Annual Report WIP 2025 – 2026

Welcome from our Chair of Trustees

Dear all

The last 12 months have constituted a calendar year of profound challenge and equally profound determination for VoiceAbility. Stepping into the role of Chair during such a turbulent period has shown me, more clearly than ever, the strength of this organisation and the spirit of the people who drive it.

When Ali resigned as Chair and Richard as CEO in Q4 2025, we found ourselves at a critical crossroads. We were facing real financial and operational pressures, and the organisation needed steady leadership. Kirsty Farrand, stepping in as Interim CEO, provided exactly that. I want to express my sincere gratitude to her. Kirsty has led with courage, clarity and a deep sense of responsibility - and her leadership has been central to our stabilisation this year. I would also like to thank the rest of the leadership team for their continued hard work and support of our mission.

Together, with honesty and focus, we implemented a recovery plan that required difficult decisions. We restructured parts of the organisation, reduced costs, and rebuilt foundations that had been under strain. These were not easy steps, but they have been vital to securing VoiceAbility's future.

Throughout this period, I have been especially proud of our Board of Trustees. Their commitment, patience and resolve have been instrumental in steering VoiceAbility through uncertainty. Every remaining trustee has stepped up - providing challenge where needed, support when it mattered, and a steady hand throughout the recovery process. Their dedication has made a real difference, and I want to thank them personally for their resilience and partnership. Fiona, Matt, Ria, Alistair, Liam, it's a pleasure working with you.

But above all, it is the people across VoiceAbility who have inspired me most. Despite uncertainty, our colleagues and volunteers continued to deliver exceptional advocacy for those who need us most. They upheld our values, supported each other, and remained deeply committed to ensuring that every person we serve is heard and respected. That spirit is what defines this organisation.

We are not finished rebuilding - but we are moving forward with clarity and purpose. Governance is strengthening, leadership capacity is growing, and our financial position is on firmer ground. The recovery plan has given us stability; our people give us hope.

As Chair, I look ahead with genuine optimism. We now have the opportunity not simply to recover, but to renew; to strengthen our culture, deepen our impact, and ensure VoiceAbility enters its next chapter with confidence and ambition.

We are emerging more united, more resilient and more hopeful — and I look forward to what we will achieve together in the year ahead.

Anthony Osijo

Welcome from our Interim Chief Executive

This has been a year of humility, challenge, change and decisive action. Like many organisations across our sector, we have faced sustained financial pressure, with rising costs, economic uncertainty and shifts in income creating a more complex operating environment.

In response, we have taken clear and deliberate steps to strengthen our financial position and secure the future of our organisation. During this financial year, we have implemented a focused recovery programme, reducing costs, improving efficiency and reshaping parts of the organisation to reflect the realities we face, while protecting the services that matter most. These changes have not been easy, but they have been necessary and they are already making a difference.

As set out in this report, we are transitioning from a period of deficit into a more stable and sustainable position, with a return to surplus forecast while continuing to deliver high-quality support to tens of thousands of people across England and Scotland.

Alongside this, we are taking a longer-term view. We are strengthening our financial resilience by making better use of our assets, improving how we secure, deliver and retain commissioned services, and ensuring that every part of the organisation is focused on delivering value, impact and quality.

What has remained constant throughout is our purpose. Demand for our services continues to grow, and the people we support are facing increasingly complex challenges. That makes our work more important than ever.

I want to recognise the extraordinary commitment of our staff and volunteers, who have continued to deliver with professionalism, compassion and determination throughout a difficult period of significant change.

The work we have done this year lays the foundations for the future and the next phase is about building on that progress and embedding stability, delivering our strategy, and ensuring that VoiceAbility is financially resilient, operationally strong, and able to grow our impact. The next Chief Executive will play a key role in building on this progress, completing our recovery, setting clear strategic direction and leading the organisation towards long-term financial sustainability, while staying true to our mission and values.

We are not just stabilising; we are building a stronger foundation for the future.

Kirsty Farrand

Who are we

The trustees present their report (including the strategic report) and the audited financial statements for the year ended 31 March 2027.

We are VoiceAbility.

We exist to ensure everyone's voice is heard and their rights are respected.

We are one of the UK's largest providers of advocacy, delivering services across England and Scotland. Our work supports children, young people and adults, particularly those facing barriers such as disability, mental health challenges or discrimination, to understand their rights, express their views, and have a say in decisions that affect their lives.

For over 40 years, our focus has remained the same: making sure people's voices are not only heard, but acted upon.

