

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 2025

Company registration number: 02575206
Charity registration number: 1001635

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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 Succession Planning Group	Appointed Chair July 2023	
Julie Farrow	Vice-chair until November 2022 Chair HR committee until January 2023 Succession Planning Task & Finish Group Appointed as Board advisor in November 2022	December 2019	End of service as Board Advisor November 2024
Stephen Craker	Vice-Chair from November 2022 Chair HR Committee from January 2023 Finance, Audit & Risk Committee	November 2018	End of service November 2024
Kerrie Fletcher	Vice-Chair from October 2022 Chair Finance, Audit & Risk Committee Appointed as co-opted member November 2022	November 2019	
Angela White (Carter) OBE	HR Committee Finance, Audit & Risk Committee Succession Planning Group	November 2019	Resigned February 2025
Lisa Healings	Treasurer from November 2022 Finance, Audit & Risk Committee	November 2022	
Jess Sumner	Vice-Chair from December 2024 Chair of HR Committee from January 2025 Chair Succession Planning Group	November 2022	

Name	Roles/committee membership	Date elected/re-elected/ appointed	Date of leaving
Hannah Reid	HR Committee	November 2022	
Christine Blythe	Finance, Audit & Risk Committee	November 2022	
Leah Campbell		November 2023	Resigned May 2024
Kishor Patel	HR Committee	Co-opted July 2024 Voted November 2024	
Dr Batul Dungarwalla		Appointed July 2024	
Garth Hodgkinson	Succession Planning Group	Appointed July 2024	
Jackie Rosenberg		Appointed July 2024	
Sally Page	HR Committee	Appointed July 2024	

Company Secretary

Maddy Desforges OBE

Senior management team

Maddy Desforges OBE

Alex Boys (resigned June 2024)

Rich Warrington (appointed July 2024)

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

Investment Managers

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

Our Funders

In 2024/25, NAVCA was grateful to receive funding from the following organisations, which enabled us to pursue our strategic objectives;

- Assura
- British Red Cross
- Cadent Gas Limited
- Environment Agency
- In Kind Direct
- Ladbrook Insurance
- Local Government Association
- National Academy for Social Prescribing
- National Cyber Security Centre
- The National Lottery Community Fund
- National Voices
- National Council for Voluntary Organisations (NCVO)
- NHS England (NHSE)
- NHS England - South West
- NHS Gloucestershire Integrated Care Board
- Plinth
- The Giving Machine
- West Yorkshire LIOs

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.



NAVCA in numbers

180 members supporting over **165,000** charities and community groups

Over

60%



of NAVCA members engaged in the Development Programme

140

people attended our Annual Conference in 2024



We distributed

£137,000

to 11 Warm Hubs across the country, supporting

28,000 people

16 Allyship Champions



17 EEDI Steering Group members



LIQA accredited member organisations



We sent out 26 member newsletters,

providing members with useful updates and resources

Chair's Foreword

Sandra Meadows MBE, FRSA



This has been another year of change – for the country, the voluntary sector and for local infrastructure organisations (LIOs). This change has played out against a backdrop of global instability and conflict, with the ongoing wars in Ukraine and the Middle East, seismic changes to democratic rule in the USA, and unprecedented extreme weather events. Alongside this, we've witnessed the best of humanity through humanitarian interventions across the world, community responses to flashpoints such as the UK race riots during the summer, and the dogged determination of our charities, community groups and social enterprises to keep going in the face of huge challenges.

We saw the arrival of the new government in July with huge anticipation, and feelings of hope and renewal. There was a period of pause while priorities were established and the new government set out its focus for the term ahead. Whilst funders also paused to reset strategies and priorities, frontline, grassroots activity continued, as the sector demonstrated its vital role in maintaining support for communities. We saw unprecedented numbers of local authorities facing financial crisis, to the point of issuing a Section 114 notice or having to make significant funding cuts, which directly impacted key services and negatively affected citizens and communities across the country. Despite significant reductions in grants and funding, LIOs and their member organisations worked incredibly hard to influence policy and decision making at a local level to protect services, particularly for the most vulnerable in society.

In that context, there is even more need for strong support structures and effective intermediaries for the sector. Much of our work this year has been to address these challenges - to offer support,

build collaborations and work together. We have supported members, and in turn their communities, to work well with local and regional authorities. We have worked to influence the wider system – local government, national government and the health system - to recognise the need for and importance of support structures for the VCSE sector. We have had some success, but there is always more to do! The publication of the new Civil Society Covenant provides a framework for these important conversations; setting out the need for greater recognition and respect for civil society and all it brings. We look forward to its implementation, to tackle some of the issues it highlights, foster closer partnership working, and address the complex challenges in society.

NAVCA concluded its Development Programme against that backdrop of wider change, reviewing the internal and external conditions needed for local infrastructure to thrive, and looking at how NAVCA can work with its members to create those conditions, and offer support so communities can also thrive. I am extremely proud and grateful to see how our members engaged with that process; and how it enabled us to really think about our role to foster the decade of renewal we need as a country. We don't have all the answers, but I am sure we need to focus more on relationships and connections – the things which are often forgotten in a dehumanised commissioning environment, focused on creating products and counting 'things'.

