



navca
local focus national voice

National Association for Voluntary and Community Action

Annual Report

(A company limited by guarantee)
Annual Report and Financial Statements
for the Year Ended 31 March 2026

Company registration number: 02575206
Charity registration number: 1001635

Contents



navca
local focus national voice

Legal and Administrative Details	3
Chair's Foreword	7
Trustees' Annual Report	9
Independent Examiner's Report	24
Statement of Financial Activities	25
Balance Sheet	27
Statement of Cash Flows	28
Notes to the Financial Statements	29



Legal and administrative details



The trustees of the charity during the year were as follows:

Name	Roles/committee membership	Date elected/re-elected/appointed	Date of leaving
Sandra Meadows MBE	Chair Finance, Audit & Risk Committee	Appointed Chair July 2023	July 2026
Kerrie Fletcher	Vice-Chair from October 2022 Chair Finance, Audit & Risk Committee Appointed as co-opted member November 2022	Elected November 2019	November 2025
Lisa Healings	Treasurer from Nov 2022 Chair of Finance, Audit & Risk Committee	Elected November 2022 Re-elected November 2025	
Jess Sumner	Chair from July 2026 Vice-Chair from Dec 2024 Chair of Human Resources combined with Succession Planning Committee	Elected November 2022. Re-elected November 2025	
Hannah Reid	HR Committee	Elected November 2022	November 2025
Christine Blythe	Finance, Audit & Risk Committee	Elected November 2022. Re-elected November 2025	
Kishor Patel	Human Resources combined with Succession Planning Committee	Co-opted July 2024 Elected Nov 24	
Dr Batul Dungarwalla	Vice Chair from July 2026 Human Resources combined with Succession Planning Committee	Elected July 2024	
Garth Hodgkinson	Human Resources combined with Succession Planning Committee	Elected July 2024	

Name	Roles/committee membership	Date elected/re-elected/ appointed	Date of leaving
Jackie Rosenberg	Finance, Audit & Risk Committee	Elected July 2024	
Sally Page	Human Resources combined with Succession Planning Committee	Elected July 2024	
Asma Aziz	Human Resources combined with Succession Planning Committee	Elected November 2025	
Lisa Goodwin MBE	Finance, Audit & Risk Committee	Elected November 2025	

Company Secretary

Maddy Desforges OBE

Senior managers

Maddy Desforges OBE

Rich Warrington

Charity Registration Number

1001635

Registered Office

The Circle
33 Rockingham Lane
Sheffield
South Yorkshire
S1 4FW

Company Registration Number

2575206

Independent Examiner

Tony Stanley ACA
Mitchell Charlesworth
14th Floor
The Plaza
100 Old Hall St
Liverpool
L3 9QJ

Bankers

Unity Trust Bank plc
Nine Brindley Place
Birmingham
B1 2HB

CAF Bank Limited
25 Kings Hill Avenue
Kings Hill, West Malling
Kent, ME19 4JQ

Investment Managers

Rathbones (Incorporating Investec Wealth and Invest-
ment)
Beech House
61 Napier Street
Sheffield
S11 8HA

Our Funders

In 2025/26, NAVCA was grateful to receive funding from the following organisations, which enabled us to pursue our strategic objectives:

- Access Insurance
- Assura
- Better Society Capital
- British Red Cross
- Cadent Gas Limited
- Cheshire Community Foundation
- Clinks
- Environment Agency
- Fusion21 Foundation
- Gloucestershire ICB
- Include+ (University of Leeds)
- Leeds Beckett University
- Local Trust
- Ministry of Housing, Communities and Local Government (MHCLG)
- National Voices
- South West NHS Foundation Trust
- The University of Sheffield

Annual Conference 2025 sponsors:

- Deedmob
- Ladbrook Insurance
- Plinth
- Qlic IT
- TeamKinetic
- The National Lottery Community Fund
- VSL Learning

Acknowledgements

We offer our thanks and acknowledgements to:

- NAVCA members, for their contributions to this report and to the network;
- NAVCA trustees and the NAVCA staff team;
- Our funders and project partners.



180 members
supporting over
165,000 charities
and community groups

NAVCA in numbers

We supported 16 areas through the Big Local project with Local Trust, distributing £54,000 in funding this year



147

people attended our Annual Conference in 2025, from over 60 member organisations

We have distributed

£665,000

to 65 Centres for Warmth across the country since 2024



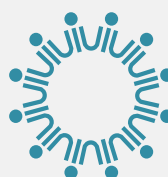
This enabled **15,000 conversations** offering energy efficiency advice, with over **1500 slow cookers** distributed.

Specialist advice on benefits, income maximisation and debt was also provided to over **15,000** people.

We put our income back into the sector. In 2025/26, beyond our own operating costs, we invested £459,278 through grants and member support to strengthen NAVCA members and the VCSE sector in communities across the country.

33

LIQA
accredited
member
organisations



LIQA
Local
Infrastructure
Quality
Accreditation

Chairs' Foreword

Sandra Meadows MBE FRSA DL and Jess Sumner



2025-26 is a difficult year to characterise, with what seemed to be a vast amount of change and uncertainty at home and abroad. It's fair to say that this past year has tested individuals, communities, and organisations across the UK in ways that few could have anticipated. A volatile global landscape — marked by continuing international conflict and shifting global politics — created ripple effects felt across our country.

Whilst the hope and optimism underpinning the start of a new government in 2024 remained, the scale of the task of rebuilding our public services, communities and infrastructure quickly became evident, with public services under profound strain, communities fractured by inequality, and a voluntary sector asked to do ever more with ever less.

Against this backdrop, NAVCA continued in its role supporting the network of local infrastructure organisations (LIOs) to be strong, connected, influential and well placed to contribute and respond to an increasing range of challenges. NAVCA and its members worked at the heart of influencing changes to government policy, championing equality and inclusion and helping local organisations interpret and realise the opportunities presented by major strategic shifts in policy and strategy, such as those within the NHS 10-Year Plan. NAVCA also represented the LIO network at a national level and worked to help members actively engage with local government reorganisation, devolution, the restructure of our integrated health systems, and national initiatives such as Pride in Place. We remained clear that our sector must be treated as a strategic partner — not a cost-saving mechanism — and we will continue to make that case through 2026-27 and beyond.

Culturally, we witnessed some of the most

significant tensions our society has seen in years. The rise of far right and anti-immigration rhetoric together with growing political polarisation revealed just how urgently we need spaces for cohesion, honest dialogue and belonging. Thankfully, we also saw extraordinary acts of solidarity and allyship — people choosing connection over division. In recognition of the importance of this work, 14 organisations completed the NAVCA Allyship Programme, taking the learning and development back into their respective organisations. These contrasts, challenges and opportunities defined the moment, and they also demonstrated why strong and resilient local infrastructure matters so profoundly.

“

NAVCA members across the country provided the connective tissue between people, place, and power — enabling thousands of voluntary, community and social enterprise organisations to function, adapt, and serve.

”

Economically, the picture remained deeply challenging. For NAVCA, we have had to work through similar challenges to our members to generate income, reduce costs and support our strongest assets - our team. Through our CEO, Maddy and the amazing NAVCA team, we have continued to secure opportunities for NAVCA and our members whilst remaining focused on delivering our strategy.



Sandra Meadows MBE FRSA DL

NAVCA Chair, July 2023 – July 2026

It is in the context of all the above that the importance of a resilient local infrastructure network has never been clearer. Our members across the country provided the connective tissue between people, place, and power — enabling thousands of voluntary, community and social enterprise organisations to function, adapt, and serve. As communities faced crisis, it was local infrastructure that held the ring: facilitating difficult conversations, building resilience, and ensuring no community navigated the uncertainty alone. We know infrastructure needs to continue to develop and change to be fit for the future and were proud to co-host with the Department for Culture, Media & Sport a gathering of funders, think tanks and other government departments on the topic. The network will continue to develop to meet the needs of communities in the new and emerging landscape, and to develop and reshape itself to be fit for those changes including around new unitary authorities and the growing role of strategic authorities.



Jess Sumner

NAVCA Chair, July 2026 onwards



Finally, with a mixture of sadness and gratitude, I (Sandra) hand over the reins of Chair of NAVCA to Jess Sumner, NAVCA's Vice Chair and CEO of Community Works, in July 2026. Reflecting on my tenure, I remain in awe of our network's resilience, knowledge and expertise. It has been a huge honour to serve and a joy to meet many members, partners and stakeholders at our Annual Conference over the last few years. My heartfelt thanks to my fellow Trustees, the NAVCA Team, and all members of the network for everything you do.

