a sector that itself remains deeply underfunded. We are keen to demonstrate the economic value of our work; and hope that the Home Office decides to judge investment in NAAN on its own merits and resumes its long-standing support across 9 Prime Ministers, 14 Home Secretaries and 23 years.

Due to our decision in 2020 to pursue a transition to social enterprise, the charity has opportunities that would have otherwise been unavailable. This year our membership grew by 18% to 112. Earned income from training and consultancy reached over £72,000. While the Home Office decision forces us to review the outputs of our facilitated strategy day in January 2026, it only vindicates our direction of travel. And our reserves, unrestricted funds, and more diverse income, enable us to make considered decisions.

2026/27 will require choices nonetheless. We will make them with our members, and in the interests of the children and vulnerable people the network exists to serve.

Penelope Gibbs, Chair

Structure, Governance & Management

Governing document

NAAN is a registered charity, controlled by its governing document, its articles of association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. The articles of association were last updated at the Annual General Meeting in December 2025.

Trustee recruitment and appointment

The charity is governed by a Board of up to thirteen trustees. Trustees are primarily elected at the AGM by, and from within, NAAN's full members. 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. No person may serve for more than three terms or nine years in total.

Organisational structure

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.

The most impactful risk (loss of the long-standing and principal grant) hit the charity in March 2026 (see pages 23-25).

Other high rated risks include: (1) that the charity's principal grant has historically been agreed and paid well into the year to which it relates (see page 24); (2) failure to secure charitable grants in an increasingly challenging environment and given the nature of our work; (3) failure to develop sustainable social enterprise income due to cuts to local funding for appropriate adult provision; (4) insufficient staff capacity, unsustainable workloads, and (5) loss of highly experienced staff. We seek to mitigate these risks via: a strategic focus on income diversification; generating earned income which delivers our charitable objectives; seeking multi-year grants; annual reviews of membership contributions; and a considered and proportionate reserves policy (see page 24).

NAAN's treasurer is a qualified member of the Chartered Institute of Management Accountants. A secure cloud-based system is used for payroll and financial records. Accounts are reconciled and cash flow and budget are monitored monthly. Management accounts are reviewed by the Board quarterly. Bank payments require dual authorisation where transfers are not locked to a NAAN account. An annual independent examination is conducted by external accountants.

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.

Appropriate insurance policies are in place and are reviewed annually.

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 2026

England

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
Bradford Youth Justice Service
Bristol Youth Justice Service
Calderdale Youth Justice Service - new
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
Gracious Haven - new
Grimsby Youth Justice Service
Hammersmith & Fulham Youth Offending Service
Hampshire Constabulary
Hertfordshire Youth Justice Service
Islington Youth Justice Service
KAG Advocacy - new
Kent Police and Crime Commissioner – new
Leeds Youth Justice Service- new
Leicestershire Police
Leicestershire Youth Offending Service
Liverpool Targeted Services for Young People
Luton Borough Council
Luton Youth Partnership Service
Mayor's Office for Policing and Crime (MOPAC)
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
Northumbria Local Appropriate Adult Scheme
Northumbria Police and Crime Commissioner – new
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
Open Road Appropriate Adult Service
Oxfordshire Youth Justice Service
POhWER Advocacy
Prilam Ltd
Restorative Solutions - new
Sandwell Children's Trust
Sefton Youth Offending Team
Serenity Welfare
Shift - new
Solihull Youth Justice Service
Somerset Youth Justice Service
Southwark Appropriate Adult Service
St Helens Youth Justice Service
Stoke-on-Trent Youth Justice Service
Sunderland Targeted Youth Services - new
Supreme Education - new
Surrey Appropriate Adult Volunteer Scheme
Teesside Mind
The Appropriate Adult Provider- new
University of Central Lancashire School of Law and Policing - new
Wandsworth Youth Offending Team
Warwickshire Youth Justice Service
We Care4Care - new
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
Windsor & Maidenhead Youth Offending Team
Wirral Youth Justice Service
Witherslack Group - new
Wokingham Borough Council
York and North Yorkshire Combined Authority Policing, Fire and Crime - new
York Youth Justice Service
Young Lives Foundation

Membership on 31st March 2026 (continued)

Wales

Adferiad Recovery
Blaenau Gwent & Caerphilly Youth Offending Service
Cardiff Youth Justice Service
Carmarthenshire Youth Support Services
Ceredigion Youth Justice Service
Flintshire Youth Justice Service - new
Gwynedd & Mon Youth Justice Service
Monmouthshire & Torfaen Youth Offending Service
Neath Port Talbot Youth Justice Service
Newport Youth Justice Service
Swansea Youth Justice Service
Vale of Glamorgan Youth Justice Service

Northern Ireland

MindWise

UK wide

Appropriate Adults UK
Centre for Justice Innovation - new
His Majesty's Inspectorate of Probation - new
The Appropriate Adult Service Ltd

Other territories

Childline Gibraltar
Isle of Man Government
States of Guernsey Home Affairs

Individual members

Akrivi Roumpou - new
Anne Harper - new
Benjamin Carroll - new
Chloe Macdonald
Dr Miranda Bevan - new
Scarlett Pickford

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.

How this report is organised

NAAN's annual action plan organises the charity's work into eight initiatives, most of which contribute to more than one strategic objective, with a coordinating table showing those contributions. This report instead reports each activity under the single strategic objective to which it contributes most. That keeps the report readable, but it understates how much individual activities do. The National Training Course, for example, strengthens local provision, gives commissioners a benchmark for quality, and generates the income that reduces NAAN's dependence on central government. Trustees will consider whether future reports should follow the initiative structure used in the action plan, so that contribution to more than one objective is visible rather than implied.

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.

Appropriate adults are a mandatory safeguard under the Police and Criminal Evidence Act 1984 (PACE), but the services that provide them are local, small, and often isolated from one another. NAAN's core function is to give those services the training, standards, guidance and peer support that no single scheme could develop alone, so that a child or vulnerable adult receives the same quality of safeguard wherever they are detained or questioned.

Supporting appropriate adults

National training course

Training is a critical determinant of whether an appropriate adult can actually do the job; until 2024 there was no national course, and every scheme trained its people differently.

Following the successful launch of the first ever national training course (NTC) for AAs in 2024-25, we saw strong uptake. The NTC (titled Being an effective appropriate adult) continues to expand across our network and beyond.

By 31st March 2026:

- 447 people had completed the course.
- 747 AAs across 19 schemes had access to the course.

We continued to invest in the course throughout the year. We held three meetings of a user advisory group, reviewed and responded to over 300 suggestions for improvement, and made substantive updates to content. These included a clearer explanation and diagram of where an AA should sit during a police interview, reformatted guidance tables, and improved consistency of case law references.

An independent academic evaluation of the NTC was completed during the year. It concluded that the course provides valuable training for both new and experienced AAs. Knowledge scores showed participants' average score on a ten-question knowledge check rising by 2.9 points after completing the course. Changes in self-rated confidence were more modest, which the evaluation suggests may reflect participants developing a more realistic understanding of the complexity of the role. Qualitative feedback highlighted that participants particularly value the practical content, role-based scenarios, and guidance on role boundaries. 90% of participants agreed that they would recommend the training (80% strongly agreed).

"I had been an AA for 5 years before I did this training, I learned things that I had never known before. It has been extremely useful and would be of great help and importance to anyone just starting out in the role."

"It is essential for every AA to take this course. It is structured really well and includes everything from the sort of pseudo-roleplay like test at the end to the custody record and custody layout examples which were things that were definitely missing when I took the training 3 years ago, it was all there... I think this will better prepare newer AAs for when they first step into custody."

Tutor-led training

Some schemes need training delivered in the room, adapted to local arrangements and giving new AAs the chance to test their thinking with a tutor and with each other.

We delivered tutor-led AA training to 165 people, across 8 organisations. 100% of learners said their knowledge or skills had improved following the training.

"Grev is a fantastic tutor. These subjects are often quite heavy topics to discuss, Grev holds attention well and keeps everything engaging."