Local infrastructure matters more now than ever. Working with organisations and communities to support them to thrive; to influence, reform and reshape delivery of public services, to bring the joy and optimism back into the VCSE sector, which is about so much more than shoring up public

services. We will continue to work closely with our members, to shout about the work they do, and to influence local, regional and national government, and all public sector systems, to work with us in true collaboration and partnership.

“

Local infrastructure matters more now than ever. To continue working with organisations and communities to support them to thrive; to bring the joy and optimism back into the VCSE sector and communities.

”



Sandra Meadows MBE, FRSA

In remembrance

In 2025, we shared the sad news that Judy Robinson, NAVCA's former Chair, passed away suddenly. She was known to many from a long career in local infrastructure, and the voluntary and community sector, in the Northwest, Yorkshire and the Humber, and nationally.

She was an amazing woman who died in a place she loved with good friends. She was a powerful advocate of communities and social justice, she fought for what she believed in, with energy and commitment.

She will be remembered by many.



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 2025.

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:

Vision, mission and aims – local focus, national voice

NAVCA's 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;
- to bring together thinking and action to increase the impact of our network;
- to create a valued hub of knowledge which is shared widely to strengthen our action and impact;
- to ensure the NAVCA movement has the tools, resources and connections it needs.





(above) Community Action: MK conference bringing together local community organisations, with contribution from Maddy Desforges NAVCA CEO

"I joined [the Allyship Programme] to gain the skills and knowledge to improve my own confidence to challenge injustices and champion allyship. I feel that I have already learned and made connections!"

(below) NAVCA Development Programme in-person networking day at Voluntary Action Sheffield



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"The networking dinner was a great opportunity to network with other areas and to hear about what is working well and what their barriers are." (feedback on NAVCA Networking Dinner)

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(above) David Knott, CEO of The National Lottery Community Fund, speaking at the NAVCA Annual Conference 2024

“

"The [quality] accreditation really helps publicly cement Communities 1st's reputation as an organisation that puts quality and impact to the communities we serve at the heart of all that we do in supporting local voluntary, community and social enterprises." – Communities 1st

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Our outcomes, against our strategic objectives

Development programme

In 2024, we secured funding from the National Lottery Community Fund to undertake a comprehensive development programme, working with members to undertake a thorough review of our work and how it supports members to strengthen community resilience. 60% of members engaged with the process, leading us to adopt a co-design by default model for all future work by NAVCA with members.

Research undertaken by Sheffield Hallam University as part of the project identified that:

- LIOs find themselves in highly complex and demanding positions, balancing capacity against multiple expectations from different parts of a diverse local VCSE sector and different statutory stakeholders
- The CEO and LIO staff team's approach to relationships and leadership with the VCSE sector and statutory partners is crucial for effectiveness
- The amount and form of funding for local VCSE infrastructure do not appear to be the only conditions for effectiveness
- LIOs encounter forces that can be both stabilising and destabilising, which work to secure or unsettle their overall position. These forces typically arise from the funding environment, strategic leadership, LIO credibility and regard, and competition from others
- The conditions enabling or preventing effective local infrastructure are inter-connected, with LIOs experiencing both positive and negative spirals between connected issues.

These factors have informed and focused our influencing work, and our work around local development and change – supported by [blogs to share the key findings](#).

The project led to a new NAVCA practice model

and an updated theory of change, reflecting our learning and guiding the Change Programme toward achievement of our ambition of more resilient, inclusive and connected communities, and a thriving VCSE sector.

To underpin this, we also revisited our strategy, making Equity, Equality, Diversity and Inclusion (EEDI) a prominent theme of work.

We will implement our Change Programme over the coming years, drawing on the insights and needs of members to prioritise our activity. Priorities for the coming year include: developing an impact assessment approach for LIOs; developing our networks to be more responsive; implementing an allyship programme and EEDI audit tool; and developing a consistent approach to local state of the sector reporting.

Strategic objectives

Alongside the development programme, we continued to deliver our business plan against five priority areas to support members: networks and connections; information gathering and sharing; providing resources and support; influencing system change; and enablers - our own internal systems such as governance and finance.

By focusing on the four functions of infrastructure, we developed our approach to communicating a clear role and purpose of local infrastructure.

Networks and connections

Bringing members together helps share learning, develop best practice, and create solidarity amongst those working in LIOs to support communities. We bring together both standing and responsive networks through a dynamic model that enables two-way insight and information sharing, informed by member experiences. Standing networks bring members together on a regular basis around ongoing topics or interests, e.g. core cities, communications, volunteering and anti-racism. They create important, safe spaces for conversations and connections between members.

Responsive networks bring members together to inform and be informed. They support members to navigate and manage events and emergencies, by sharing information and learning about national issues in real-time. This included responding to the racist riots in the summer; working on the new health strategy, being part of the eco-system for hospital discharge and developing our response to the NHS 10-year plan.

Our annual conference is a highlight of the year and is a highly valued opportunity for members to come together to network and reconnect, to have space

to step back from daily pressures and look at the bigger picture, and to learn from each other. This year, we hosted the conference in Birmingham, and brought together 99 members from 44 member organisations, as well as stakeholders and sponsors.

The conference stimulates members with new ideas, inspiring and driving them on to develop their work based on learning from workshops and speakers.. The energy and vibrancy of the event emphasised the importance of establishing and developing relationships between members.