Sandra Meadows MBE FRSA DL

Trustees' Annual Report

The trustees, who are also directors for the purposes of company law, are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2026.

The legal and administrative information set out on pages 3, 4 and 5 forms part of this report.

The financial statements comply with current statutory requirements, and the trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities FRS 102 (second edition, October 2019)" in preparing the annual report and financial statements of the charity.

Nature of governing document

The charity is a company limited by guarantee and registered charity established in January 1991. It is operated under the rules of its memorandum and articles of association dated January 1991 and most recently amended November 2023. It has no share capital and the liability of each member in the event of winding-up is limited to £5.

Objectives and activities for public benefit

The principal objects of the charity are "to promote any charitable purposes for the benefit of the public, in England, and, in particular, build the capacity of local support and development organisations and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose."

The trustees confirm that they have referred to the Charity Commission's general guidance on public benefit and are satisfied that the organisation's strategic framework, which provides the template for all of its work, conforms to these requirements.

Strategy and Delivery:

We are now halfway through our current strategy period, which runs from 2023 to 2028. The Board and staff have undertaken a review to ensure that

our direction remains aligned with our strategic objectives and continues to provide clear focus in a changing operating environment. We concluded that the strategy remains relevant and fit for purpose. We will undertake a further review in the coming year, with the intention of refreshing our purpose and vision in good time for the next strategic period.

Who we are – local focus national voice

We are the national membership body for local support organisations building a thriving voluntary and community sector.

We want every local area to be a great place to live and work.

We lead a movement with a national voice which believes in social change to improve people's lives.

We are ambitious for local charities and community groups to be at the heart of flourishing and fair communities.

What we do

Our **vision** is that every local area has a thriving community and voluntary sector and strong social action to drive justice and active citizenship.

Our **mission** is to strengthen and champion a thriving and influential voluntary and community sector through high quality local support organisations.

Our **strategic ambitions** are to:

- influence change and innovation in systems and services, locally and nationally, to shape a more fair and equal future and improve people's lives;
- bring together thinking and action to increase the impact of our network;
- create a valued hub of knowledge which is shared widely to strengthen our action and impact;
- ensure that the NAVCA movement has the tools, resources and connections it needs.



(above) NAVCA member York CVS host Stephanie Peacock MP, Minister for Sport, Tourism, Civil Society and Youth, March 2026

"It's really good to be part of a programme that includes colleagues from different parts of the country, bringing a mix of perspectives and experiences. It helps keep me going, knowing there's a network of people who, like me, want to take positive steps on the EEDI front."

Anna, Community Action:MK

(below) NAVCA members at the NAVCA Annual Conference, Sheffield Hallam University, May 2025



“

"We appreciated the support with funding bids and learning to keep an evidence base and statistical data for supporting future bids – particularly core funding bids."

”

(feedback from the Local Trust project)



(above) NAVCA member Voscur host the Bristol LGBTQ+ Partnership

“

One of my highlights this year was welcoming 10 new members into the NAVCA network, and seeing all members engage so enthusiastically. The launch of LIQA Foundations has also been very exciting, as we step up the Quality offer by adding a comprehensive development/self-assessment framework and pathway towards full LIQA accreditation.

”

Cheng Ee Kok, Membership Officer, NAVCA

Our outcomes, against our strategic objectives

Strategic objectives

Advocating for system change:

This year, we have strengthened the voice and profile of local infrastructure, publishing reports, think pieces and infographics to explain the sector and make the case for its value. We have also increased our national influencing work on behalf of members, bringing our strapline, local focus, national voice, to life. The breadth and depth of our engagement have grown, with NAVCA contributing to a wider range of issues and influencing conversations at a national level.

The **Civil Society Covenant** underpins much of our influencing work. The Covenant seeks to reshape the relationship between government at all levels and civil society. We were active in its development, engaged members in how its content might be shaped, and secured a seat on the Civil Society Council, which is hosted at No. 10. This will underpin much of the government's relationship with the VCSE sector in coming years at all levels, and we are pleased it covers all levels of government from local to national, as a key place to influence the agenda and priorities.

We continue to co-chair the **VCS Emergencies Partnership (EP)**, whose impact is set out clearly in their [impact report](#). We are proud of this partnership, which brings together a breadth of voices including community organisations, specialist emergency response organisations, Local Resilience Forums, and the public sector nationally and locally. The EP has positioned us well to influence, particularly around a focus on communities of place in developing a whole society approach to resilience and ensuring the voices of minoritised communities are increasingly centred in emergency planning and response.

We are also continuing to work with the **Department for Culture, Media and Sport (DCMS)** and others to highlight the critical nature of infrastructure support for the VCSE sector. We have amplified research highlighting the role of support structures, and their vital role for thriving, resilient

communities. We hosted a roundtable in Parliament, bringing together different arms of government as well as funders and think tanks, to consider how to strengthen local infrastructure and its crucial role. This helped develop the debate about how we can ensure infrastructure organisations are effective and financially sustainable going forward and can continue to support resilient communities.

Volunteering has been a particular focus this year, as we have amplified the importance of local systems, and highlighted that “volunteering doesn’t happen by accident”. Our ongoing campaign shines a light on members’ work bringing together volunteers, volunteer involving organisations, statutory partners and, increasingly, the private sector, to co-design strategies to strengthen volunteering. Our [toolkit and guidance](#) is a starting point for developing strategies, and demonstrates a range of proven and practical case studies for projects and activities that showcase how our members strengthen volunteering for all.

Throughout the year, the importance of **neighbourhoods** as the foundation for effective service delivery has become increasingly evident, reflected in a range of government policy agendas that seek to operate at this level. We have set out our perspectives in policy think pieces on why neighbourhoods matter, connecting communities and cohesion with neighbourhood health, creating closer working and better engagement with policy thinking.

Local government reorganisation (LGR) and devolution have significant implications for how local VCSE and infrastructure interfaces with local government, as new unitary authorities are formed, and districts and counties phased out. We have provided resources to support VCFSE organisations and local authorities to better understand and work with each other. A dedicated [microsite](#) will provide a lasting resource for VCFSE organisations, forming unitary and strategic authorities. The usage in the first three weeks following launch, with 1109 downloads, demonstrates the need for this type of support.

The work has also focused on supporting NAVCA members to respond to the changes precipitated by LGR. Six enabling workshops took place to create space for members to review the situation in their county area and start to have the conversations needed to work out how best to organise in relation to the geography of new unitary authorities. We produced four videos sharing the experience of members who have collaborated, reorganised or merged to respond to drivers such as sub-regional devolution, LGR and funding changes – all are available on the microsite.

“

My personal highlight has been developing our *Volunteering Doesn't Happen by Accident* campaign. NAVCA members are the backbone of local volunteering systems and I've been privileged to collect and collate examples of how their work celebrates, promotes and strengthens volunteering.

”

Rich Warrington, Deputy CEO, NAVCA

The **Pride in Place agenda** has significant implications for place making and community influence. We supported members to engage, feedback their experiences to influence developments and respond to consultations advocating for members' involvement, including presentation at events around the country. This has led to the Ministry for Housing, Communities and Local Government (MHCLG) having a better understanding of the role of local infrastructure in place making and community participation.

Health systems continue to evolve through Integrated Care Board (ICB) clustering and mergers, and a growing focus on neighbourhood health. Throughout the year, we have championed the role of communities, the VCSE sector, local infrastructure organisations and VCSE Alliances within these reforms. We have presented, chaired and contributed to national and regional discussions on community-led integrated care, neighbourhood health and VCSE partnership working, alongside supporting and convening the Alliance42 network of VCSE Alliances and contributing to key policy roundtables on neighbourhood working, diversity and inclusion, and system development. Through this work, we have amplified member insight, strengthened relationships with NHS England, Department for Health and Social Care (DHSC) and system leaders, and helped shape emerging thinking on neighbourhood health, strategic commissioning and the role of the VCSE sector within integrated health systems.

Increasingly, we are working in partnership to influence change. This year, we have supported and worked with We're Right Here on community power and neighbourhood governance, partnered with **HOPE Not Hate on the A Million Acts of Hope campaign**, and collaborated with the **Jo Cox Foundation** on community cohesion. As we look ahead, the power of partnership will be increasingly important as we work together to strengthen communities and influence the systems that affect them.