"I thoroughly enjoyed the course. It was engaging and the depth of knowledge was very good. It has had plenty of opportunities to discuss and air my thoughts. I enjoyed the kahoot quizzes and the opportunities to test my understanding."

Qualifications

A regulated qualification offers assurance of competence rather than simply of attendance, which is why NAAN ran one; it is also expensive to run, and the sector could not sustain the price.

Following the sustainability review reported last year, the responsible wind-down of NAAN's Ofqual-accredited appropriate adult qualification service was completed during 2025-26.

All registered learners who wished to complete were supported to do so, achieving a 100% pass rate. We worked with member services and the awarding body to manage the closure smoothly.

We continue to believe that a dedicated qualification for AAs would benefit children and vulnerable people. However, the level of funding available to the sector is currently insufficient to sustain one. We set out a model for a university to consider, under which they would supply and run a qualification and pay to use the NTC. Any further action depends on a sustainable proposal from them. We remain open to sustainable partnerships in this area.

Expert webinars

National online events give appropriate adults access to specialist expertise that no individual scheme could buy in, and give people doing an isolating job a sense of the wider community they belong to.

Following our online AGM we hosted a professional development conversation *30 Years of NAAN: AAs Then, Now and Next.* attended by 51 people. Dr Miranda Bevan and NAAN co-founder Ian Blackie explored the evolution of the AA safeguard and looked ahead to what is needed next, including the recommendation from the All-Party Parliamentary Group on Children in Police Custody for a Home Office-commissioned review of the AA role, with a focus on supporting family AAs and greater specialisation for children.

In January, 180 appropriate adults attended What would a forensic psychiatrist want AAs to know? with Dr Iain McKinnon. 97% of attendees said their knowledge improved during the event.

"A really interesting an informative session, giving an insight into mental health and neurodivergence."

"Thanks very much events like this are really helpful to people who can feel a little isolated out there on the front line. It gives renewed impetus to be more proactive and also to self inform and improve my own skills."

"As well as being full of useful information it was delivered in an engaging way. The 90 minutes seemed to fly by."

Across the two events, 231 people attended, with a further 14 unique views of recordings afterwards.

Practice guidance

Appropriate adults make decisions in custody, at speed, on questions of law that even experienced police officers find difficult; iKAAN is the online knowledgebase they can consult before, during and after.

We added 8 new topics to our AA practitioner guidance and updated 3 existing pieces. New topics included the presence of AAs at strip searches, further detention, footwear impressions, Mental Health Act procedures,

whether someone acting as an AA can be supplied with an interpreter, where an AA should sit in interview, and what an AA can do if they have concerns about fitness for interview. The last of these drew directly on published research on fitness to be interviewed.

Content this year was driven substantially by the questions members actually asked us, which is a strength in terms of relevance. It also meant that some pre-planned priorities were not reached.

We commissioned significant improvements to the functionality of our knowledgebases, including a search facility. This took longer than expected but will be completed in 2026-27.

We published a revised version of our one-page flowchart guide Post-charge detention of children: a guide to transferring children refused police bail to local authority accommodation, which was downloaded 236 times in the final quarter alone. Unnecessary overnight detention of children in police cells is one of the clearest points at which the system fails children who could safely be elsewhere.

Supporting local leaders

Advice and support service

The people who run appropriate adult schemes are typically managing a statutory safeguard with very small teams and minimal internal support; NAAN provides the expert advice, peer connection and information that keeps those services running well.

We answered 126 advice queries from our member organisations, more than double our target of 50. This is a significant increase from 56 in 2024-25 and the highest number we have recorded. We achieved a 100% satisfaction rate.

The value of the service is best shown by example. In the final quarter, a member scheme reported that police were refusing to allow an AA full access to the custody record and were insisting on redactions, and that the scheme had been unable to resolve it locally. We arranged a meeting with the chief inspector, explained the relevant PACE power, and distinguished it from the force's concerns about data protection. Access was restored. Resolving this nationally, once, is more efficient for the police and for the scheme than repeated local dispute.

“NAAN’s support to members is truly invaluable. As a national body, it provides a vital sense of consistency, guidance, and professional identity across AA services, which can otherwise feel quite fragmented.”

“Cannot recommend this service enough, always helpful and always get the answers I need.”

“We always find NAAN to be very supportive. Over the past year, which has been particularly challenging, we have found their help and support invaluable.”

"Consistently demonstrated a high level of knowledge and professionalism, and their responses have always been prompt and helpful."

2025-26 member advice satisfaction survey respondents

Network meetings

Scheme leaders are often the only person in their organisation doing this job; quarterly network meetings give them a regular, structured space to compare practice, surface shared problems, find solutions others have already built, and tell NAAN what needs national attention.

We held four quarterly network meetings, attended by an average of 33 local leaders.

Connecting local leaders

Many of the problems schemes face have already been solved somewhere else in the network, so part of our role is simply knowing who to introduce to whom.

We made 9 direct connections between members during the year. In the final quarter these included connecting two member organisations facing the same two challenges: gaining access to custody out of hours following the closure of public front desks, and working with universities to recruit students as AAs.

E-updates

Law, policy and guidance affecting appropriate adults change constantly and are scattered across the Home Office, the National Police Chiefs' Council, inspectorates and the courts; our e-update is the single place scheme leaders can rely on to keep up.

We published 43 e-updates for AA scheme coordinators, keeping them up to date with developments in law, policy, research and practice. The annual average open rate was 46%.

Direct comparison with previous years should be treated with caution. During the year Mailchimp changed how it tracks and reports opens, introducing bot filtering and excluding Apple Mail Privacy Protection, and has continued to refine this.

Professional development day

Our annual in-person event is the one occasion each year when appropriate adult leaders from across England and Wales are in the same room, with police, inspectors, lawyers and researchers.

In October 2025 we held our annual professional development day in Liverpool. Seventy people attended, our highest attendance outside London in twelve years.

Sessions included: preparing for HMI Probation inspection; supporting Gypsy, Roma and Irish Traveller communities; confidentiality and safeguarding; and what policing needs from appropriate adults.

100% of attendees reported improved knowledge, and 84% said they would do something different in their work as a result.

"Always look forward to NAAN events and come away feeling grateful of the community you have built."

"It was great to mingle with other NAAN members are share our experiences and opinions on daily struggles. It's also great to meet so many people who share a passion for AA work and the value of what our teams do."

"Thank you for a really informative day, the speakers were all great."



Chris Bath (NAAN) with panellists Sue Nash (Wiltshire YJS and NAAN Trustee), Aika Stephenson (Just for Kids Law) and Sir Mark Hedley (retired judge).



Grace Preston (The Traveller Movement) answers audience questions about the issues facing people from Romany (Gypsy), Roma, and Irish Traveller communities.

Special thanks to Hoodsie Preston, IT Administrator at NAAN member CCP. They kindly gave up their time to act as our videographer for the professional development day. This was deeply appreciated by our chief executive Chris Bath, who was freed up from spending the day behind cameras and microphones.

Scheme leader guidance

Running an appropriate adult service raises questions that are managerial and legal at the same time; our scheme leader knowledgebase answers them so that each service does not have to work them out alone.

In response to member queries, we added seven topics to our Scheme Leader guidance:

- AAs being called as witnesses in court
- The Supreme Court ruling in the case of For Women Scotland vs the Scottish Ministers
- Health and safety
- Electronic referral forms
- Complaint Making
- Legal Advisors
- Lone worker guidance

We also updated existing guidance on:

- How can schemes protect the rights of trans people? (practice)
- Where can I advertise appropriate adult vacancies? (recruitment)
- Police vetting (recruitment)
- Pregnancy/new mothers (health and safety).

Recruitment support

Most appropriate adults outside the family are volunteers, and schemes consistently report recruitment as a constraint on availability; we are the national front door for people who want to do the role.

We provided information for prospective AA volunteers, including our online guidance on becoming an AA and a public list of member services. During the year:

- Our information on becoming an AA was viewed 26,051 times.
- We provided information to 58 potential volunteers who contacted us directly.
- Data for a new online map of AA schemes was sourced and prepared for publication.

Publication of the revised map was not achieved. The third-party product previously used to build it is no longer available and initial attempts to build a replacement in-house were unsuccessful. We have learned what is technically feasible and will return to this alongside the wider website development.