Information gathering and sharing

Our regular briefings highlight key issues and distil important information by informing members, providing signposts to further information and reading, and aims to “do some of the thinking” to accelerate members own approach to issues. We produced briefings and updates on new government policy announcements, budgets, and national events such as the racist riots. Members appreciate the ready and timely access to trusted information: “[NAVCA] briefings are so helpful, I prioritise the emails to read them properly.”

Developing our work on equity, equality, diversity and inclusion (EEDI) came to the fore through the development programme. To drive this, we established an EEDI steering group for NAVCA, made up of members and trustees, to review our activity, provide support and critique, and to hold us to account.

We have developed and launched an Allyship Programme in partnership with Diversity Marketplace. This supports and develops a network of active allyship champions across the network, who in turn support and challenge their own organisation and other VCSE organisations in their place. The programme offers quarterly training events, access to a suite of comprehensive resources through Diversity Online, and peer support and development through regular network sessions.

We are working with Diversity Marketplace and members to produce an EEDI Audit Toolkit, enabling members to assess their strengths, identify areas

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Sometimes the role of a local infrastructure CEO can feel lonely and isolating – I feel more connected to the wider network and part of a bigger whole which I found really energising.

Feedback on our Annual Conference 2024

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to develop and produce a clear, time-bound action plan. The tool will launch later in 2025.

Providing resources and support

The four functions of infrastructure serve as the foundation of our work and provide a framework to ensure effective support for members. We produced [four guides](#) during the year to explore what each of the four functions means and how they help to meet community needs.

The LIQA (Local Infrastructure Quality Accreditation) centres around these four functions, providing a framework against which members demonstrate the quality and impact of their work. The accreditation helps organisations reflect on their strengths and areas for development, and provide evidence of how they deliver the four functions of infrastructure. This is peer reviewed by experienced senior leaders who are trained in the expectations of the award. To date, 24 members have achieved accreditation. The award enables NAVCA members to showcase their work and can be shared with funders, partners and stakeholders.

The VCQA (Volunteer Centre Quality Accreditation) forms the other part of our Quality offer. Nine more organisations achieved accreditation during the year, making a total of 34 current VCQA holders.

We regularly spotlight our members' work through case studies which we will continue to share as a way to inspire, motivate others and as a vehicle to demonstrate and promote the impact of our members.

In April 2024, we launched our redesigned website to share updates about NAVCA and its members, and to help members connect. The new member hub invites members to sign up for events, to download resources, network/chat, and upload jobs. Over 500 members have an active account to date.

We have been developing our approach to health, enabled by the new website. We completed the Quality Development Tool, supporting ICS-VCSE Alliances to engage well with the system at a local and regional level. We shared 77 support resources through the resource hub, supporting members

bringing insight and information directly to members in accessible formats.

Local authority finances continue to be under pressure, with many councils making cuts to budgets, including funding for VCSE organisations and LIOs. Only a few have become insolvent so far, but many remain at high risk and will likely need to make major funding cuts.. Working with Lloyds Bank Foundation, we developed [guidance and policy recommendations](#) for both local authorities and VCSE organisations. This identified six stages of financial vulnerability for a council, and the actions VCSE organisations can take at each stage. The guidance has been downloaded by over 12,000 people, supported by a webinar and blogs to explore the guide further.

Recognising the importance of the relationship between local authorities and VCSE organisations we worked in partnership with the Local Government Association to produce a [best practice guide for councils](#) working with LIOs in order to reach small, local VCSE organisations. The guide is designed to strengthen collaboration between sectors, helping ensure funding, engagement and support reaches the grassroots groups who are closest to communities and most often overlooked.

In partnership with the University of Exeter and the Social Innovation group, we explored the idea of the voluntary sector as a 'microbiome', an invisible

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“Applying the LIQA framework accelerated our work to map and facilitate capacity building support for the VCSE across Birmingham, and also helped us identify areas where our capacity building partnerships could develop further.”

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Birmingham VSC

but vital ecosystem sustaining public health and community wellbeing. This collaboration led to a powerful [thought piece](#), reframing the VCSE sector as essential to the function of our public services, even when its impact is long term and/or not always visible. We also hosted an open event to share and debate these ideas, bringing together practitioners, academics, and system leaders to challenge assumptions about power, value, and where change begins. The resources have been downloaded over 1800 times.

We were delighted to partner with Cadent Gas to fund warm centres across the country. We distributed £137,000 to 11 hubs, which funded community groups and centres to support people to stay warm and safe. Our approach enhances existing provision, distributing resources including carbon monoxide alarms and slow cookers, as well providing information and support around energy efficiency, carbon monoxide awareness, the Priority Service Register and general benefits advice. We trained members to pass on advice and support to community groups, as well as forming a network of those involved to provide mutual support and learning. To the end of April 2025, 28,000 people had benefited from the programme.

Following from the development programme, we are building our training offer, with proactive and responsive training to meet member needs. To date, we have offered courses on developing the strategic use of AI in LIOs and trustee recruitment. We will continue to develop this programme through 2025-26.

Influencing system change

We have developed NAVCA's voice to highlight the offer from and impact of LIOs into statutory agencies and government. This is key to our wider success as a network. In the run up to the general election, our "non-manifesto", [The power of local infrastructure](#), set out the value and importance of LIOs, and has informed our approach since the new government set out its priorities and ways of working.