All this adds up to a significant influencing role, as the role of communities and neighbourhoods come



to the fore within government policy and service delivery. At the same time, local infrastructure organisations are navigating significant change, engaging with public sector structures that are evolving in multiple ways, while supporting communities facing growing pressures from economic uncertainty, social division and wider global events. We continue to gather insights, share intelligence, and support LIOs to have impact locally, as well as taking that intelligence to influence nationally.

Equity, equality, diversity and inclusion (EEDI):

We established an **EEDI Steering Group** to ensure equality, equity, diversity and inclusion are embedded across all of NAVCA's work, supporting members and strengthening local infrastructure. It provides oversight, challenge and guidance, helping to hold NAVCA to account and ensure meaningful progress towards our strategic ambitions. This year, the group has critiqued the renewed Quality Accreditation and shaped the development of the EEDI Audit Framework.

We developed an **EEDI Audit Framework**, designed specifically for local infrastructure organisations, to provide a structured way to reflect on an organisation's current practice, identify strengths, and shape meaningful next steps. The framework is a self-assessment tool applying an EEDI lens to an organisation's leadership and governance, people and workforce and through operational activity, exploring how equity is embedded across the four functions of infrastructure, from capacity building to influencing and convening.

In 2025, we delivered our first **Allyship Programme**, working closely with our partners at Diversity Marketplace. This brought together seventeen participants from member organisations to build confidence, knowledge and peer support around allyship. Participants reported increased confidence to act, alongside a stronger understanding of inclusion and inequality. The programme has led to practical changes within organisations, and contributed to growing conversations and collaboration around allyship across local VCS networks.

Members of the first Allyship Programme cohort have been proactive in maintaining connections after the completion of the programme. They hold regular informal 'lunch and share' sessions alongside exploring ways to continue sharing resources. NAVCA continues to be involved and, with a second cohort starting in June, there are plans to bring the two cohorts together later in the year.

Networks, connections and influencing:

Our **Annual Conference** is a highlight of the year, bringing together members to build relationships, share practice and develop knowledge and understanding across a range of issues. In 2025, 150 delegates came to Sheffield Hallam University, with positive and constructive feedback received on the networking opportunities, workshops and plenary sessions.

Bringing members together to share experiences and build knowledge on specific topics and issues is a key part of our role, both proactively on specific issues, and reactively to inform our work and support members. We have reviewed and developed existing standing networks - our anti-racist, volunteering and climate networks for example. This has increased our understanding of members' needs and interests, allowing us to make changes to develop and respond. We also work with members to gather insights and feedback to inform our policy work – this listening and close connection to

“

“Through collaborative intervention and sustained support, M and his family moved from crisis to stability. They avoided eviction, improved their financial situation, accessed mental health care, and regained hope for the future.”

”

Centre for Warmth supported by NAVCA member Peterborough CVS

communities is vital, and has informed our position and influencing, including on local government reorganisation, asylum and immigration/earned settlement proposals and health equalities. It also informs our support for members, with an Inclusive Volunteering toolkit as an example of how member knowledge and commitment, convened by NAVCA, is shared more widely to influence practice.

The **political landscape** has continued to evolve throughout the year, creating new challenges and opportunities for local infrastructure organisations. We created space for members to come together to share experiences, explore emerging issues and discuss practical responses to changes in local political leadership, community tensions and wider societal shifts. As the political and social environment continues to change, creating opportunities for peer learning and sharing approaches across the network has become increasingly valuable.

We are pleased to have continued our **partnership with Cadent**, supporting warm centres in communities across England. As well as providing funding, resources are distributed to households with the most need. By bringing members together to share their practice, case studies, solutions to issues, and resources we have enhanced the vital support offer for people in greatest need. Through the project we have developed local cross sector relationships and vital support for communities. Through developing these cross-sector relationships, **Centres for Warmth** have provided holistic, person-centred support to people with complex needs, including recovery from homelessness and addiction, extreme financial hardship, escaping domestic violence, physical and mental health conditions, and asylum seekers and refugees.

Tools, resources and information

Providing tools, resources and information enables our members to work more effectively, helping them save time and capacity by drawing on NAVCA's support. The **LIQA (Local Infrastructure Quality Accreditation)** remains a priority for many members, allowing them to demonstrate that their work meets a national standard. In 2025/26,

we granted ten new awards, with a further nine applications in progress. During the year, we reviewed and strengthened the framework, with a particular focus on equality, diversity, equity and inclusion (EEDI).

We also launched **LIQA Foundations**, reinforcing the LIQA's emphasis on organisational learning, by enabling organisations to reflect on their strengths and areas for development before progressing to full accreditation.

In addition, we offer accreditation for volunteer centres, with eight new organisations achieving this status and a further sixteen applications underway during the course of the year. Collectively, these awards provide communities with confidence in the support available to them, while also assuring statutory partners that local infrastructure support is both effective and of a high quality.

Producing think pieces, reports, briefings and infographics strengthens our national influence while also equipping members with practical foundations for their own policy and influencing work. Notable examples have included reports on neighbourhood health, evidence-based summaries outlining "what good looks like" for local infrastructure to support the case for its importance, and **accessible infographics providing clear explanations for the wider VCSE sector**. These resources have seen excellent engagement, enhancing both our reach and our reputation, and



further increasing NAVCA's positioning and influence across the sector.

To support members' influencing and practice, we provide **briefings** on key emerging issues. These have covered areas such as proposed changes to the asylum and immigration system, budget changes and the Spending Review, devolution, and charity SORP thresholds.

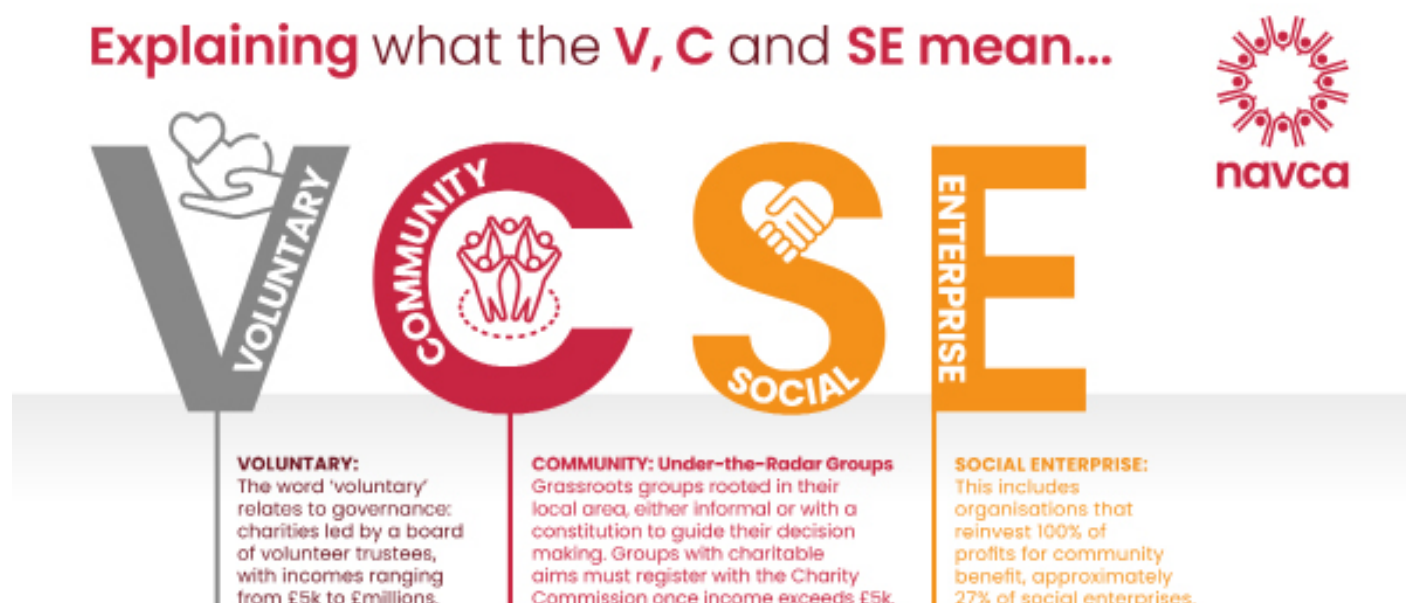
Our work with **Local Trust** has enabled NAVCA members to showcase the breadth of their services to the wider VCSE sector and local government. This raised the profile of local infrastructure and VCSE sector following a long-term national government funded community initiative (Big Local). Through this partnership, we have invested in building and strengthening relationships between sixteen NAVCA members and Big Local legacy organisations. These relationships will play an important role in sustaining legacy organisations as they continue to serve their communities over the medium term.