Supporting commissioners

Whether a child or vulnerable adult gets a competent appropriate adult quickly depends not just on the provider but how and what service was commissioned: the specification, the hours, the price and the standards written into the contract.

Advice and support

We continued to support the Mayor's Office for Policing and Crime (MOPAC) in London under our ongoing contract, including quarterly provider forum meetings overseeing the pan-London AA scheme for vulnerable adults.

We also provided direct commissioning consultancy to Camden and Islington Councils, and to another public sector member.

National commissioning guidance

Our online commissioning guidance and national template specification were updated to reflect the move from the accredited qualification to the NTC as the primary training framework. Further planned articles, including on independence, remote technology, 24-hour provision and prison visits, were not completed and carry into 2026-27.

Engagement with commissioners

In January 2026, we held a webinar for Police and Crime Commissioners and Mayors' offices. This was attended by 25 people, and raised awareness of NAAN's support for commissioners, including our consultancy offer, national standards and the NTC.

At 31 March 2026 we had 6 silver and 2 bronze commissioner members.

YPO partnership

A Dynamic Purchasing System lets any commissioner run a compliant procurement for appropriate adult services without building one from scratch, and lets providers bid without repeating the same qualification process for every area.

NAAN continued its partnership with YPO, the local authority-owned purchasing body, to operate the national Dynamic Purchasing System (DPS) for commissioning AA services. During 2025–26, the DPS saw multiple live procurements and further contract awards, including in Leeds. We also scored applicant providers seeking to join the DPS.

Impact on scheme design

Every new AA contract specification published during the year required compliance with NAAN national standards. These included specifications from Surrey County Council, Croydon Council, and Hampshire, Isle of Wight, Southampton and Portsmouth. In the last of these, individual standards were referenced repeatedly against specific aspects of the service specification.

This is the mechanism by which national standards become local practice, and it is why the standards matter beyond the document itself.

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.

Many appropriate adults are not from a scheme. They are parents, carers, relatives and friends, called to a police station at short notice, usually with no preparation and no independent source of information about what they are there to do. Their effectiveness determines whether the safeguard works for the child or vulnerable person in front of them.

Empowering family AAs through better access to independent information

A new page on Gov.uk

We co-developed the *Being an appropriate adult* public information page on Gov.uk, with the Home Office. This provides basic information for family and other untrained people on the AA role, plus links to NAAN's video and printable resources.

Video resources

Our animated video explains the role to family members in under 10 minutes. This means family members have an independent source of information about their rights and responsibilities, rather than relying on explanations from police.

Being an appropriate adult was viewed 3,578 times, an average of 10 times a day.

Eight police forces have confirmed to us that they have integrated the video into their custody or voluntary interview processes.

The Metropolitan Police developed a system that sends a text message to family members when they are asked to act as AA, including a direct link to the video and guidance.

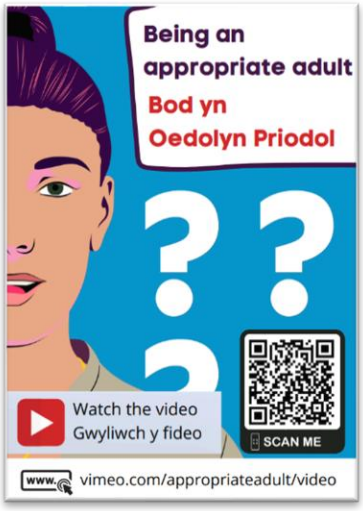
We disseminated a reach and impact survey to all force custody leads with the support of the National Police Chiefs' Council but did not receive a meaningful response. Therefore adoption by 8 forces should be read as a floor rather than an estimate.

Printable guides for family

There were 2,444 views of our *For family & other supporters* webpage, leading to 581 downloads of our printable guides, including:

- Being an appropriate adult: an independent guide
- A quick guide for appropriate adults (English)
- Canllaw cyflym i oedolion priodol (cymraeg)

We updated *A quick guide to being an appropriate adult* to include a QR code linking directly to the animated guidance video.



Information for people who need an AA

There were 25,103 views of our *About appropriate adults* webpage, and 1,017 views of our *Information for people who need an AA*..

Despite not operating a public helpline, and making this clear on our website, members of the public continued to seek our support in moments of crisis and confusion. This points to a real gap. There is no obvious place for people to access personalised independent advice and support on issues, such as how the need for an AA is determined in law, how the AA safeguard is arranged and accessed, and whether it continues to the court stage.

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.

The appropriate adult safeguard only works if the police identify the person as needing one, if a competent AA is actually available, and if the wider legal framework supports rather than undermines the role. NAAN is the only national body representing the appropriate adult perspective in the forums where those conditions are set.

Improving identification of vulnerability

A vulnerable adult who is not identified as vulnerable does not get an appropriate adult, does not get the safeguard, and does not appear in any data.

Making data visible

We updated our Vulnerability Identification Tracker, our publicly available dashboard tracking police identification of vulnerable people in police custody across all forces.

Data for earlier years came from Freedom of Information Act requests made by NAAN. Following NAAN's advocacy, this data is now part of the standard Annual Data Requirement, meaning that police forces must report data on appropriate adults to the Home Office every year. More recent figures are therefore based on official statistics.

Recognising the early stage of this data collection, and in some cases the quality of returns, we amend the data where forces can supply more accurate figures. The Tracker is therefore both the most accurate and the most accessible source available to forces, policymakers and the public.

This year's update drew on official statistics for police custody and pre-charge bail, year ending March 2024 (Home Office).

Reducing deaths in police custody

We continued to work with the Independent Office for Police Conduct (IOPC) to obtain and analyse data on whether police had secured appropriate adult support for vulnerable people who died in police custody. We doubled the scope of the research by analysing a further year of data.

The analysis is complete. Publication is subject to discussion with the IOPC, as the initial data sharing agreement provided for sharing with specified bodies rather than full publication. We are working with the IOPC to determine the most appropriate way to share the learning.

We also contributed to the Independent Advisory Panel on Deaths in Custody and participated in a joint event with the National Police Chiefs' Council, the IOPC and Thames Valley Police focused on post-custody suicide prevention.

Training police and healthcare professionals

Police officers and custody healthcare staff make the vulnerability decision; our free animated training videos explain what PACE actually requires.

Unique views of our animated PACE vulnerability training videos increased by 64% compared with 2024/25 (199 against 121).



We presented professional development seminars on PACE vulnerability and the AA procedural safeguard, healthcare professionals and the appropriate adult role in custody to:

- The Faculty of Forensic & Legal Medicine of the Royal College of Physicians (forensic doctors, nurses and paramedics)
- The joint forensic journal club of Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTW) and the Tees, Esk and Wear Valleys NHS Foundation Trust.

Towards a national custody assessment tool

Vulnerability is currently assessed using 43 different local risk assessments, which means the same person could be identified as needing an appropriate adult in one force area and not in another.

Last year we secured agreement from the National Police Chiefs' Council (NPCC) to explore a consistent, evidence-based national custody risk assessment to replace those 43 versions.

This year, as part of the working group, we collaborated with the NPCC, police forces and academics. This resulted in the submission of a formal proposal to the NPCC Chiefs' Council for national rollout. The proposal names NAAN as the instigator of the initiative, having brought together key academics in the field and signed a joint letter to the NPCC.

Improving accountability

Embedding AAs in youth justice inspections

Until 2025, no inspectorate systematically examined whether children were getting appropriate adults; a duty nobody inspects is a duty easily deprioritised.

At the start of 2025 we secured agreement from HM Inspectorate of Probation to include AA provision for children within the youth justice inspection framework. This was the first time AA provision has been systematically subject to inspection. AA work sits within domain one of the framework, which is inspected and rated in the two-week Inspection of Youth Justice Services.

As the Inspectorate prepared to apply the new framework during 2025-26, we ran a question-and-answer training session for its inspectors to develop their understanding of the AA role and what good looks like.

In October we welcomed HM Inspectorate of Probation's Head of Youth Inspection Programme, Andrea Brazier, and its Head of Policy and Standards, Helen Mercer, to our professional development day, where they presented to local AA leaders on inspection methodology and expectations.