As the new government took up power and developed its policies, we contributed to

roundtables with several departments on resilient communities, health, volunteering, and a wider community strategy. We worked with DCMS (Department for Media, Culture and Sport) as they commissioned research focused on what is most needed in social infrastructure. We contributed to thinking around the new Civil Society Covenant, and a shift in the relationship between the VCSE and Government – focusing on the importance of local relationships and influence, trust and respect, and robust accountability structures.

With the NHS is going through considerable change and Integrated Care Systems shifting their focus as the new government sets priorities around "community, prevention and digital", our work on health has developed through the year. We provided information and resources, signposted to wider support, and provided analysis of government proposals and policy shifts. We have also developed our relationships with statutory agencies and other national bodies, advocating for the importance of working well with communities.

Many of our members convene and host their ICS-VCSE Alliances and our briefings are shared widely with members and wider VCSE Alliance members to help the sector understand reforms and their implications, and how they can increase their influence. We have supported and facilitated a strengthened network of ICS-VCSE Alliances, bringing together ICS-VCSE Alliance leaders to form an independent group - Alliance42. NAVCA acts



as the secretariat for this group, helping to build relationships and connections to enable stronger collective advocacy and collaboration.

We're a small team with strong connections, which means we can act quickly in emergencies and share information fast. As the racist riots unfolded in the July and August 2024, we brought members together to share their experiences supporting rapid response at a local level. We gathered information from members to share with Government both before and after the riots, enhancing understanding of what happened, including the catalysts and drivers, to inform the wider statutory response.

We continue to play a role in national partnerships, amplifying the voice of the local voluntary sector and communities. We co-chair the VCS Emergencies Partnership, which has been working with Government on a whole society approach to resilience, drawing on our members' knowledge. Regular network meetings and events connect our members, community groups and specialist partners to better prepare for, respond to and learn from emergency responses.

As we change and adopt our approach to volunteering, the Vision for Volunteering sets out a shared ambition to reimagine volunteering as a vital, inclusive, and impactful force in communities across the UK. The need for a unifying Vision remains strong as the voluntary sector continues to face fragmentation — with initiatives often working in isolation, and smaller organisations struggling to make their voices heard amidst larger, better-resourced players. The Vision for Volunteering was created to shift this — building shared ownership of what volunteering should look like in the future and how we get there together. We will continue to drive from within the partnership to achieve this ambition.

Enablers

We continue to review and develop our internal systems to work to greatest effect with a small team. This year has seen new team members join and enhance our knowledge and culture as an organisation, as well as new trustees bringing fresh

perspectives. As a result, we have a strong and diverse team, with leadership drawn from across the network and country.

We have invested capacity in developing our CRM to meet NAVCA's needs. We are making greater use of insights to the network, and using its capacity to work more efficiently.

Team members in 2024/25 were:

- Alex Boys [until July 2024]
- Cheng Ee Kok
- Emily Lewis
- Jill Hopkinson
- Katie Smith [from August 2024]
- Lydia Lowther
- Maddy Desforges OBE
- Rebecca Vickers
- Rich Warrington [from August 2024]
- Sam James [from May 2024]
- Yvonne Wan [until April 2024]

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

Looking ahead – 2025/26

As outlined above, we have set out a significant change programme to increase our impact with members. Our revised Theory of Change gives us a clear focus, with updated our strategic priorities:

- Advocacy for system change - policy making better reflects the needs and priorities of communities (place, religion, national)
- Networks, connections and influencing - LIOs are better connected, learning together
- Tools, resources and information - there is high quality infrastructure support in every locality
- Equity, equality, diversity and inclusion - LIOs drive equity, meeting the needs of diverse communities.

On each of these we have a set of priorities and deliverables for the year as shown below. We will continue to adapt and shift our focus as needed to be both responsive and proactive in our support.

Advocacy for system change

- Co-chair the VCS Emergencies Partnership – provide strategic leadership and guidance; secure greater presence on Local Resilience Forum (LRFs) and embed local VCS in emergency response and learning.
- Be a core partner on the Vision for Volunteering – engage NAVCA members especially those doing volunteering strategy development and steer work around data and data standards.
- Identify and use opportunities to influence Government and position the importance of LIOs to deliver change – particularly through consultation responses and pro-active influence.
- Ensure members have up to date, relevant and actionable information, particularly on local government reform and devolution.
- Support health and health systems work – through the development of VCSE system level alliances to convene and exert influence; as well as influence nationally to create space for those alliances to flourish.

Equity, equality, diversity and inclusion

- Develop and work with an EEDI steering group to challenge and critique our work.
- Develop, implement, and review the Allyship programme, with the initial cohort launched in January 2025. The programme will be evaluated and updated for a second cohort during the year. Develop, implement and review an EEDI audit toolkit to be launched during the year.
- Make ‘inclusive volunteering’ the focus of activity around volunteering, including a short campaign for Volunteers Week.

Networks, connections, and influencing

- Develop our existing standing networks to bring members together and connect between meetings.
- Test and learn approaches to ‘ad hoc’ network meetings.
- Develop discussion forums to be more integrated and effective.
- Hold our annual conference, focused on “the power of local infrastructure”.