Local Trust investment has enabled NAVCA members to co-design bespoke organisational development

support packages with legacy organisations. These packages have delivered practical benefits, including strengthening governance, supporting reflection on business strategy, and sharpening bid-writing skills.

More importantly, this support has also deepened relationships with wider VCSE networks, strengthening the relationships and mutual support on which small VCSE sector organisations depend.

Demonstrating the impact of local infrastructure can be challenging, as its value is often rooted in less tangible areas such as trust, relationships and influencing. Working with twenty members and **New Philanthropy Capital**, we are developing an **Impact Assessment Framework** to better enable members to demonstrate the impact of the four functions of infrastructure. This work is now moving into the testing phase, with a trial framework and a defined set of outcomes to be assessed.



(above) 'Explaining what the V, C and SE mean' infographic from our series published in 2025/26.

Team members in 2025/26 were:

- Barry Knowles (from September 2025)
- Cheng Ee Kok
- Emily Lewis
- Jill Hopkinson
- Katie Smith
- Lydia Lowther
- Maddy Desforges OBE
- Rebecca Vickers
- Rich Warrington
- Sam James

Trustees for the year are detailed on pages 3 to 4.

Looking ahead – 2026/27:

2026/27 is a year of consolidation as we implement our change programme and further embed our influencing, building on the position and relationships established in 2025/26.

Advocacy for system change

We will:

- Seek to promote a wider understanding of the role of LIOs as expressed through the Four Functions of Infrastructure, What Good Looks Like report, and findings of relevant research such as the DCMS Local Civil Society Infrastructure report.
- Take a seat on the No. 10 Civil Society Council, bringing the voice of communities to the fore of Government.
- Promote a community led approach to volunteering, to increase awareness that “volunteering doesn’t happen by accident” and the support needed for it to thrive.
- Develop the VCSE sector role in resilience, and work with statutory partners to enhance that,

through our role as co-chair of the VCSEP.

- Engage with public sector reform, so that emerging unitary authorities and newly formed strategic [combined] authorities and Integrated Care and neighbourhood health structures engage well with the VCSE sector.
- Influence on health, and the role of the VCSE sector in health creation, bringing intelligence and connections to the table as well as providing critical services.

Equity, equality, diversity and inclusion (EEDI)

We will:

- Continue to centre EEDI in our strategy, aiming that in 5 years' time NAVCA staff and trustees, and our members, reflect the communities we work with.
- Strengthen the focus on EEDI across our written materials and events, foregrounding the experiences of diverse communities and groups and promoting more effective approaches to bringing communities together.
- Seek to increase engagement with members on EEDI to better understand and respond to the needs of diverse communities, including through the allyship programme and EEDI audit framework.

Networks and connections

We will:

- Host an Annual Conference in Birmingham.
- Implement a review of the Climate, Volunteering and Anti-Racist networks.
- Continue to deliver timely and engaging sessions of established networks - Health, Barking Owl, Core cities, new CEOs – and bring members together in a timely fashion to support on emerging and priority issues.
- Review options to support online social debate and dialogue (including NAVCA Connect and COIN).

Tools, resources and information

We will develop and provide tools and resources for members to be effective and increase their impact, including:

- Leadership in health - develop a simple but robust national VCSE sector insights system to better capture, coordinate and use intelligence from across our membership.
- LIQA and VCQA accreditation, so members can demonstrate the quality of their services through a nationally recognised, comprehensive and independently assessed quality mark, and use the foundations programme to identify strengths and areas to develop.
- A national approach to a local 'state of the sector' survey, by collating data collected locally and aggregating that to give context within the national situation for England.
- Support around local government reorganisations and the formation of unitary authorities so that the VCSE sector is fully engaged as the shadow authorities come into force.
- Relevant training, coaching, skills sharing and mutual support to develop the skills of the staff to deliver local infrastructure functions.

"It has been motivating as a Trustee to see the continued emphasis NAVCA have placed on working towards achieving equity, equality, diversity and inclusion and the success of the Allyship programme.

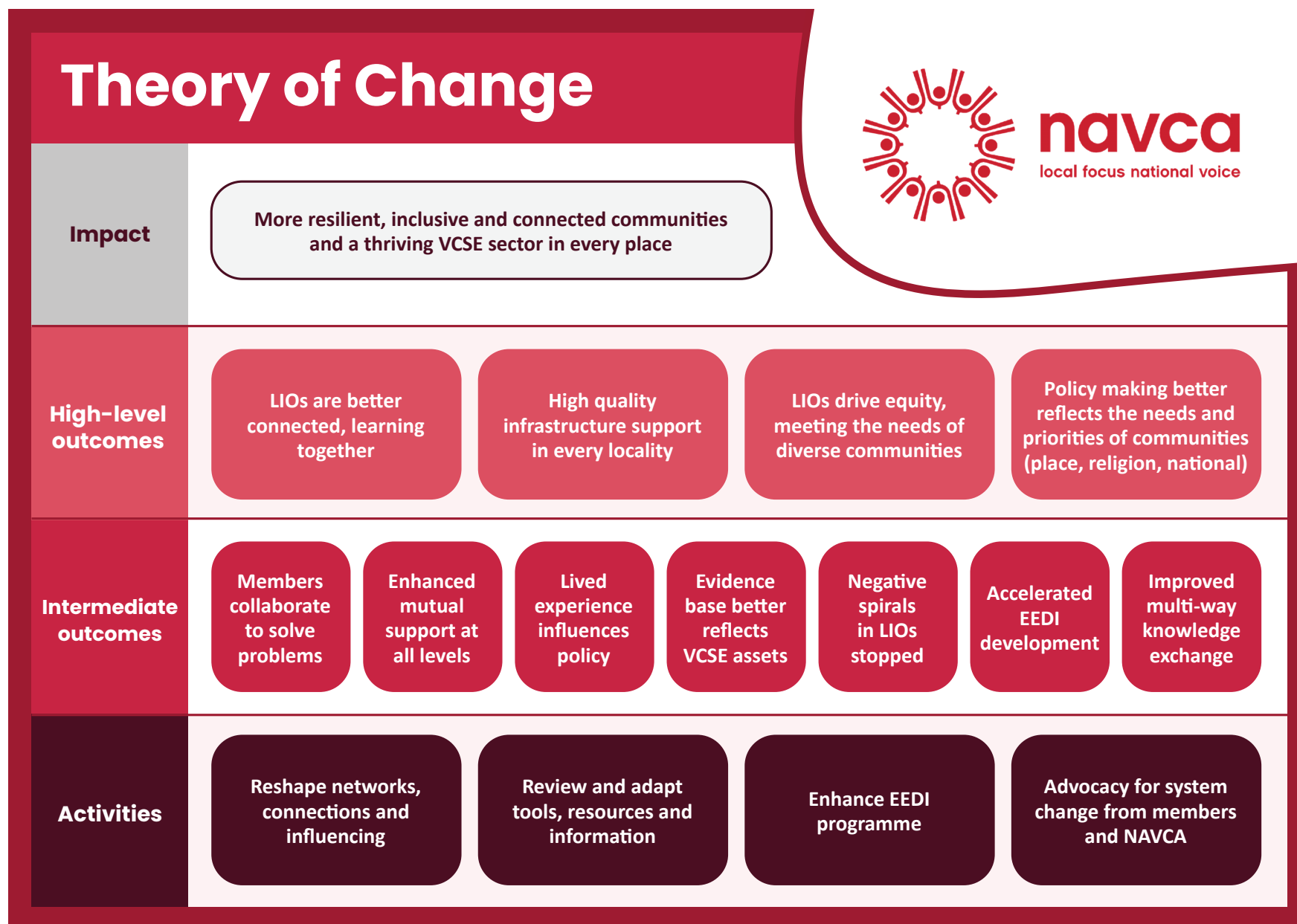
Knowing that the network is supported in taking forward such essential work provides hope amidst difficult times for our communities."

– Jess Sumner, CEO, Community Works

(below) NAVCA members at the NAVCA Annual Conference, Sheffield Hallam University, May 2025



Our theory of change (below) informs everything we do, ensuring our activities align to deliver the impact and long term change we want to see.