We were also pleased to welcome HM Inspectorate of Probation into NAAN membership. This provides an ongoing and two-way channel for dialogue and learning, which should make the accountability mechanism more effective over time.

There was one two-week inspection during the year. South Tees YJS was rated “Good” for partnerships and services with AAs noted under strengths. The provision of AA services was effective, with working hours and out of hours covered by the YJS and EDT. There was additional oversight by the children in police custody steering group, chaired by the YJS head of service, which monitored children’s stays in police custody and addressed concerns about the availability of provision.

Improving police complaint handling

When something goes wrong for a vulnerable suspect, the quality of the investigation depends on whether the investigator understands what should have happened.

We worked in partnership with the Independent Office for Police Conduct to raise awareness among its staff. During 2025-26 we delivered training for IOPC investigators on expectations of police in relation to vulnerability and the appropriate adult role, first recording content and then delivering a live webinar open to all IOPC staff, with written follow-up answers.

We also contributed to the IOPC Youth Panel's Recommendation to Reality roundtable on the right to complain.

We continued our long-standing commitment to improving the quality of complaints processes for children and vulnerable people.

Improving availability

Statutory provision for vulnerable adults

There is a statutory duty on local authorities to provide appropriate adults for children. There is no equivalent duty for vulnerable adults, so no body is accountable for ensuring they can get one.

The absence of a statutory duty for vulnerable adults remained one of our most important policy priorities during the year. Without it, availability depends on local discretion and local budgets, and is constantly at risk.

In the first quarter we received an interim response from the then policing minister, Dame Diana Johnson MP, promising a full reply in due course.

In the second quarter we secured a meeting with the minister, who agreed to instruct officials to develop an options paper on statutory provision. This was the most significant movement on the issue since 2015. It was followed almost immediately by a ministerial reshuffle, and the options paper was not progressed.

Following the appointment of Sarah Jones MP as policing minister, we wrote a detailed letter and briefing in September 2025. We wrote again in November, on the immediate and longer-term implications for AA provision of the planned abolition of Police and Crime Commissioners, and in December seeking a full response.

In January 2026 we presented at the Association of Police and Crime Commissioners (APCC) quarterly custody meeting on the appropriate adult safeguard in the context of the planned transfer of PCC functions.

In the final quarter, the head of the Home Office's Police Powers Unit replied on behalf of the minister. She recognised NAAN's work, stated that it is vital that functional safeguards are in place for this group, and confirmed that options for AA provision for vulnerable adults will be explored as part of the new local governance arrangements that will replace Police and Crime Commissioners in 2028. Officials indicated that they would meet with us as that work develops.

We also worked with the APCC to update data on the source of funding for adult AAs in each force area, and updated our web pages to reflect the latest position on statutory provision.

Influencing national policy and practice

Appropriate adults are affected by decisions taken in policing, health, social care and justice policy, usually without anyone in the room whose primary concern is the safeguard itself.

During 2025-26 we:

- Contributed to work on strip search. We were consulted by the Home Office Targeted Interventions Unit on the operationalisation and unintended consequences of the new coercive internal concealment offence in the Crime and Policing Bill, and provided feedback on the NPCC's guidance on searching trans people. We await implementation of changes to PACE Code C that would extend AA protections to all strip searches.

- Progressed our work on legal privilege and confidentiality. Children and vulnerable adults have a right under PACE Code C to decide whether their AA is present during a legal consultation, but this is often not honoured because of a line in Code C stating that AAs are not subject to legal privilege, contradicting case law. Following the paper we submitted to the PACE Strategy Board, we continued to seek a Home Office response, discussed the potential for strategic litigation with the law firm Mishcon de Reya, and established a constructive relationship with the judge in the key case. The Law Society did not support our proposed change.
- Continued to raise non-PACE detentions, following the paper submitted to the PACE Strategy Board in 2024-25, and continued to await a Home Office response.
- Contributed to the NPCC voluntary interviews working group, now focused on evaluating the impact of the previous year's national guidance to police.
- Published an article on BBC Panorama's Undercover in Policing from an appropriate adult perspective, and wrote on the case of Peter Sullivan, a man wrongly convicted and later cleared, whose case illustrates the enduring risks when vulnerable suspects are not properly safeguarded.
- Presented at the Youth Practitioners Association event on police station work and trauma-informed approaches for children, addressing solicitors and barristers on the role of the appropriate adult.
- Attended the launch of the report of the All-Party Parliamentary Group on Children in Police Custody at the House of Commons, and continued to engage with the Ministry of Justice Youth Justice Policy Unit, including through the Quality of Advocacy Working Group.

Strengthening the evidence base

A new and growing academic community

Appropriate adults are under-researched relative to their statutory significance, and the research that does exist is fragmented across institutions and disciplines.

In December 2025 the Appropriate Adult Research Community (AARC) was launched to NAAN members, with 15 people attending and very positive feedback. This was followed by a public launch in March 2026.

AARC is a NAAN member initiative, founded and led by members:

- Sarah Connelly (University of Sunderland Lecturer and NAAN Trustee)
- Chloe Macdonald (Cardiff University Research Assistant and PhD Candidate)
- Scarlett Pickford (Oxford University MSc)

By 31 March 2026, the AARC had 8 members in 7 academic institutions, bringing new individual members to NAAN.

Research collaboration and support

During 2025-26 we supported or co-facilitated a number of research projects:

- PhD on AA effectiveness (Chloe Macdonald, Cardiff University). Regular co-supervision continued, and we facilitated a call for participants to scheme managers. The main constraint has been access to custody for fieldwork, because of slow and inconsistent police vetting processes.
- Appropriate adult welfare (Scarlett Pickford). We met to shape potential NAAN activities for 2026-27 that would respond to the research findings.
- Children's experiences in police custody (Dr Vicky Kemp and Dr Miranda Bevan, Nuffield-funded). We met the researchers to discuss their findings on appropriate adults, and published our own reflections on the academic evaluation of Surrey Police's child-first custody pilot.

- Gendering Police Custody (Professor Layla Skinns and colleagues). We linked member organisations in West Yorkshire with the research team, and were interviewed by Professor Jacqueline Hodgson of the University of Warwick as part of the project.
- Voluntary interviews (Rice and Skinns, N8 Policing Research Partnership). A funding application to which we contributed a letter of support as a partner was successful. One of the outputs will be a digital decision-making tool to help frontline officers assess vulnerability and secure access to appropriate adults.

We shared six research findings with members and the wider network through our communications channels during the year.

Evidence hub

Academic findings rarely reach the practitioners, commissioners and policymakers who could act on them.

The AARC produced plain-English summaries and practice implications for 15 academic papers as the core content for a new online evidence hub. Each entry covers implications for practitioners, scheme leaders and commissioners, as well as for policy and oversight. The hub will be published in early 2026-27, sitting alongside three guidance hubs, as part of a wider website redesign.

Proactive collaboration

Standing representation is how the appropriate adult perspective gets into decisions before they are made rather than after.

We continued to provide national representation for appropriate adults in strategic operational and policy spaces, including:

- Home Office PACE Strategy Board (quarterly)
- Home Office national operational partners meetings (bi-weekly)
- NPCC Strategic Custody Board (quarterly)
- IOPC External Stakeholder Reference Group (quarterly)
- Ministry of Justice Quality of Advocacy Working Group (quarterly)
- NPCC voluntary interview working group
- NPCC national risk assessment working group
- NPCC strip search of trans people critical friends panel
- Independent Advisory Panel on Deaths in Custody
- Alliance for Youth Justice

We also strengthened relationships with a range of partners during the year, including the Faculty of Forensic and Legal Medicine of the Royal College of Physicians, the Youth Justice Legal Centre, APPEAL, the National Crime Agency, HMICFRS, the Police Federation of England and Wales, the Criminal Justice Alliance, MOPAC (e.g. on its female diversion pathway and the potential role of appropriate adults in giving people information about it) and the Independent Custody Visiting Association.

Objective 4: Increased impact

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

A milestone year

This year marked 30 years of NAAN.