Tools, resources and information

- Continue to offer the LIQA (Local Infrastructure Quality Accreditation) and VCQA (Volunteer Centre Quality Accreditation), review their effectiveness and develop a light touch process.
- Offer traded training, with short courses tailored to the needs of LIOs.
- Run the Cadent Centre for Warmth programme, distributing funding to members delivering support to local community organisations offering information and resources.
- Enable the delivery of state of the sector surveys by members that meet the needs of funders, partners and stakeholders.

Theory of Change



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Impact

More resilient, inclusive and connected communities
and a thriving VCSE sector in every place

High-level outcomes

LIOs are better
connected, learning
together

High quality
infrastructure support
in every locality

LIOs drive equity,
meeting the needs of
diverse communities

Policy making better
reflects the needs and
priorities of communities
(place, religion, national)

Intermediate outcomes

Members
collaborate
to solve
problems

Enhanced
mutual
support at
all levels

Lived
experience
influences
policy

Evidence
base better
reflects
VCSE assets

Negative
spirals
in LIOs
stopped

Accelerated
EEDI
development

Improved
multi-way
knowledge
exchange

Activities

Reshape networks,
connections and
influencing

Review and adapt
tools, resources and
information

Enhance EEDI
programme

Advocacy for system
change from members
and NAVCA

Our Trustee Board

NAVCA is managed by a Trustee Board comprising up to thirteen trustees. Nine must be elected by NAVCA members, and a further four 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 2024/25, our Chair was Sandra Meadows MBE, Vice Chairs were Kerrie Fletcher, Stephen Craker (until November 2024) and Jess Sumner (from December 2024). Lisa Healings was Treasurer.

The Board is served by three standing subcommittees. Two Vice Chairs support the Chair and chair these subcommittees - Finance, Audit and Risk (chaired by Kerrie Fletcher) which meets quarterly; HR (chaired by Jess Sumner) which meets 6 monthly, and Succession Planning (also chaired by Jess Sumner), which meets 6 monthly. 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 20 and 21 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. Our development programme builds on work to develop the four functions of infrastructure and increase uptake of the Local Infrastructure Quality Accreditation.
 - **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 have agreed a refreshed income generation strategy to guide 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.

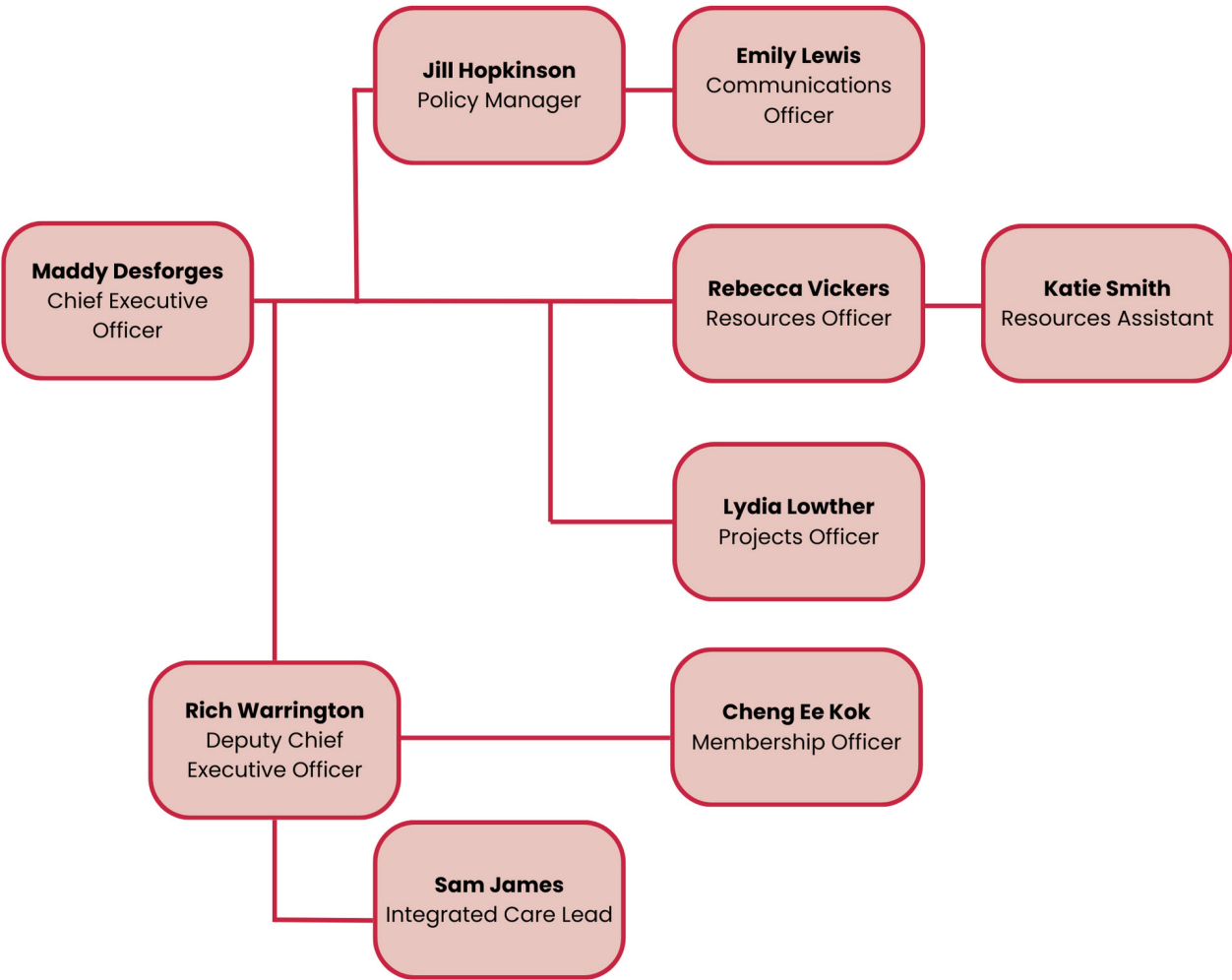
The internal financial controls conform to guidelines issued by the Charity Commission.