We operate in complex and often challenging environments, working alongside individuals, communities and commissioners to deliver high-quality, independent advocacy. Our role is both practical and systemic, supporting individuals day-to-day, while also using insight and experience to influence how services are designed and delivered.

At our core, we believe everyone should be able to live life to the full in the manner of their choosing. Having your voice heard is not a privilege, it's a right. However, many people experience obstacles and challenges to this being a reality.

That's where we come in, we build bridges across the gap.

Why we're here

We exist to support people to be heard in decisions about their health, care and wellbeing, especially when barriers like disability, mental health challenges or discrimination stand in the way.

Our aims

We believe everyone has a right to:

- be heard and respected
- have the same choice, control, and freedom as any other person
- be safe from violence, discrimination, harm or abuse

Our vision

Everyone has a voice which is heard and responded to. No-one has to face life-changing decisions alone.

This includes:

- delivering the best possible quality of support
- being the provider of choice for the services we offer
- being the source of authority for expert insight on voice and rights
- being the place to work or volunteer with, for anyone who shares our aim

Our values

Passionate.

We're dedicated to strengthening voice, supporting rights and changing lives.

Empowering.

We enable people to live life to the full.

Collaborative.

We listen and shape decisions with others.

Honest.

We work with integrity and we stick to our principles.

Resourceful.

We think ahead and find effective ways to achieve our mission

Our approach

At VoiceAbility, our purpose drives everything we do. From how we work with clients, collaborate with partners and how we support our own people to thrive.

Client-centred

Across all our services, we are continually striving for a truly client-centred approach, amplifying the individual voices and lived experiences of the people we support, removing barriers where possible to help clients get what they need and ultimately, what they are entitled to.

Deliver well

VoiceAbility is also committed to providing value for money alongside the safest, best practice delivery of service. Working in genuine partnership with commissioners, we're transforming contract management into a driver of insight, innovation and impact. By capturing the right data at the right moment, building strong relationships, and working alongside local teams to understand real-world challenges, we offer recommendations that are informed, strategic and grounded in lived experience. Every pound spent on advocacy should deliver more. More value. Better services. Stronger outcomes. And that's exactly what we're helping our partners achieve.

Whether we're reimagining training or redesigning referral routes, we co-create what works and we do not settle for "good enough".

What we do

Advocacy

Advocacy is at the heart of what we do at VoiceAbility. We provide free, independent advocacy across England and Scotland, ensuring children, young people and adults are involved in decisions that affect their lives. We provide advocacy across a wide range of areas; including mental health, learning disability, benefits and healthcare complaints often under specific legislation. Our team of advocates are skilled, specialist professionals who work with purpose, confidence and compassion to navigate often difficult and complex situations.

Whether we're helping to challenge a care decision, navigate a benefits tribunal, or raise concerns about treatment, our focus is always the same: helping people to be heard, understand their rights, and access the support they're entitled to.

Growing our children and young people's services

We are continuing to strengthen and grow our support for children and young people, recognising both the increasing demand for advocacy and the importance and positive impact of early intervention.

Over the past year, we have expanded our focus on ensuring that children and young people are heard in decisions that affect their lives, particularly where barriers such as disability, care experience or mental health challenges exist.

This includes working more closely with local authorities, education and health partners to improve access to advocacy, adapt our delivery to meet the needs of young people, and ensure that their voices are reflected in service design and delivery.

ConnectionsThrough our Connections services, we create meaningful opportunities for people with lived experience to shape the support they receive and the systems they use. We partner with local authorities, NHS trusts, care providers and national bodies to design and deliver bespoke projects that amplify the voices of people who could, should, or already do access services.

By working together, we help shape those services to be more effective, accessible and inclusive.

Spotlight on... Co-production

Our work in Cambridgeshire and Peterborough continues to make a positive difference in the lives of people with learning disabilities and autistic people.

This year, we achieved a transformative milestone in our Lived Experience Engagement Programme, which has demonstrated the impact of true co-production and the value of involving people with lived experience at every stage.

In August 2025, our Connections team delivered an all-day co-production workshop to support the development of a new community model for people with learning disabilities across Cambridgeshire and Peterborough.

The event brought together professionals from health, social care, education, and the voluntary sector, alongside individuals with lived experience, to shape an inclusive, person-centred support model.

The workshop was part of the region's Long Term Improvement Programme, and a key step towards improving outcomes, strengthening access, and building more inclusive services for adults with learning disabilities, including those in transition to adulthood.