Over three decades the network has changed considerably. It began as a small group of practitioners and is now a national body with over 100 member organisations, supporting the work of thousands of AAs.

It has expanded from an internally focused network to a recognised voice among civil society and government, contributing to policy on issues including strip search. And for the first time in our history, less than half of NAAN's funding came from central government.

These are significant achievements, of which our members can be proud.

We marked our 30th anniversary with a new logo, designed by Reuben Maclean, who worked for many hours on a voluntary basis, often late into the night after work, to give us something fresh and modern but also genuinely meaningful. We are grateful for his generosity and skill.

Effective governance

Governing document

We updated our governing document, agreed by the board and approved by members at the December 2025 AGM. This addressed immediate priorities including term limits and streamlining the AGM. The board will consider a full modernising redesign following the strategy review, and a quote for legal advice has been obtained.

Strategy development

We held a facilitated staff and trustee strategy day in January 2026, supported by a pre-event survey of staff and trustees and a development paper, followed by the drafting of a 2026-27 action plan. The Home Office funding decision required both the funding strategy and the action plan to be substantially reconsidered, and this work continued into 2026-27.

Trustee board development

The membership elected four new trustees at the December AGM. The board ran open recruitment for one co-opted trustee. New trustees completed ICAEW's trustee training. One trustee completed NCVO's trustee induction and refresher training.

Equity, diversity and inclusion

We completed an equity, diversity and inclusion audit, which showed high levels of diversity across the board and staff team compared with UK population and trustee benchmarks on age, disability, religion, ethnicity, gender and sexual orientation. New trustees complete the audit as part of induction. Staff reviewed and updated the EDI policy for board consideration.

A growing membership network

NAAN is governed by its members, and membership is both the source of our mandate and an increasing share of our income.

On 31 March 2026, NAAN had 112 members, a net increase of 17 (18%) over the year, exceeding our 10% target.

The board was pleased to accept membership applications from 22 organisations and individuals during 2025-26, up from 14 in 2024-25 and 6 in 2023-24.

The network continued to grow in reach and diversity. Alongside provider and commissioner members, we expanded individual and academic membership and welcomed our first inspectorate member. This reflects a broader community of people committed to improving outcomes for children and vulnerable people facing police powers.

Charitable trusts and foundations

We were deeply grateful to secure a second year of grant funding from the Hadley Trust in January 2026, in support of our deliberate transition to greater self-sufficiency.

An application to The Fore for grant and practical support towards social enterprise development was unsuccessful.

NAAN occupies an unusual position in the grant funding landscape, making trust and foundation income hard to secure. We work through the schemes, professionals and public bodies supporting vulnerable people in police custody, rather than delivering front-line services. Few funding programmes are designed for that work, and our closeness to statutory services (the thing that lets us make change at scale) places us outside many funders' scope. Our beneficiaries span groups that funders often treat as separate priorities (children, adults, mental ill health, learning disability and neurodivergence), so our work rarely sits within a single funding theme. Awareness of the AA role, and its impact, remains limited outside the sector. With a small staff team, we concentrate on a few substantial, longer-term relationships rather than many small grants. The charity therefore cannot rely on grant income for its core work. Hence the focus on self-generated income and holding sufficient reserves for this transition.

Transition to social enterprise

We continued to develop our social enterprise approach during 2025-26. Earned income from training and consultancy, excluding membership contributions and bank interest, reached £72,525, exceeding budget by £35,230.

Across the year, 38% of our total income was self-generated, rising to 50% in the final quarter. The Home Office grant represented 44% of income. This is the first time we have achieved our strategic target of reducing central government funding from around 80% to no more than 50% of income.

This reflects the success of the National Training Course and our commissioning consultancy offer. It should not be read as evidence that the model is complete. The appropriate adult services community is deeply underfunded, and not all member schemes are able to invest in our paid-for offers. Feedback from members has been consistent that cost is the principal barrier to adoption. Following the first year of NTC renewals, which produced a mixed picture, we began modelling alternative pricing structures to ensure fairness, sustainability and impact.

Home Office: A significant challenge

The year ended with the most significant funding challenge in the network's history.

In recognition of AAs as a safeguard under the Police and Criminal Evidence Act 1984, the Home Office has provided grant support since NAAN became a registered charity in 2004. It has been the most consistent supporter of the sector's development, enabling NAAN to improve efficiency, effectiveness and consistency across local areas at a low cost.

In March 2026 the Home Office advised us that their small grants programme had been closed to save money. This means NAAN will not receive a Home Office grant beyond 2026-27. Many organisations will have been affected in the same way. Home Office officials have been explicit that this decision does not reflect their assessment of the importance of AAs, or of NAAN's impact. Shortly before the decision was communicated, the department wrote to us emphasising the value of our work and expressing a wish to work with NAAN on statutory provision as part of the police governance changes.

Work on the charity's response began immediately and continues into 2026-27, including engagement with the Home Office, engagement with members, and a fundamental review of the funding strategy alongside the wider strategy that will succeed the 2021-2026 plan.

Financial Review

Financial performance

The Statement of Financial Activities is on page 28.

Total income for the year was £277,913 (2025: £217,924), an increase of 27.5%. The increase was driven by charitable activities, which rose to £100,960 (2025: £55,032), reflecting the first full year of the National Training Course. Income from training and consultancy, excluding membership contributions and bank interest, was £72,525 against a budget of £37,295 (see page 23).

Total expenditure was £210,998 (2025: £212,825). Within total expenditure, spending on Policy and Standards fell and spending on Professional Development rose, reflecting the conclusion of the restricted Esmée Fairbairn Foundation grant in 2024-25 and the growth of the National Training Course. Note 8 sets out the analysis.

The surplus was £66,915 (2025: £5,099) with £59,989 attributable to higher income and £1,827 to lower expenditure. The Home Office grant was fully expended, so the surplus arises entirely within unrestricted funds. Net assets amounted to £250,994 (2025: £184,079).

Unrestricted funds

At 31 March 2026 total unrestricted funds were £250,994 (2025: £184,079), comprising a designated reserve of £124,000, other designated funds of £67,311 (Training, Hadley Trust and AARC) and undesignated general funds of £59,683. £450 of this total is represented by tangible fixed assets, with the remainder held as net current assets, principally cash at bank of £258,539. The general, training and AARC funds receive income as well as meeting expenditure. The Hadley Trust fund holds the unspent part of an unrestricted grant that supports core organisational costs.

Designated

Reserve fund

NAAN's policy is to maintain a designated reserve sufficient to enable normal operating activities to continue over a period of 6 to 9 months, measured against forecast expenditure. Reserves are assessed against forecast rather than incurred expenditure because they are held to meet future costs. This is an amendment from 2024-25, when the reserve was expressed against expenditure incurred in that year.

The policy reflects the charity's reliance on decisions made annually by a single principal funder, delay in receipt of the Home Office grant agreement, and delay in payment against it. Over the 9 years to 2025-26 the Q1 payment has arrived on average 135 days into the year, and in 2025-26 it arrived 191 days into the year.

At 31 March 2026 the designated reserve stood at £124,000 (2025: £110,000), equating to six months of the £247,761 of expenditure budgeted for 2026-27 and therefore at the minimum level under the policy.

The additional £14,000 transferred during the year maintained six months of cover against a rising cost base. The board has separately calculated the cost of an orderly wind down, should that ever become necessary, and has satisfied itself that those costs fall within the reserve held.

For the sake of transparency, guidelines from CC19: Charity Reserves, Building Resilience have been adopted. Other than the tangible fixed assets referred to above, the charity's unrestricted funds are available to be spent on its charitable purposes. Designation is an administrative board decision and does not restrict trustees' discretion.

The charity has a plan to diversify its funding and will continue to review the level of reserves annually, to ensure that funds are used effectively in support of the charitable objectives.

Training (formerly E-learning) fund

The E-learning fund has been broadened to include all vocational training and development. Income and expenditure related to the National Training Course, Professional Development Days, and tutor-led AA training are allocated to the fund. This includes delivery and development costs. The fund stood at £28,251 at the year end.