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.

Our staffing structure

As of 31 March 2025, our organisation structure was:



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 proposed deficit budget, relying on using reserves while we worked through the development programme to review our positioning and offer, and the change programme to implement the approach. As in previous years, we secured significant unplanned resource during the year. The budget was not revised, and both Board and Finance, Audit and Risk Committee were kept fully informed throughout to enable robust and accurate decision making.

Of particular note this year was the fact that the economic environment remained tight during this year, from the calling of the General Election in May 2024 through to the end of the financial year, as Government reset its priorities and planned how to tackle the significant public finance deficit.

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 between £55,000 and £174,000 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 these reserve requirements. The amount of the designation has been calculated to be the mid-point of the required range.

We therefore expect to hold between £105,000 and £254,000 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 £170,000.

The calculated level of free reserves at 31 March 2025 was (£49,574) (2024: £22, 685) comprising total unrestricted funds of £387,028 (2024: £458, 500) less the Fixed Asset Investments of £266,602 (2024: £256, 315) and designated funds of £170,000 (2024 £179, 500) (Note 17). Trustees have developed an income strategy to address this deficit.

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 totaling £19,671 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 2024/25 the amount the charity had invested stood at a market value of £266,602 (2024: £256,315)

Bank interest receivable during the year amounted to £5,894 (2024: £5,148).

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.

Highlights

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

“

It's my first year at NAVCA and there has been a lot to get on top of. My favourite moment of the year has been getting to know each Alliance, how their systems work, and discovering the incredible work they're doing. It's been both challenging and rewarding to support Alliance42 as secretariat, helping it grow into an independent, peer-led collective. I'm looking forward to continuing that work with the leadership in 2025/26.

Sam James, Integrated Care Lead

”

“

I joined NAVCA in July 2024 and the first thing I did was attend the Development Programme Away Day with members. Spending a day with LIO experts working through what they need from NAVCA was incredibly inspiring; I knew I'd come to the right organisation straight away.

Rich Warrington, Deputy CEO

”

“My highlight has been counting the 17 members who were awarded the LIQA in 2024-25, and receiving feedback on how accreditation and the LIQA framework have helped bring them closer to their goals.”

Cheng Ee Kok, Membership Officer

“It's a privilege to support the small but perfectly formed NAVCA team in highlighting the crucial role of local infrastructure organisations at a national level.”

Christine Blythe, trustee and NAVCA member

“

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 16th September 2025 and signed on its behalf by:



Sandra Meadows MBE, FRSA

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 2025.

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: 2nd October 2025

Statement of Financial Activities



Statement of Financial Activities for the Year Ended 31 March 2025

(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	17	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 17.

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

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 2025

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

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	2	40,562	-	40,562
Charitable activities	3	279,708	104,206	383,914
Investment income	4	12,351	-	12,351
Total income		332,621	104,206	436,827
Expenditure on:				
Raising funds	5	(2,344)	-	(2,344)
Charitable activities	6	(391,095)	(326,914)	(718,009)
Total expenditure		(393,439)	(326,914)	(720,353)
Gains/losses on investment assets		6,450	-	6,450
Net expenditure		(54,368)	(222,708)	(277,076)
Net movement in funds		(54,368)	(222,708)	(277,076)
Reconciliation of funds				
Total funds brought forward		512,868	242,379	755,247
Total funds carried forward	17	458,500	19,671	478,171

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

The funds breakdown for the period is shown in note 17.

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

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

Balance Sheet as at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Investments	10	266,602	256,315
Current assets			
Debtors	11	17,730	9,835
Cash at bank and in hand	12	349,056	308,390
Total		366,786	318,225
Creditors: Amounts falling due within one year	13	(74,189)	(96,369)
Net current assets		292,597	221,856
Net assets		559,199	478,171
Funds of the charity:			
Restricted income funds			
Restricted funds	17	172,171	19,671
Unrestricted income funds			
Unrestricted funds		387,028	458,500
Total funds	17	559,199	478,171

For the financial year ending 31 March 2025, 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 29 to 44 were approved by the trustees, and authorised for issue on 16th September 2025 and signed on their behalf by:



Lisa Healings, Treasurer

Statement of Cash Flows for the Year Ended 31 March 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash income/(expenditure)		81,028	(277,076)
Adjustments to cash flows from non-cash items			
Investment income	4	(12,914)	(12,351)
		68,114	(289,427)
Working capital adjustments			
(Increase)/decrease in debtors	11	(7,895)	108,740
Increase/(decrease) in creditors	13	7,175	(14,192)
Decrease in deferred income	13	(29,355)	(42,938)
Net cash flows from operating activities		38,039	(237,817)
Cash flows from investing activities			
Interest receivable and similar income	4	5,894	5,148
Purchase of investments	10	(53,886)	(88,964)
Sale of investments		40,122	74,261
Income from dividends	4	7,020	7,203
Net cash flows from investing activities		(850)	(2,352)
Cash flows from financing activities			
(Gains)/losses on revaluation of fixed assets for charity's own use		3,477	3,393
Net increase/(decrease) in cash and cash equivalents		40,666	(236,776)
Cash and cash equivalents at 1 April		308,390	545,166
Cash and cash equivalents at 31 March		349,056	308,390
Reconciliation of net cash flow to movement in net funds			
Increase/(decrease) in cash		40,666	(236,776)
Net funds at 1 April 2024		308,390	545,166
Net funds at 31 March 2025		349,056	308,390

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

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

Notes to the Financial Statements for the Year Ended 31 March 2025

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.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

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.

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

Income is deferred to future periods where the funding agreements stipulate the time period for which the funding is provided.

2. Income from donations and legacies

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

	Unrestricted funds General £	Total 2024 £
Grants, including capital grants;		
Government grants	29,257	29,257
Grants from other charities	11,305	11,305
Total	40,562	40,562

Government Grants

The following grants were received during the year:

National Lottery Community Fund £151,042 (2024 £22,998) - to fund a development programme in respect of member support.

NCVO on behalf of the Department for Culture, Media and Sport £nil (2024 £10,305) - to support volunteering activity and communications around national volunteering schemes.

VCSEP - with British Red Cross £nil (2024: £18,000) to fulfil the chair and leadership role, working through a secretariat team.

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 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
Total income	187,996	657,292	845,288

	Unrestricted funds General £	Restricted funds £	Total 2024 £
Grant & project income	-	99,206	99,206
Membership	87,157	-	87,157
Contracts	123,750	-	123,750
Quality Accreditation	57,797	-	57,797
Events	1,953	-	1,953
Other income	2,988	-	2,988
Sponsorship	5,000	5,000	10,000
Advertising income	1,063	-	1,063
Total income	279,708	104,206	383,914

4. Investment income

	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
Total	12,914	12,914

	Unrestricted funds General £	Total 2024 £
Income from dividends; Dividends receivable from other listed investments	7,203	7,203
Interest receivable and similar income; Interest receivable on bank deposits	5,148	5,148
Total	12,351	12,351

5. Expenditure on raising funds

a) Investment management costs

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

	Unrestricted funds General £	Total 2024 £
Other investment management costs; Amounts payable to investment managers	2,344	2,344
Total	2,344	2,344

6. Expenditure on charitable activities

	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
Total	186,101	125,375	500,460	811,936

	Activity undertaken directly £	Grant funding of activity £	Activity support costs £	2024 £
Grant and project expenses	212,539	-	116,513	329,052
Member support	-	-	125,267	125,267
Grants distributed	-	210,411	-	210,411
Contract expenses	22,238	-	31,041	53,279
Total	234,777	210,411	272,821	718,009

7. 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 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
Total		679	41,763	187,106	6,555	264,357	500,460

	Basis of allocation	Finance costs £	Information technology £	Staff costs £	Premises costs including depreciation £	Other support costs £	Total 2024 £
Grants and project expenses	Expenditure	-	-	59,614	-	56,899	116,513
Member support	Expenditure	944	26,068	-	6,453	91,802	125,267
Contract expenses	Expenditure	-	-	26,591	-	4,450	31,041
Total		944	86,205	86,205	6,453	153,151	272,821

8. Grant-making

Analysis of grants

Analysis	Grants to institutions 2025 £	Grants to institutions 2024 £
Ukraine		210,411
Warm Centres (Cadent)	125,375	
Total	125,375	210,411

The support costs associated with grant-making are £nil (2024 = £nil).

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

Governance costs

		Total 2025 £	Total 2024 £
Independent Examination and accountancy fees			
IE and accounts preparation	8,000	8,000	10,000
Trustees remuneration and expenses	1,578	1,578	2,544
Total	9,578	9,578	12,544

9. Staff costs

The aggregate payroll costs during the year were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	313,989	275,498
Social security costs	27,602	23,178
Pension costs	25,124	53,110
Total	366,715	351,786

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

	2025 No.	2024 No.
Average number of employees	9	8

9 (2024 - 8) of the above employees participated in the Defined Contribution Pension Schemes.

Contributions to the employee pension schemes for the year totalled £25,124 (2024 - £53,110).

The previous year charge includes £31,501 in relation to the crystallised liability arising on the withdrawal from the defined benefit pension scheme.

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

	2025 No.	2024 No.
£70,001 - £80,000	1	1

The total employee benefits of the key management personnel of the charity were £138,882 (2024 - £132,863).