Our Trustee Board

NAVCA is managed by a Trustee Board comprising up to thirteen trustees. Up to nine are elected by NAVCA members, and up to four (including the Chair) can be appointed/co-opted by the trustees. Trustees are appointed for a three-year term and can serve no more than six consecutive years as a trustee. The Chair is appointed by trustees and again must serve no more than six consecutive years.

In 2025/26, our Chair was Sandra Meadows MBE DL, Vice Chairs were Kerrie Fletcher (until November 2025) and Jess Sumner. Lisa Healings was Treasurer.

The Board is served by two standing subcommittees. Finance, Audit and Risk (chaired by Lisa Healings) which meets quarterly and HR combined with Succession Planning Committee (chaired by Jess Sumner) which meets 6 monthly. We brought together the Succession Planning and HR subcommittees in November 2025. In addition, the Board establishes working groups on specific topics, chaired by a trustee, to undertake tasks delegated to them by the Board, and advise the Board on policy and strategy.

New trustees are provided with induction, ongoing support and development to help them fulfil their role. Details of trustees who have served during the year are set out on pages 3 to 4.

All trustees give their time freely and no trustee was paid for their role as trustee during the year. Details of trustee expenses and related party transactions are disclosed in notes 19 and 20 of the accounts.

Trustees are required to disclose all relevant interests and register them with the company secretary and, in accordance with the organisation's Memorandum and Articles, withdraw from decisions where a conflict of interest arises.

Internal control and risk management

The trustees examine the major risks faced by the charity, in relation to external factors and relationships, its governance and management,

its internal operations and its business. The management of risk is reviewed by the senior management team and the Trustee Board.

The principal risks and their mitigations are:

- **Governance** – sufficient breadth and depth of experience among trustees to ensure the capacity and insight is brought to bear to successfully oversee and steer the organisation. We have reviewed the diversity of trustees to ensure a range of backgrounds and perspectives inform decision making and governance, and recruited new trustees to ensure we have a skilled, dynamic and engaged Board.
 - **Quality** - ensuring consistent quality infrastructure support is available across England. We have developed our approach to quality, including a new Foundations aspect to the Local Infrastructure Quality Accreditation. We continue to share tools and resources to upskill members and support quality provision.
 - **Funding** - the funding environment remains tight. We continue to work to secure long term funding for our core activities, building from a foundation of setting out the critical role local infrastructure plays, the importance of good quality support across England, and NAVCA's role to develop and enable that. The board regularly review our income generation strategy which guides our approach.
- The trustees keep the systems of internal financial control under review. Systems have been designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:
- a 5-year strategic and one year business plan supported by an annual budget approved by the trustees;
 - regular consideration by the trustees of financial results, variance from budgets and performance against the non-financial annual plan;
 - clear delegation of authority and separation of duties.

The internal financial controls conform to guidelines issued by the Charity Commission.

Arrangements for setting pay and remuneration of key management personnel

The setting of pay and remuneration for all members of staff is reserved to the Board in NAVCA's scheme of delegation, with salaries approved annually as part of the budget setting process.

Fundraising standards information

NAVCA does not carry out fundraising activities from the public. Funds come from grants, contracts and commercial income including membership fees.

Finance

The results for the year are shown in the Statement of Financial Activities. We started the year with a planned deficit budget, utilising reserves to strengthen our financial position. As in previous years, we secured additional resources during the course of the year, which improved the year end position and meant we did not need to utilise the planned level of Reserves. Both the Board and Finance, Audit and Risk Committee reviewed the financial position regularly throughout the year to enable robust and accurate decision-making.

Reserves policy

NAVCA's reserves policy is to retain sufficient funds to cover closure liabilities, including 3 months to cover operating costs enabling orderly closure. We estimate £170,000 is required to cover these costs.

In addition, we retain up to £80,000 for specific business development and income fluctuation. This comprises £20,000 to £40,000 of reserves to cover fluctuations in income; and £30,000 to £40,000 to allow for investment in business development as required. Designated funds have been created to ensure that funds are ringfenced to cover the closure provision.

We therefore expect to hold between £220,000 and £250,000 in reserves. This offers a balance between being prudent and realistic, ensuring the charity

makes best use of its resources. For operating purposes, we will take a mid-point of £235,000.

As of 31 March 2026, the level unrestricted funds held is £367,352 (2025: £387,028) with free reserves (those reserves not designated for specific purposes or related to fixed assets) of £132,352 (2025: £217,028). Reserves are therefore adequate to cover a worst-case outcome that the Trustees may envisage, assuming such a scenario would make use of the portion of reserves above earmarked for fluctuations in income and business development as detailed above. The budget for 2026/7 plans to use some of these funds, as we build our positioning and develop our approach to membership fees and structures. Depending on income being secured we anticipate the maximum needed might be up to £61,000. In this scenario reserves of £301,352 would be available at 31 March 2027.

Restricted funds

Restricted funds are funds which are to be used in accordance with the specific restrictions imposed by donors or which have been raised for particular purposes. Where projects are complete, any unspent funds are carried forward to be used for the same purpose or returned to the funder if required.

The charity had restricted funds totalling £58,655 (2025: 172,171) at the balance sheet date which are detailed in note 17.

Investment powers and policy

In accordance with the powers granted under its Memorandum and Articles of Association, the charity is authorised to make investments as deemed appropriate by the trustees. The trustees have appointed Rathbones (incorporating Investec Wealth & Investment) to manage the charity's investment portfolio. Their mandate is to adopt a prudent strategy that balances risk and return, aligned with a medium-term investment horizon of up to five years.

The investment portfolio may include a diversified range of asset classes, including but not limited to fixed income securities, UK and international equities, property, and alternative investments. The trustees regularly review the performance and

suitability of the investment strategy to ensure it remains consistent with the charity’s objectives and financial needs.

At the end of 2025/26 the amount the charity had invested stood at a market value of £288,602 (2025: £266,602).

Bank interest receivable during the year amounted to £5,085 (2025: £5,894).

Going concern

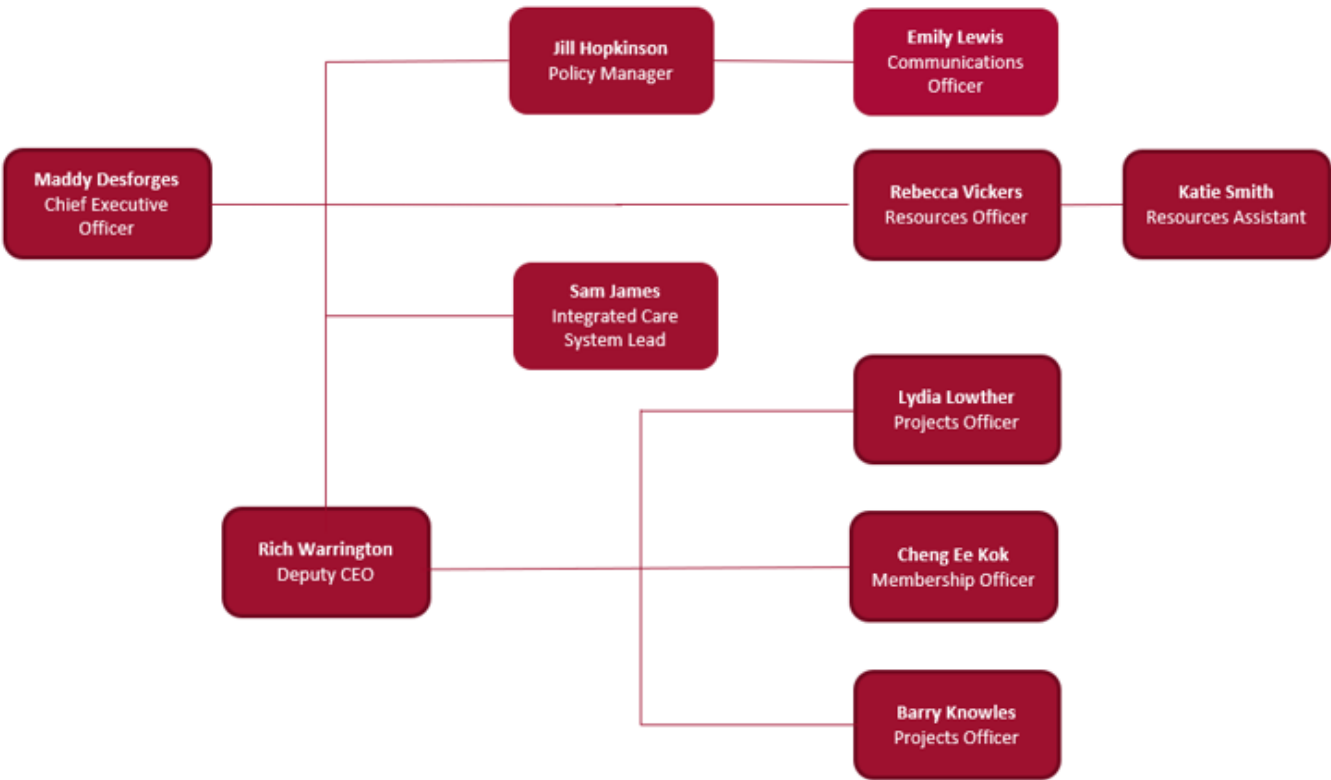
The financial statements have been prepared on a going concern basis. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern.