AARC fund

A new designated fund was established to support the development of the Appropriate Adult Research Community (AARC). £2,000 was transferred from the General fund to commission development of the Evidence Hub (see page 21). From 2026/27, NAAN membership contributions from new members joining due to AARC will be added to the fund value. The fund stood at £1,560 at the year end.

Hadley Trust fund

An unrestricted grant of £50,000, received in January 2026, allowed the charity to maintain the staffing model previously established by a three-year Esmée Fairbairn Foundation grant, thereby enabling the charity's continued transition to social enterprise.

Undesignated

General fund

The general fund enables the charity to respond quickly to opportunities and to support its long-term development. The fund increased during the year due to the surplus generated by the success of the NTC. The growth in earned income reflects the five-year strategic objective of reducing reliance on central government funding, which was achieved during the year.

In the new context of the Home Office funding decision, the fund represents a critical resource available to invest in the charity's unexpectedly swift need to transition to a post-Home Office funding model. A rolling three-year budget is in place setting out how this will be done responsibly and effectively, preventing the reserves fund from being reduced below the equivalent of 6 months, and with a focus on investment in the charity's financial sustainability.

Restricted funds

Home Office fund

The charity held no restricted funds at 31 March 2026, the Home Office grant having been expended.

The Home Office agrees grants on a single year basis but has supported NAAN since 2004. While these are restricted funds, the objectives are developed to reflect NAAN's mission, as set out in the notes. The grant was set at £110,000 from 2021-22 and increased to £122,000 for 2025-26 following an inflationary uplift.

Processes are in place to delineate between the work undertaken under the Home Office grant and other projects and activities. For example, work undertaken to engage with Parliamentarians is conducted outside of that grant.

The Home Office has advised that funding of £122,000 will be available for 2026-27. However, no further grants will follow due to budget cuts. This ends 23 years of support and presents a significant funding challenge (see page 23).

Funding sources

Our deep and sincere thanks to The Hadley Trust, the Home Office (Police Powers Unit), and our members, for their support this year.

Funding breakdown

The annual funding breakdown was :

- Home Office: 43.9% of income *(2025:50.5%, 2024:55.7%, 2023:52%)*
- Other grants: 18.3% of income *(2025:23.1%, 2024:17.8%, 2023:23%)*
- Earned: 37.8% of income *(2025:26.4%, 2024: 26.5%, 2023: 26%).*

Fundraising

NAAN does not actively fundraise from the general public. The charity's income comes from membership contributions, fees for training and consultancy services, and applications for grant funding to government and to charitable trusts and foundations.

The charity received £788 in donations during the year (2025: £285). The greater part was generously given in memory of our trustee Chris Hilliard, who died during the year, and we are grateful to all those who chose to remember them in this way. The sum included a Gift Aid repayment from HMRC. NAAN maintains an online giving page but does not promote it.

No professional fundraiser or commercial participator was engaged during the year, and no fundraising was undertaken on the charity's behalf by any third party. Grant applications are prepared and submitted by the staff team, under the oversight of the board.

No complaints have been received in respect of the charity's fundraising activities during the financial year.

In pursuit of our strategy, we continue to work to increase and diversify the charity’s funding. 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 shared objectives. This approach will increase the charity’s sustainability and independence.

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 1.5% of income.

Approved by order of the board of trustees on 30.07.2026 and signed on its behalf by:



Linda Chebib
Treasurer

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NATIONAL APPROPRIATE ADULT NETWORK LIMITED

I report to the trustees on my examination of the accounts of National Appropriate Adult Network Limited for the year ended 31 March 2026.

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 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.

Anna Chapman FCA

Anna Chapman

18 Sep 2026

Date
Chapman Worth Limited
Chartered Accountants
2 The Old Estate Yard
High Street
East Hendred
Oxfordshire
OX12 8JY

STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2026

	Notes	Unrestricted £	Restricted £	31.3.26 Total £	31.3.25 Total £
INCOME FROM					
Donations & legacies	2	50,788	122,000	172,788	160,285
Charitable activities	3	100,960	-	100,960	55,032
Investments	4	4,165	-	4,165	2,607
Total income		155,913	122,000	277,913	217,924
EXPENDITURE ON					
Charitable activities	5-8				
Member Support		35,089	39,040	74,129	65,025
Policy & Standards		15,832	52,460	68,292	96,978
Professional Development		38,077	30,500	68,577	50,822
Total expenditure		88,998	122,000	210,998	212,825
NET INCOME / (EXPENDITURE)		66,915	-	66,915	5,099
RECONCILIATION OF FUNDS					
Total funds brought forward		184,079	-	184,079	178,980
TOTAL FUNDS CARRIED FORWARD		250,994	-	250,994	184,079

Please note that there has been an immaterial reclassification of the prior year restricted funds information. The accounts for the year ended 31.3.2025 show a carry forward restricted fund balance of £43. This should have been part of the unrestricted fund balance. This has been adjusted for in the analysis of funds brought forward.

BALANCE SHEET at 31 March 2026

	Notes	Unrestricted funds £	Restricted funds £	31.3.26 Total funds £	31.3.25 Total funds £
FIXED ASSETS					
Tangible assets	9	450	-	450	1,572
CURRENT ASSETS					
Debtors	10	20,678	-	20,678	32,402
Cash at bank		258,539	-	258,539	183,096
Total current assets		279,217	-	279,217	215,498
CREDITORS					
Amounts falling due within one year	11	(28,673)	-	(28,673)	(32,991)
NET CURRENT ASSETS		250,544	-	250,544	182,507
TOTAL ASSETS LESS CURRENT LIABILITIES		250,994	-	250,994	184,079
NET ASSETS		250,994	-	250,994	184,079
FUNDS	12				
Unrestricted funds					
General		59,683	-	59,683	31,908
AARC		1,560	-	1,560	-
Training (formerly E-learning)		28,251	-	28,251	4,042
Hadley Trust		37,500	-	37,500	38,129
Reserves		124,000	-	124,000	110,000
Total unrestricted funds		250,994	-	250,994	184,079
Restricted funds					
Total restricted funds		-	-	-	-
TOTAL FUNDS		250,994	-	250,994	184,079

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the Year Ended 31 March 2026. The members have not required the charitable company to obtain an audit of its financial statements for the Year Ended 31 March 2026 in accordance with Section 476 of the Companies Act 2006.

BALANCE SHEET at 31 March 2026 (continued)

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 30.07.2026 and were signed on its behalf by:



Linda Chebib
Treasurer

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026

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

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

Functional and presentation currency

Items included in the financial statements of the company are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The financial statements are presented in British Pounds (£), which is the company's functional and presentation currency.

Rounding of amounts

All amounts in the financial statements and notes have been rounded off to the nearest pound Sterling (£), unless otherwise stated.

Income

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, receipt is probable 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 costs related to the category. Support costs are those incurred in support of expenditure on the objects of the charity which cannot be attributed directly to a single charitable activity. Governance costs are a component of support costs and are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements. Expenditure is allocated between Member Support, Policy and Standards, and Professional Development based on the estimated use of resources. Where a cost is incurred directly in the delivery of a single charitable activity it is charged to that activity. Other costs are first identified by fund; each fund's expenditure is then apportioned across the three activities using percentages set by the chief executive, reflecting an assessment of the relative level of activity supported by that fund during the year. The charity does not operate time recording, and the apportionment is therefore an estimate rather than a measurement.

During the year the charity changed the way the fund percentages are combined into an overall apportionment, from fixed weightings applied to each fund irrespective of its size to weighting by the expenditure of each fund. The change was made because weighting by expenditure reflects the relative significance of each fund and gives a more reliable apportionment. It has been accounted for as a change in estimation technique, so the comparatives have not been restated for that change and are not directly comparable.

Tangible fixed assets and depreciation

Capitalisation policy: Tangible fixed assets are measured initially at cost. Items costing less than £50 are written off to the Statement of Financial Activities (SoFA) as an expense in the year they are acquired. Assets with a cost equal to or exceeding the threshold and a useful life extending beyond one year are capitalised on the balance sheet.