10. Fixed asset investments

	2025 £	2024 £
Other investments	266,602	256,315

Other investments

	Listed investments £	Total £
Cost or Valuation		
At 1 April 2024	256,315	256,315
Revaluation	(3,477)	(3,477)
Additions	53,886	53,886
Disposals	(40,122)	(40,122)
At 31 March 2025	266,602	266,602
Net book value		
At 31 March 2025	266,602	266,602
At 31 March 2024	256,315	256,315

11. Debtors

	2025 £	2024 £
Trade debtors	16,650	8,172
Prepayments	1,080	1,663
Total	17,730	9,835

12. Cash and cash equivalents

	2025 £	2024 £
Cash at bank	349,056	308,390

13. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	-	629
Other taxation and social security	18,012	24,395
Other creditors	4,394	2,019
Accruals	21,812	10,000
Deferred income	29,971	59,326
Total	74,189	96,369

14. Obligations under leases and hire purchase contracts

Operating lease commitments

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

	2025 £	2024 £
Land and buildings		
Within one year	1,878	1,878

15. Pension and other schemes

Defined benefit pension schemes

During the period the charity withdrew from its defined benefit pension scheme paying the sum of £36,239 to cover the crystallised liability on withdrawal (excluding fees).

16. 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.

17. Funds

	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 funds						
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

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2024 £
Unrestricted funds						
<i>General</i>						
General funds	285,868	332,621	(393,439)	47,500	6,450	279,000
<i>Designated</i>						
Closure and development provision	227,000	-	-	(47,500)	-	179,500
Total unrestricted funds	512,868	332,621	(393,439)	-	6,450	458,500
Restricted funds						
Assura	-	70,000	(55,000)	-	-	15,000
Ukraine	220,410	-	(220,410)	-	-	-
DCMS EP Phase III	4,671	-	-	-	-	4,671
Social Prescribing	17,298	1,208	(18,506)	-	-	-
TNCLF Development	-	32,998	(32,998)	-	-	-
Total restricted funds	242,379	104,206	(326,914)	-	-	19,671
Total funds	755,247	436,827	(720,353)	-	6,450	478,171

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

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.

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.

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

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

Ukraine Support Fund – recognising the need for strong support for Ukrainian arrivals in communities, the British Red Cross funded strong infrastructure support through NAVCA and its members.

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

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

TNLCF Development - a project for NAVCA to review and develop our offer to members, maximising 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.

Social prescribing - NAVCA has partnered with the National Academy for Social Prescribing to support increased co-design/production of social prescribing infrastructure through greater engagement with local VCS infrastructure organisations at a local, regional and national level.

Designated funds

The closure and development fund is a designated fund to provide future business development and in the worst case cover the potential organisation.

18. Analysis of net assets between funds

	Unrestricted	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

	Unrestricted	Unrestricted		
	General £	Designated £	Restricted £	2024 Total Funds £
Fixed asset investments	76,815	179,500	-	256,315
Current assets	298,554	-	19,671	318,225
Current liabilities	(96,369)	-	-	(96,369)
Total net assets	279,000	179,500	19,671	478,171

19. Financial instruments

Categorisation of financial instruments

	2025 £	2024 £
Financial assets that are debt instruments measured at amortised cost	365,706	316,562
Financial assets that are equity instruments measured at cost less impairment	266,602	256,315
Total	632,308	572,877
Financial liabilities measured at amortised cost	21,812	10,629

20. Trustees remuneration and expenses

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

Kerrie Fletcher

Kerrie Fletcher received remuneration of £2,700 (2024: £1,450) during the year.

Remuneration set out above and noted within note 21 were 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 5 (2024: 8) Trustees claimed expenses totalling £1,885 (2024: £8,853) primarily for travel costs.

21. 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 £12,500 (2024: £nil) and Ukraine £nil (2024: £16,800), and £250 (2024: £nil) for Events and Conferences. VAST was also paid £1,500 (2024: £225) for Quality Assessment work. At the balance sheet date the amount due to/from VAST was £nil (2024 - £nil).

Communities 1st

(Stephen Craker is the CEO of Communities 1st)

During the period Communities 1st received funding of £nil (2024: £5,000) for Ukraine, and £1,200 (2024: £nil) for Quality Assessment work. At the balance sheet date the amount due to/from Communities 1st was £nil (2024 - £nil).

Brighton & Hove Community Works

(Jessica Sumner is CEO of Brighton & Hove Community Works)

Brighton & Hove Community Works received £250 (2024: £nil) for Events and Conferences. At the balance sheet date the amount due to/from Brighton & Hove Community Works was £nil (2024 - £nil).

Community Action Suffolk

(Hannah Reid is CEO of Community Action Suffolk)

Community Action Suffolk received grant funding for Warm Centres of £12,500 (2024: £nil), and £250 (2024:£nil) for Events and Conferences. At the balance sheet date the amount due to/from Community Action Suffolk was £nil (2024 - £nil).

Action Hampshire

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

Action Hampshire received £250 (2024: £nil) for Events and Conferences. At the balance sheet date the amount due to/from Action Hampshire was £nil (2024 - £nil).

Cambridge CVS

(Sally Page is Deputy CEO of Cambridge CVS)

Cambridge CVS received funding of £25,375 (2024: £nil) for Warm Centres. At the balance sheet date the amount due to/from Cambridge CVS was £nil (2024 - £nil).

Voluntary Sector North West

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

Voluntary Sector North West received £727.27 (2024: £nil) for Assura task and finish group work. At the balance sheet date the amount due to/from Voluntary Sector North West was £nil (2024 - £nil).

Local VCS infrastructure organisations

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



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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National Association for Voluntary and Community Action

Annual Report and Financial Statements for the Year Ended 31 March 2024

Company registration number: 02575206 | Charity registration number: 1001635

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