“
This year, we have brought members together on a variety of issues, meaning they go away having developed and clarified their thinking, and NAVCA is supported to gather intelligence to influence government effectively.
”

Maddy Desforges, CEO, NAVCA

Our staffing structure

As of 31 March 2026, our organisation structure was:



Highlights

We asked the NAVCA staff and trustee team to share some of their personal highlights of the year. Here's what they said!

“

"Every meeting and conversation brings an opportunity to learn something new, and I am grateful to be part of a network that shares such a wealth of knowledge, experience and commitment to strengthening communities. Thank you to NAVCA for taking me on this learning journey."

- Asma Aziz, CEO, Slough VCS and NAVCA Trustee

”

Being part of the national board gives me the opportunity to support the sector nationally, share my experience, and contribute to positive change. Just as importantly, I love the chance to meet and be inspired by new people from across the country, learning from their ideas, experiences, and different perspectives. It's a rewarding way to give back while continuing to grow myself.

- Batul Dungarwalla, Deputy CEO, CVS Lincolnshire

I put myself forward to join the NAVCA Board in order to support the amazing NAVCA team in their work to highlight the massive importance of infrastructure in strengthening civil society.

I have learned so much from seeing a wider national perspective and am truly humbled by the amazing work colleagues are undertaking across the country to support communities every day.

Jackie Rosenberg, CEO, One Westminster



“

I loved welcoming the first cohort of Allyship Champions from NAVCA member organisations and sharing their commitment for creating meaningful change, ensuring that allyship is at the heart of our network.

Beck Vickers, Resources Officer

”

National Association for Voluntary and Community Action – Trustees’ Report

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Statement of Responsibilities

The trustees (who are also the directors of National Association for Voluntary and Community Action for the purposes of company law) are responsible for preparing the trustees’ report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”. The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

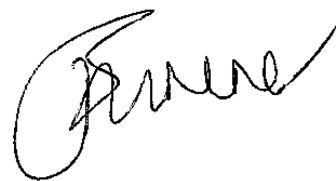
- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The annual report was approved by the trustees of the charity on 27 August 2026 and signed on its behalf by:



Jess Sumner

Chair, on behalf of the Board

Independent Examiner's Report



Independent Examiner's Report to the Members of National Association for Voluntary and Community Action.

I report to the trustees on my examination of the accounts of National Association for Voluntary and Community Action (the charity) for the year ended 31 March 2026.

This report is made solely to the charity's trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My examination has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my examination, for this report, or for the opinions I have formed.

Responsibilities and basis of report

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

Having satisfied myself that the financial statements of the charity 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 the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no

matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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 financial statements to be reached.

Tony Stanley ACA
Mitchell Charlesworth
14th Floor
The Plaza
100 Old Hall St
Liverpool
L3 9QJ

Dated: 25 September 2026

Statement of Financial Activities



Statement of Financial Activities for the Year Ended 31 March 2026

(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2026 £
Income and Endowments from:				
Donations and legacies	2	25,040	-	25,040
Charitable activities	3	308,895	566,458	875,353
Investment income	4	11,576	-	11,576
Total Income		345,511	566,458	911,969
Expenditure on:				
Raising funds	5	(2,049)	-	(2,049)
Charitable activities	6	(380,696)	(679,974)	(1,060,670)
Total Expenditure		(382,745)	(679,974)	(1,062,719)
Gains/losses on investment assets		17,558	-	17,558
Net expenditure		(19,676)	(113,516)	(133,192)
Net movement in funds		(19,676)	(113,516)	(133,192)
Reconciliation of funds				
Total funds brought forward		387,028	172,171	559,199
Total funds carried forward	16	367,352	58,655	426,007

All of the charity's activities derive from continuing operations during the above period.

The funds breakdown for the period is shown in note 16.

The notes on pages 29 to 44 form an integral part of these financial statements.

Statement of Financial Activities for the Year Ended 31 March 2026

(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and Endowments from:				
Donations and legacies	2	31,495	-	31,495
Charitable activities	3	187,996	657,292	845,288
Investment income	4	12,914	-	12,914
Total income		232,405	657,292	889,697
Expenditure on:				
Raising funds	5	(2,524)	-	(2,524)
Charitable activities	6	(307,144)	(504,792)	(811,936)
Total expenditure		(309,668)	(504,792)	(814,460)
Gains/losses on investment assets		5,791	-	5,791
Net (expenditure)/income		(71,472)	152,500	81,028
Net movement in funds		(71,472)	152,500	81,028
Reconciliation of funds				
Total funds brought forward		458,500	19,671	478,171
Total funds carried forward	16	387,028	172,171	559,199

All of the charity's activities derive from continuing operations during the above period.

The funds breakdown for the period is shown in note 16.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

(Registration number: 02575206)

Balance Sheet as at 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Investments	10	288,602	266,602
Current assets			
Debtors	11	31,183	17,730
Cash at bank and in hand	12	493,008	349,056
Total		524,191	366,786
Creditors: Amounts falling due within one year	13	(386,786)	(74,189)
Net current assets		137,405	292,597
Net assets		426,007	559,199
Funds of the charity:			
Restricted income funds			
Restricted funds	16	58,655	172,171
Unrestricted income funds			
Unrestricted funds		367,352	387,028
Total funds	16	426,007	559,199

For the financial year ending 31 March 2026, the charity was entitled to exemption from the audit requirement contained in section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006. The notes on pages form an integral part of these financial statements.

The financial statements on pages 25 to 44 were approved by the trustees, and authorised for issue on 27 August 2026 and signed on their behalf by:



Lisa Healings, Treasurer

Statement of Cash Flows for the Year Ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash (expenditure)/income		(133,192)	81,028
Adjustments to cash flows from non-cash items			
Investment income	4	(11,576)	(12,914)
		(144,768)	(68,114)
Working capital adjustments			
Increase in debtors	11	(13,453)	(7,895)
(Decrease)/increase in creditors	13	(1,073)	7,175
Increase/(decrease) in deferred income	13	313,670	(29,355)
Net cash flows from operating activities		154,376	38,039
Cash flows from investing activities			
Interest receivable and similar income	4	5,085	5,894
Purchase of investments	10	(111,434)	(53,886)
Sale of investments		107,490	40,122
Income from dividends	4	6,491	7,020
Net cash flows from investing activities		7,632	(850)
Cash flows from financing activities			
(Gains)/losses on revaluation of fixed assets for charity's own use		(18,056)	3,477
Net increase in cash and cash equivalents		143,952	40,666
Cash and cash equivalents at 1 April		349,056	308,390
Cash and cash equivalents at 31 March		493,008	349,056
Reconciliation of net cash flow to movement in net funds			
Increase in cash		143,952	40,666
Net funds at 1 April 2025		349,056	308,390
Net funds at 31 March 2026		493,008	349,056

All of the cash flows are derived from continuing operations during the above two periods.

Notes to the Financial Statements for the Year Ended 31 March 2026

1. Accounting policies

National Association for Voluntary and Community Action is a private company limited by guarantee incorporated in England and Wales. The registered office is The Circle, 33 Rockingham Lane, Sheffield, South Yorkshire, S1 4FW.

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with the charity's memorandum and articles and the 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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

National Association for Voluntary and Community Action meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

Going concern

The financial statements have been prepared on a going concern basis.

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this

assessment in respect of a period of one year from the date of approval of the financial statements.