Depreciation is calculated to write off the cost of tangible fixed assets down to their estimated residual value over their expected useful economic lives, using the following annual rates:

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

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

Financial instruments
Financial assets and liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Basic financial instruments
Basic financial assets (including cash, bank balances, and trade debtors) and basic financial liabilities (including trade creditors and accruals) are initially recognised at transaction price and subsequently measured at amortised cost, which for the charity's short-term receivables and payables is the undiscounted amount expected to be received, less any impairment / provision for doubtful debts.

Impairment of financial assets
At each reporting end date, the charity assesses whether there is objective evidence that any financial asset is impaired. Any impairment loss is recognised in the Statement of Financial Activities.

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.

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

Deferred income
Where the charity receives income in advance of the period to which it relates, or in advance of satisfying the conditions attaching to it, that income is deferred and carried as a liability. Deferred income is released to the Statement of Financial Activities in the period to which it relates. The charity's deferred income arises principally from annual access fees for the National Training Course, which are invoiced in advance of the twelve-month access period, and membership contributions relating to the following financial year.

Government grants
The charity's only government grant is the annual grant received from the Home Office Police Powers Unit. Government grants are accounted for using the performance model. The Home Office grant is restricted to specified objectives but does not impose performance-related conditions requiring the delivery of a particular level of service or units of output. It is therefore not accounted for as a performance-related grant and is recognised in full as restricted income when the charity becomes entitled to it, being the point at which the annual grant agreement is executed, provided that receipt is probable and the amount can be measured reliably. It is agreed on a single-year basis, and each grant relates to a specified financial year. The grant is normally paid in arrears, and any amount recognised but not received at the reporting date is included in debtors.

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.

Going concern
These financial statements are prepared on the going concern basis. In reaching that conclusion the trustees assessed the period to 30 September 2027, being at least twelve months from the date of approval of these financial statements, and reviewed cash flow and expenditure forecasts covering that period together with the rolling three-year budget.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

The Home Office has written to NAAN stating that grant funding of £122,000 is available for the year ending 31 March 2027 but will not continue beyond it. That grant represents 44% of income in 2025-26 and 49% of budgeted expenditure for 2026-27. The assessment period includes six months in which the charity will receive none of it. In making the assessment the trustees took account of the following:

- Unrestricted funds at 31 March 2026 were £250,994, comprising the designated reserve of £124,000, other designated funds of £67,311 and undesignated general funds of £59,683, of which £450 is represented by tangible fixed assets; cash at bank was £258,539
- Income from charitable activities rose to £100,960 (2025: £55,032), and self-generated income represented 38% of total income for the year. Membership contributions of £28,435 were received from a membership of 112 organisations and individuals
- Open communication with The Hadley Trust indicates potential for a further grant in January 2027, although this is not yet committed
- The first Home Office 2026-27 grant payment is not expected until August/September 2026
- The trustees have considered the position were the 2026-27 Home Office grant not to be received. Unrestricted funds and cash held at 31 March 2026 would be sufficient to enable the charity to continue operating. Trustees retain the ability to reduce the cost base within the assessment period.

Critical accounting judgements

In preparing these financial statements the trustees have made one judgement with a significant effect on the amounts recognised: the conclusion that the going concern basis remains appropriate, given that Home Office grant funding (representing 44% of income in the year) will cease after 31 March 2027. The basis of that assessment, and the trustees' conclusion, are set out in the going concern policy above.

Key sources of estimation uncertainty

The trustees do not consider that there are any key sources of estimation uncertainty at 31 March 2026 carrying a significant risk of causing a material adjustment to the carrying amount of assets or liabilities within the next financial year.

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	31.3.26 Total	31.3.25 Total
	£	£	£	£
Home Office (Police Powers Unit)	-	122,000	122,000	110,000
The Hadley Trust	50,000	-	50,000	50,000
Donations	788	-	788	285
	50,788	122,000	172,788	160,285

The charity received a grant of £122,000 (2025: £110,000) from the Home Office Police Powers Unit in support of its work to strengthen local appropriate adult provision and to increase understanding of, and confidence in, the appropriate adult safeguard. The grant was fully expended during the year, and there were no unfulfilled conditions or other contingencies attaching to it at 31 March 2026.

The Home Office has written to the charity stating that grant funding of £122,000 is available for the year ending 31 March 2027. No grant agreement had been signed at the date of approval of these financial statements. It relates to the year ending March 2027 and is not recognised in these financial statements.

The charity received no other form of government assistance during the year. Income received from local authorities, police and crime commissioners and other public bodies for membership, training and consultancy is income from charitable activities and is disclosed in note 3.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

3. CHARITABLE ACTIVITIES

	Unrestricted	Restricted	31.3.26 Total	31.3.25 Total
	£	£	£	£
Income from				
Training (tutor-led)	16,490	-	16,490	11,242
Membership subscriptions	28,435	-	28,435	25,078
Commissioning support	9,489	-	9,489	9,829
Qualification	1,014	-	1,014	1,421
National Training Course	43,308	-	43,308	7,072
Professional Development Days	224	-	224	-
Other income	2,000	-	2,000	390
	100,960	-	100,960	55,032

4. INVESTMENT INCOME

	Unrestricted	Restricted	31.3.26 Total	31.3.25 Total
	£	£	£	£
Deposit account interest	4,165	-	4,165	2,607

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3.26	31.3.25
Fees payable to the independent examiners	£	£
Independent examination	1,116	1,050
Tax advisory services	1,008	-
Other services	385	496
Total payable to the independent examiners	2,509	1,546

The charity appointed Chapman Worth Limited as independent examiner during the year, and the examination fee for the year ended 31 March 2026 is payable to them and accrued at the reporting date. No fees were payable to Chapman Worth Limited for any other service. The tax advisory and other services shown above were provided by the charity's former independent examiner and comprise advice in connection with value added tax, and the provision of a registered office, mail handling and company secretarial service.

	31.3.26	31.3.25
	£	£
Depreciation - owned assets	1,122	1,426

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

6. TRUSTEES' REMUNERATION AND BENEFITS

There was no trustee remuneration or other benefits provided for the year ended 31 March 2026 nor for the year ended 31 March 2025. No Trustee had any beneficial interest in any contract with the charity.

Trustees' expenses

During the year expenses totalling £1,004 (2025: £510) were reimbursed to or paid on behalf of 8 trustees (2025: 5). These related to travel and subsistence, either in attending board meetings or where a trustee contributed directly to the running of an event held by the charity.

7. STAFF

The average head count during the year was 3 (2025: 3), equivalent to 3 full-time staff (2025: 3).

The costs of employing those staff were:

	31.3.26	31.3.25
	£	£
Salaries and wages	152,050	148,384
National insurance	10,056	11,711
Pensions	24,026	21,155
	186,132	181,250

Employee benefits

One employee received employee benefits (excluding employer pension costs) in the band £60,001 to £70,000 (2025: one employee).

Key management personnel comprise the trustees and the chief executive. No trustee received any employee benefits during the year (see note 6). The total amount of employee benefits received by key management personnel, including gross salary, taxable benefits, employer pension contributions, and employer's national insurance contributions (calculated before the effect of Employment Allowance, which is applied at charity level rather than attributed to individual employees) was £85,169 (2025: £81,418, stated in error as £81,170 exclusive of taxable benefits in the 2024-25 accounts).

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 gross salary in exchange for increased employer pension contributions or for a healthcare benefit, with a net nil effect on the charity. Gross salaries are therefore stated after any amounts sacrificed, and movements in gross salary between years do not necessarily indicate a change in total remuneration. Total contributions payable by the charity amounted to £24,026 (2025: £21,155).

8. EXPENDITURE ON SUPPORT AND CHARITABLE ACTIVITIES

Support costs

Support costs are those incurred in support of expenditure on the objects of the charity which cannot be attributed directly to a single charitable activity. Total support costs for the year were £17,031 (2025: £13,754). The increase principally reflects higher governance, information technology and sundry costs. Costs are apportioned across the charity's three charitable activities on the basis set out in note 1.

