THE INDEPENDENT APPROVED PREMISES ASSOCIATION CIC [‘NAPA’]

COMPANY NUMBER **11961233**

ANNUAL REPORT
2025-26

REGISTERED OFFICE:
C/O RIPON HOUSE
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CHAIR'S INTRODUCTION

Some certainty for the future has been secured during the year as those IAPs seeking new contracts have been awarded them and some new IAPs have been created. We welcome this expansion of independent AP resources and look forward to working with the new establishments. We offer congratulations to the existing providers and welcome to the new ones.

For NAPA these developments have meant we have been able to reassess our business and financial planning. During the years while some IAPs were bidding for contracts, NAPA has run at a planned financial loss; however, the Executive reasoned that this was a time to re-order our finances so that we can break even each financial year. This process, we hope, will bring sustainability and resilience for all parties with a clear plan into the future.

The Executive Committee of NAPA continues to manage our affairs effectively, and it is to everyone's great regret that Tony Rolley has retired; he was Vice-Chair for many years and his sound judgement and steady advice were highly valued. Fiona Humphreys has been appointed in his place and we shall welcome her input. Our Director Andrew Bridges and Company Secretary Caroline Morgan keep our administration in smooth working order and have done much work, assisted by Ken Starnes our Treasurer, to re-plan the financial model which we operate. I am grateful to them to them all.

Since the settlement of the contracts, Andrew and I have been glad to restore our regular online meetings with Manjinder Purewal and others from the MoJ team. This close contact and exchange of views is invaluable in helping us all to ensure that IAPs fulfil their purpose of rehabilitation while providing public protection. Financial strain and the high rate of release from prisons mean that this is not an easy task. However, standards in IAPs are high as we believe the forthcoming Inspections will illustrate.

JILL DILKS OBE, CHAIR, May 2026

DIRECTOR'S REPORT

The year 2025/6 finally saw, in July, the completion of MoJ's commissioning programme that started almost three years earlier. The process has been exhaustive – and exhausting – at times, though in fairness every effort has been made by MoJ and HMPPS staff to keep everyone informed at every stage of the process. The final outcome has been that although there are no new IAP provider organisations, the overall total number of individual IAPs should increase from 14 to 17 at some point in 2026/7 if mobilisation plans are successful.

Although it is sad to see that the charming Hestia Battersea IAP now ceases to operate as an IAP (essentially it is too small), it is good to see that four new locations gained the prospect of a new IAP each. We extend our congratulations to Social Interest Group Penrose and to Langley Trust for their success. We also congratulate the several existing providers who have been awarded new contracts to continue their IAP services.

The other major development in our world has been the start of a full regular programme of inspections of all APs by HM Inspectorate of Probation. The Inspectorate has been visiting and inspecting APs at a rate of approximately two per month since September 2025. Most APs are of course run directly by HMPPS, so most reports to date have been on those APs, and NAPA welcomes the fact that the majority have been assessed positively.

Although NAPA does not welcome the practice of using a single overall rating to signal an inspection result, it has been good to see that of the 11 reports published by the end of March 2026, six of the APs were rated "Good," and two were rated "Outstanding". One of those two was Eden House, the independent AP for women in Bristol, run by Interventions Alliance – the only IAP inspected in 2025/6. Our congratulations to them.

Meanwhile, NAPA has continued its role of acting as the collective eyes, ears and voice of the independent APs. By invitation we gave evidence to the House of Commons Justice Select Committee in December 2025, as the MP members asked questions about the provision of a range of accommodation services for people being released from prison. We spoke positively about the work of the HMPPS-run APs as well as that of the IAPs.

As our Chair has said, NAPA enters the new financial year with plans that should make us a more sustainable and resilient organisation, in our work to promote a strong and growing independent AP sector alongside the HMPPS-run APs.

ANDREW BRIDGES, STRATEGIC DIRECTOR, May 2026

Income and Expenditure Account
For the Period 01 April 2025 to 31 March 2026

	31.3.26	31.3.25
Turnover	**£**	£
Fees receivable	**61,800**	60,000
Residential Conference Income	**3,475**	1,500
Training Income	**768**	776
	66,043	62,276
Cost of sales		
Conference Fees & expenses	**17,793**	14,214
Training events	**8,640**	7,873
Meeting costs	**5,197**	4,181
	31,630	26,268
GROSS SURPLUS	**34,413**	36,008
Other Income		
Deposit account interest	**1,467**	
	35,880	36,008
Expenditure		
Strategic Director's salary costs	**23,969**	23,225
IT, Post, Stationery, Telephone	**1,837**	887
Travelling	**531**	882
Administrator's salary costs	**12,498**	9,681
Small equipment	**90**	627
Professional fees	**2,017**	1,900
Honoraria	**3,000**	3,000
Total Expenditure	**43,942**	**40,202**
	(8,062)	(4,194)
Finance costs		
Bank charges	**21**	61
	(8,083)	(4,255)
Depreciation		
Fixtures & fittings	**1**	
Computer equipment	**114**	292
	115	292
NET (DEFICIT) / SURPLUS	**(8,198)**	**(4,547)**

Notes

The annual deficits for the last two years were planned, prior to establishing a new system of charges which should enable NAPA CIC to break even in future, with effect from April 2026.

KEN STARNES, TREASURER, May 2026