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and impairment losses. All fixed assets valued at £2,000 or more are capitalised at cost.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Furniture & equipment	20% straight line
Computer equipment	33% straight line

Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

Trade and other debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade and other creditors

Trade creditors are obligations to pay for goods or

services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

Restricted income funds are those grants for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make estimates, assumptions and judgements about the carrying value of assets and liabilities which may not be readily apparent from other sources.

The estimates and assumptions are based partly on

historical experience while judgement incorporates less empirical factors considered to be relevant such as the current and potential future economic and political environment and the exercise of suitably cautious prudence.

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

The estimates, assumptions and judgements which have the potential to affect a material adjustment to the carrying value of assets and liabilities are as follows:

Deferred income

The recognition of income involves judgement where funding is received or invoiced in advance of the period to which it relates or prior to the fulfilment of associated performance conditions.

The charity defers income where:

- funding has been received in advance of the period specified by the funder; and/or
- amounts have been received or invoiced before the delivery of the related activities or satisfaction of associated performance obligations.

In determining whether income should be deferred, management reviews the terms of funding agreements, including the timing of service delivery, any conditions attached to the funding, and the extent to which performance obligations have been satisfied at the reporting date. Income is recognised when the charity has entitlement through satisfaction of the relevant performance conditions. Amounts relating to future periods or unfulfilled obligations are carried forward as deferred income.

2. Income from donations and legacies

	Unrestricted funds General £	Total 2026 £
Grants, including capital grants;		
Grants from other charities	25,040	25,040
	25,040	25,040

	Unrestricted funds General £	Total 2025 £
Grants, including capital grants;		
Grants from other charities	31,495	31,495
	31,495	31,495

Government Grants

The following government grants were received during the year:

MHCLG - £58,800 (2025: £Nil) - funding to support forming unitary authorities and VCFSE sector to work together.

Gloucestershire ICB - £30,000 (2025: £20,000) - funding to develop an approach to working well with the voluntary sector.

National Lottery Community Fund £Nil (2025: £151,042) - to fund a development programme in respect of member support.

There were no unfulfilled conditions in respect of these grants at the year end.

No other forms of government assistance have been received by the charity.

3. Income from charitable activities

	Unrestricted funds General £	Restricted funds £	Total 2026 £
Grant & project income	-	548,225	548,225
Membership	102,761	-	102,761
Contracts	116,207	18,233	134,440
Quality Accreditation	36,505	-	36,505
Events	15,087	-	15,087
Other income	3,654	-	3,654
Sponsorship	28,250	-	28,250
Advertising income	1,612	-	1,612
Training & events	4,819	-	4,819
	308,895	566,458	875,353

	Unrestricted funds General £	Restricted funds £	Total 2025 £
Grant & project income	-	637,292	637,292
Membership	94,128	-	94,128
Contracts	10,555	7,500	18,055
Quality Accreditation	45,275	-	45,275
Events	22,841	-	22,841
Other income	778	12,500	13,278
Sponsorship	10,650	-	10,650
Advertising income	1,537	-	1,537
Training & events	2,232	-	2,232
	187,996	657,292	845,288

4. Investment income

	Unrestricted funds General £	Total 2026 £
Income from dividends; Dividends receivable from other listed investments	6,491	6,491
Interest receivable and similar income; Interest receivable on bank deposits	5,085	5,085
	11,576	11,576

	Unrestricted funds General £	Total 2025 £
Income from dividends; Dividends receivable from other listed investments	7,020	7,020
Interest receivable and similar income; Interest receivable on bank deposits	5,894	5,894
	12,914	12,914

5. Expenditure on raising funds

a) Investment management costs

	Unrestricted funds General £	Total 2026 £
Other investment management costs; Amounts payable to investment managers	2,049	2,049
	2,049	2,049

	Unrestricted funds General £	Total 2025 £
Other investment management costs; Amounts payable to investment managers	2,524	2,524
	2,524	2,524

6. Expenditure on charitable activities

	Activity undertaken directly £	Grant funding of activity £	Activity support costs £	2026 £
Grant and project expenses	157,468	-	348,342	505,810
Member support	-	-	102,761	102,761
Grants distributed	-	356,517	-	356,517
Contract expenses	59,540	-	36,042	95,582
	217,008	356,517	487,145	1,060,670

	Activity undertaken directly £	Grant funding of activity £	Activity support costs £	2025 £
Grant and project expenses	134,758	-	379,416	514,174
Member support	-	-	95,296	95,296
Grants distributed	-	125,375	-	125,375
Contract expenses	51,343	-	25,748	77,091
	186,101	125,375	500,460	811,936

7. Grant-making

Analysis of grants

Analysis	Grants to institutions 2026 £	Grants to institutions 2025 £
Warm Centres (Cadent)	356,517	125,375

The support costs associated with grant-making are £nil (2025 = £nil).

No individual grants made to insitutions during the year are material.

8. Analysis of governance and support costs

Support costs allocated to charitable activities

	Basis of allocation	Finance costs £	Information technology £	Staff costs £	Premises costs including depreciation £	Other support costs £	Total 2026 £
Grants and project expenses	Expenditure	-	-	150,433	-	197,909	348,342
Member support	Expenditure	659	16,568	-	6,760	78,774	102,761
Contract expenses	Expenditure	-	-	32,551	-	3,491	36,042
		659	16,568	182,984	6,760	280,174	487,145

	Basis of allocation	Finance costs £	Information technology £	Staff costs £	Premises costs including depreciation £	Other support costs £	Total 2025 £
Grants and project expenses	Expenditure	-	-	163,852	-	215,564	379,416
Member support	Expenditure	679	41,763	-	6,555	46,299	95,296
Contract expenses	Expenditure	-	-	23,254	-	2,494	25,748
		679	41,763	187,106	6,555	264,357	500,460

Governance costs

	Unrestricted funds General £	Total 2026 £	Total 2025 £
Independent Examination and accountancy fees			
IE and accounts preparation	7,700	7,700	8,000
Trustees remuneration and expenses	2,552	2,552	1,578
	10,252	10,252	9,578

9. Staff costs

The aggregate payroll costs during the year were as follows:

	2026 £	2025 £
Staff costs during the year were:		
Wages and salaries	345,089	313,989
Social security costs	34,300	27,602
Pension costs	27,623	25,124
	407,012	366,715

The monthly average number of persons (including senior management team) employed by the charity during the year was as follows:

	2026 No.	2025 No.
Average number of employees	10	9

10 (2025 - 9) of the above employees participated in the Defined Contribution Pension Schemes.

Contributions to the employee pension schemes for the year totalled £27,623 (2025 - £25,124).

The number of employees whose emoluments fell within the following bands was:

	2026 No.	2025 No.
£60,001 - £70,000	1	1

Contributions totalling £5,451 (2025: £5,292) were made to defined contribution pension schemes on behalf of employees whose emoluments exceeded £60,000.

The total employee benefits of the key management personnel of the charity were £149,022 (2025 - £138,882).

10. Fixed asset investments

	2026 £	2025 £
Other investments	288,602	266,602

Other investments

	Listed investments £	Total £
Cost or Valuation		
At 1 April 2025	266,602	266,602
Revaluation	18,056	18,056
Additions	111,434	111,434
Disposals	(107,490)	(107,490)
At 31 March 2026	288,602	288,602
Net book value		
At 31 March 2026	288,602	288,602
At 31 March 2025	266,602	266,602

11. Debtors

	2026 £	2025 £
Trade debtors	27,495	16,650
Prepayments and accrued income	3,688	1,080
	31,183	17,730

12. Cash and cash equivalents

	2026 £	2025 £
Cash at bank	493,008	349,056

13. Creditors: amounts falling due within one year

	2026 £	2025 £
Other taxation and social security	23,139	18,012
Other creditors	3,295	4,394
Accruals	16,711	21,812
Deferred income	343,641	29,971
	386,786	74,189

14. Obligations under leases and hire purchase contracts

Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2026 £	2025 £
Land and buildings		
Within one year	6,756	6,756
Between one and five years	2,252	9,008
	9,008	15,764

15. Charity status

The charity is a company limited by guarantee and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £5 towards the assets of the charity in the event of liquidation.