Information technology costs of £11,742 incurred during 2024-25 on the development of the National Training Course have been reclassified from support costs to direct costs of Professional Development, being the activity in the delivery of which they were incurred. Total expenditure for 2024-25 is unchanged at £212,825. The comparative total for each charitable activity has been restated: Member Support £65,025 (previously £68,822), Policy and Standards £96,978 (previously £102,641) and Professional Development £50,822 (previously £41,362).

Support costs for the year ended 31 March 2026

	Member support	Policy and standards	Professional development	Total
Support cost	£	£	£	£
Governance	1,055	973	977	3,005
Information technology	1,849	1,704	1,711	5,264
Professional fees	1,434	1,322	1,327	4,083
Sundries	823	758	761	2,342
Depreciation	394	363	365	1,122
Premises, storage and facilities	223	206	206	635
Administration	91	84	84	259
Finance	73	67	67	207
Printing, postage and stationery	40	37	37	114
Total support costs	5,982	5,514	5,535	17,031

Comparative support costs for the year ended 31 March 2025

	Member support	Policy and standards	Professional development	Total
Support cost	£	£	£	£
Governance	526	786	317	1,629
Information technology	1,037	1,547	623	3,207
Professional fees	1,395	2,080	838	4,313
Sundries	419	623	252	1,294
Depreciation	461	688	277	1,426
Premises, storage and facilities	406	605	244	1,255
Administration	89	132	53	274
Finance	63	95	38	196
Printing, postage and stationery	52	77	31	160
Total support costs	4,448	6,633	2,673	13,754

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

Expenditure on charitable activities

Expenditure on charitable activities comprises costs attributed directly to each activity together with an apportionment of support costs. Direct costs are attributed to activities on the basis set out in note 1.

Charitable activities expenditure for the year ended 31 March 2026:

Charitable activity	Direct costs	Support costs	Total
	£	£	£
Member support	68,147	5,982	74,129
Policy and Standards	62,778	5,514	68,292
Professional Development	63,042	5,535	68,577
Total	193,967	17,031	210,998

Comparative charitable activities expenditure for the year ended 31 March 2025:

Charitable activity	Direct costs	Support costs	Total
	£	£	£
Member support	60,577	4,448	65,025
Policy and Standards	90,345	6,633	96,978
Professional Development	48,149	2,673	50,822
Total	199,071	13,754	212,825

The apportionment basis changed during the year, as explained in note 1, so the comparatives are not directly comparable. The movements between activities also reflect changes in the funds from which expenditure was incurred and in the percentages applied to each fund. Expenditure charged to the General fund fell from £50,766 to £2,116 as costs were charged to the funds to which the work related, expenditure through the Training fund rose from £11,267 to £35,813, and the restricted Esmée Fairbairn Foundation grant, which was directed at policy and systemic change, concluded in 2024-25 with expenditure of £28,921 in that year and none in 2025-26.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

9. TANGIBLE FIXED ASSETS

	Fixtures and fittings	Office and Computer equipment	Totals
	£	£	£
COST			
At 1 April 2025	1,456	9,877	11,333
Additions	-	-	-
Disposals	(521)	(3,902)	(4,423)
At 31 March 2026	935	5,975	6,910
DEPRECIATION			
At 1 April 2025	865	8,896	9,761
Charge for year	234	888	1,122
Eliminated on disposals	(521)	(3,902)	(4,423)
At 31 March 2026	578	5,882	6,460
NET BOOK VALUE			
At 31 March 2026	357	93	450
At 31 March 2025	591	981	1,572

During the year the charity removed from its records assets which had been acquired before April 2020, were fully written down by 31 March 2021 and are no longer in use. Cost of £4,423 and accumulated depreciation of £4,423 have been eliminated, with no effect on net book value or on the results for the year.

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.26	31.3.25
	£	£
Trade debtors	20,154	31,442
Prepayments	524	960
	20,678	32,402

No grant income was accrued within trade debtors at 31 March 2026.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.26	31.3.25
	£	£
Trade creditors	1,255	575
Other creditors	1,875	2,120
Deferred income	24,184	28,910
Credit card	33	322
Accrued expenses	1,326	1,064
	28,673	32,991

12. MOVEMENT IN FUNDS

	At 1.4.25	Transfers	Net movement in funds	At 31.3.26
	£	£	£	£
Unrestricted funds				
Undesignated				
General	31,908	(16,000)	43,775	59,683
Designated				
Training (formerly E-learning)	4,042	-	24,209	28,251
AARC	-	2,000	(440)	1,560
Hadley Trust	38,129	-	(629)	37,500
Reserves	110,000	14,000	-	124,000
Restricted funds				
Home Office	-	-	-	-
TOTAL FUNDS	184,079	-	66,915	250,994

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
Undesignated			
General fund	45,891	2,116	43,775
Designated			
Training (formerly E-learning)	60,022	35,813	24,209
AARC	-	440	(440)
Hadley Trust	50,000	50,629	(629)
Reserves	-	-	-
Restricted funds			
Home Office	122,000	122,000	-
TOTAL FUNDS	277,913	210,998	66,915

12. MOVEMENT IN FUNDS (CONTINUED)

The purposes of the funds are as follows:

Unrestricted and undesignated

General fund

The general fund enables the charity to respond quickly to opportunities and to support its long-term development. It is the principal resource available to fund the charity's transition to a viable post-Home Office funding model, as described in the financial review on pages 24-25.

Designated

Training (formerly E-learning)

A fund to enable all vocational training delivery and development. Income and expenditure relating to the delivery and development of the National Training Course, Professional Development Days and tutor-led appropriate adult training are allocated to the fund.

AARC

A fund to support the development of the Appropriate Adult Research Community.

Hadley Trust

Unrestricted grant funding designated by the board to advance the charity's transition to a social enterprise model, enabling it to maintain the staffing model established under the previous three-year Esmée Fairbairn Foundation grant.

Reserves

A fund to enable normal operating activities to continue over a period of 6 to 9 months in the event of a loss of income. The charity's reserves policy, and the basis on which the reserve is calculated, are set out in the financial review on page 24.

Restricted

Home Office

A fund 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

2024-25 was the final year of a three-year restricted grant to transform safeguards for vulnerable people detained or questioned by police. The fund was fully expended during 2024-25 and no balance was held at the year end of either 2024-25 or 2025-26. The comparative movements are set out on page 41.

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2026 (continued)

12. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds:

	At 1.4.24	Net movement in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General	26,164	5,744	31,908
Training (formerly E-learning)	13,895	(9,853)	4,042
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

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General	56,510	50,766	5,744
Training (formerly E-learning)	1,414	11,267	(9,853)
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

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the Year Ended 31 March 2026 (2025: none).

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2026

INCOME AND ENDOWMENTS

	31.3.26	31.3.25
	£	£
Donations and legacies		
Donations	788	285
Grants	172,000	160,000
	172,788	160,285
Charitable activities		
Membership subscriptions	28,435	25,078
Training (tutor-led)	16,490	11,242
Commissioning support	9,489	9,829
Qualification	1,014	1,421
National Training Course	43,308	7,072
Professional Development Days	224	-
Other income	2,000	390
	100,960	55,032
Investment income		
Deposit account interest	4,165	2,607
Total incoming resources	277,913	217,924

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

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2026 (Continued)

EXPENDITURE	31.3.26	31.3.25
	£	£
Charitable activities		
Wages	152,050	148,384
Social security	10,056	11,711
Pensions	24,026	21,155
Travel and subsistence	795	912
Training, Events and Groups	6,932	16,644
Staff training	108	265
		199,071
	193,967	
Support costs		
Administration	259	274
Depreciation: Fixtures and fittings	234	226
Depreciation: Office equipment	888	1,200
Fundraising	-	-
Printing and stationery	114	160
Professional fees	4,083	4,313
Premises, storage and facilities	635	1,255
Sundries	2,342	1,294
	8,555	8,722
Finance		
Bank charges	207	196
Information technology		
Communications and IT	5,264	3,207
Governance costs		
AGM and Board Meetings	558	-
Trustees' expenses	1,004	510
Trustee Training	246	-
Professional fees	-	-
Independent examiners' remuneration	1,116	1,050
Regulation	81	69
	3,005	1,629
Total resources expended	210,998	212,825
Net income/(expenditure)	66,915	5,099

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