16. Funds

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Balance at 31 March 2026 £
Unrestricted funds					
<i>General</i>					
General funds	217,028	345,511	(382,745)	17,558	197,352
<i>Designated</i>					
Closure and development provision	170,000	-	-	-	170,000
Total unrestricted funds	387,028	345,511	(382,745)	17,558	367,352
Restricted funds					
Assura	-	75,000	(60,478)	-	14,522
DCMS EP Phase III	4,671	-	-	-	4,671
Warm Centres (Cadent)	150,000	297,259	(447,259)	-	-
Gloucester ICB	17,500	30,000	(24,641)	-	22,859
HWB General	-	15,316	(10,130)	-	5,186
AI	-	24,500	(24,500)	-	-
Impact Assessment	-	65,583	(54,166)	-	11,417
LGR	-	58,800	(58,800)	-	-
Total restricted funds	172,171	566,458	(679,974)	-	58,655
Total funds	559,199	911,969	(1,062,719)	17,558	426,007

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2025 £
Unrestricted funds						
<i>General</i>						
General funds	279,000	232,405	(309,668)	9,500	5,791	217,028
<i>Designated</i>						
Closure and development provision	179,500	-	-	(9,500)	-	170,000
Total unrestricted funds	458,500	232,405	(309,668)	-	5,791	387,028
Restricted						
Assura	15,000	56,250	(71,250)	-	-	-
DCMS EP Phase III	4,671	-	-	-	-	4,671
TNLCF Development	-	151,042	(151,042)	-	-	-
Section 114	-	20,000	(20,000)	-	-	-
Warm Centres (Cadent)	-	402,500	(252,500)	-	-	150,000
Gloucester ICB	-	20,000	(2,500)	-	-	17,500
NHS SW Network	-	7,500	(7,500)	-	-	-
Total restricted funds	19,671	657,292	(504,792)	-	-	172,171
Total funds	478,171	889,697	(814,460)	-	5,791	559,199

The specific purposes for which the funds are to be applied are as follows:

Assura - funding from Assura to offer peer support and develop good practice in VCSE sector engagement with Integrated Care Systems.

Gloucester ICB – to support work with Gloucester ICS to develop an approach to working well with the voluntary sector.

HWB General includes the HWB Alliance - funding for NAVCA to support National Voices as coordinators of the Health and Wellbeing Alliance funded by DHSC and VCSE Workforce Study - funding for a project from the University of Sheffield for Implementing professional support for the voluntary sector workforce: A multi-case action research study.

Warm Centres (Cadent) – This project offers community organisations support to work together to support people locally to access advice, training and resources to cope with rising energy costs.

DCMS EP Phase III - NAVCA worked with the British Red Cross to deliver the programme ‘VCS Emergencies Partnership co-ordination of the voluntary sector’s Covid-19 response’ which is funded by the Secretary of State for Digital, Culture, Media and Sport.

AI - funding from The University of Leeds for a project exploring the key ethical, policy and practice challenges small voluntary and community sector organisations’ experience in making effective use of AI.

Impact Assessment Framework - funding from Fusion21 Foundation for NAVCA to enable the co-design of an Impact Assessment framework for Local Infrastructure, working with its research and development partner (New Philanthropy Capital) and up to 22 investors.

LGR - funding from MHCLG to support forming Unitary authorities and the VCFSE sector to work together through devolution and Local Government Reorganisation. [NB the project runs over two financial years. Activity in 25-26 is funded by MHCLG, in 26-27 Lloyds Bank Foundation].

Last year there were also the following restricted funds:

Section 114 – to develop guidance and a policy document to support local voluntary sector and local authorities to respond to reductions in local government funding.

SW NHS Network – to bring together VCSE Alliances in the South West region to share information and work together.

TNLCF Development - a project for NAVCA to review and develop our offer to members, maximizing the impact of the network. Members have been at the heart of the approach to focus on the outcomes they want from NAVCA and develop the support, services and activities which achieve these.

Designated funds

The closure fund is a designated fund to cover the costs of closure should that be needed.

17. Analysis of net assets between funds

Unrestricted				
	General £	Designated £	Restricted £	2026 Total Funds £
Fixed asset investments	118,602	170,000	-	288,602
Current assets	168,594	-	355,597	524,191
Current liabilities	(89,844)	-	(296,942)	(386,786)
Total net assets	197,352	170,000	58,655	426,007

Unrestricted				
	General £	Designated £	Restricted £	2025 Total Funds £
Fixed asset investments	96,602	170,000	-	266,602
Current assets	194,615	-	172,171	366,786
Current liabilities	(74,189)	-	-	(74,189)
Total net assets	217,028	170,000	172,171	559,199

18. Financial instruments

Categorisation of financial instruments

	2026 £	2025 £
Financial assets that are debt instruments measured at amortised cost	520,503	365,706
Financial assets that are equity instruments measured at cost less impairment	288,492	266,602
Total	808,995	632,308
Financial liabilities measured at amortised cost	16,711	21,812

19. Trustees remuneration and expenses

During the year the charity made the following transactions with trustees:

Kerrie Fletcher

Kerrie Fletcher has now resigned, but during her time as trustee she received remuneration of £2,450 (2025: £2,700) during the year.

Remuneration was through an arm's length contract to deliver quality assurance services as permitted by clause 12(5)b of The Articles of Association of the organisation.

During the period 9 (2025: 5) Trustees claimed expenses totalling £2,552 (2025: £1,001) primarily for travel costs.

20. Related party transactions

During the year the charity made the following related party transactions:

VAST

(Lisa Healings is the CEO of VAST)

VAST received funding from NAVCA in the period for Warm Centres £32,000 (2025: £12,500) and £210 (2025: £1,200) for Quality assessment work. At the balance sheet date the amount due to/from VAST was £Nil (2025 - £Nil).

Community Action Suffolk

(Hannah Reid (ex-trustee) is CEO of Community Action Suffolk)

Community Action Suffolk received grant funding for Warm Centres of £32,000 (2025: £12,500). At the balance sheet date the amount due to/from Community Action Suffolk was £Nil (2025 - £Nil).

Support Cambridgeshire

(Sally Page is Deputy CEO of Support Cambridgeshire)

Support Cambridgeshire gave NAVCA funding of £1,000 as a member investor for the Impact Assessment (2025: received £25,375 for Warm Centres). At the balance sheet date the amount due to/from Support Cambridgeshire was £Nil (2025 - £Nil).

Lincolnshire CVS

(Dr Batul Dungarwalla is Deputy CEO at Lincolnshire CVS)

Lincolnshire CVS received a Local Trust payment of £6,500 (2025: £nil) for consultancy work. At the balance sheet date the amount due to/from Lincolnshire CVS was £Nil (2025 - £Nil).

Connected Voice

(Lisa Goodwin is CEO of Connected Voice)

Connected Voice received Local Trust payments of £7,750 (2025: £nil) for consultancy work. At the balance sheet date the amount due to/from Connected Voice was £Nil (2025 - £Nil).

Voluntary Sector North West

(Garth Hodgkinson is a trustee of Voluntary Sector North West)

Voluntary Sector North West received £2,000 (2025: £727.27) for consultancy work on the Assura task and finish group. At the balance sheet date the amount due to/from Voluntary Sector North West was £Nil (2025 - £Nil).

Community Works

(Jessica Sumner is CEO of Community Works)

Community Works received £nil (2025: £250) for Events and Conferences. At the balance sheet date the amount due to/from Community Works was £Nil (2025 - £Nil).

Action Hampshire

(Kishor Patel is a Community Projects Officer with Action Hampshire)

Action Hampshire received £nil (2025: £250) for Events and Conferences. At the balance sheet date the amount due to/from Action Hampshire was £Nil (2025 - £Nil).

Communities 1st

(Stephen Craker (ex-trustee) is CEO of Communities 1st)

Communities 1st received funding for Ukraine, £nil (2025: £1,200) for Quality Assessment work. At the balance sheet date the amount due to/from Communities 1st was £Nil (2025 - £Nil).

Local VCS infrastructure organisations

For thriving communities, where people can take action on the things that matter to them.



navca



Leadership and advocacy

Mobilising and encouraging community action, strengthening our sector's voice and influence on key decision-makers and funders.

Partnerships and collaborations

Creating opportunities and driving effective joint working by building networks of local organisations and strategic partners.



Capacity building

Providing practical support and development for local people and organisations, to nurture skills and build community resilience.

Volunteering

Building an environment in which volunteers and their communities thrive, by encouraging and nurturing volunteering opportunities.





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local focus national voice

National Association for Voluntary and Community Action

Annual Report and Financial Statements for the Year Ended 31 March 2026

Company registration number: 02575206 | Charity registration number: 1001635



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