An accessible and inclusive approach

Our team worked with partners, such as Peterborough City College, to design the event to ensure it would be fully accessible. This included changing the original venue, adapting the agenda, and ensuring appropriate support was in place for everyone to contribute meaningfully and safely.

Madeleine Coddington, Head of Service for Children and Adult Learning Disability and Autism at Cambridgeshire and Peterborough ICS said:

"What you were able to pull off and bring together was absolutely incredible. Having our experts be so central to something so important will lead to a model I truly hope they/ we can be proud of."

Madeleine went on to describe the VoiceAbility team's role as "above and beyond" and thanked the whole group for their leadership and support.

Part of a bigger picture

This work sits within our broader Speak Out Cambridgeshire and Speak Out Peterborough contract, which enables people with learning disabilities and autistic people aged 14+ to engage in consultation and co-production to shape services and influence change.

We've also funded additional work under a £12,000 enhancement proposal from the Integrated Care Board to further expand the reach of this programme. This includes improving digital inclusion, supporting people through transitions into adulthood, and helping to build stronger relationships between service users and professionals.

These developments are all designed to embed co-production more deeply across the system and promote inclusive, high-quality services that are shaped by the people who use them.

Looking Ahead

This workshop is just one example of what can be achieved when system partners work collaboratively with people with lived experience, not just as attendees, but as central contributors and co-designers.

Louise Abbs, Director of Operations at VoiceAbility at the time, said:

"We're proud of the role our Connections team has played and look forward to continuing this work with our partners in Cambridgeshire and Peterborough. As Madeleine noted, this isn't just about a single event, it's a foundation for a model we can all be proud of."

Reflecting on the last 12 months

The past 12 months have been a defining period for VoiceAbility, one that has tested our resilience, required difficult decisions, and demanded clarity of purpose.

Externally, we operate in a challenging environment, shaped by sustained financial pressure and static or reducing budgets, rising costs, alongside an increase in demand for our services. At the same time, we experienced significant leadership transition, creating a period of uncertainty that required careful management and strong oversight.

At the start of the year, we set out to deliver against our longer-term strategic ambitions. However, as financial pressures intensified and organisational risks became clearer, it became necessary to take a more immediate and focused approach.

This meant that not all of the activity we had originally planned was progressed at the pace or scale intended. Instead, we made a deliberate decision to prioritise stability.

A focused recovery programme was implemented to stabilise our financial position and bring the organisation back onto a more sustainable footing. This included reshaping parts of the organisation, reducing costs, and strengthening how we plan, manage and deliver our services. These were not easy decisions, but they were essential to protecting the long-term future of VoiceAbility.

Alongside this, governance and oversight have been strengthened. The Board and Executive Leadership Team have maintained a clear focus on financial discipline, risk management and organisational control, ensuring that decisions are informed, proportionate and aligned to our responsibilities as a national charity.

Despite these challenges, our purpose has remained constant.

We have continued to support tens of thousands of people across England and Scotland, ensuring individuals are heard in decisions about their health, care and wellbeing; often at the most critical points in their lives. Demand for our services continues to grow, and the complexity of the issues people face is increasing. This makes our work more important than ever.

We are moving from a period of financial pressure and organisational strain towards a more stable and sustainable position. While our recovery is not yet complete, the progress made over the last 12 months has established stronger foundations: a more disciplined cost base, clearer accountability, and improved organisational resilience.

Our year in numbers

In 2025 – 2026, we supported:

43,658 adults

4,242 children and young people

Marking a 9% increase in cases from the previous year. This continues to reflect the growing need, and the trust placed in us across the communities we support.

Our team of 532 is made up primarily of professional advocates and volunteers, who bring deep sector knowledge, many with lived experience in health, care, disability rights and mental health. Their dedication and expertise ensure that people are supported effectively and compassionately every day.

We are governed by a Board of Trustees who bring diverse professional and lived experience. They guide our strategic direction, ensure accountability, and uphold our mission and values.

Spotlight on...Dianes story

‘Nobody was listening’: how Diane’s poor experiences as a parent led to finding her calling as a Dudley advocate.

Diane Williams is a parent of three and a carer from Stourbridge and now works for us as an advocate in our Dudley team. She was not listened to when her children needed support and that led her to a career in advocacy — where it’s now her job to ensure people’s voices are heard.

Speaking during Advocacy Awareness Week in 2025, Diane reflects on the ‘why advocacy’ theme, and how her experiences as a parent led her to become a professional, independent advocate.

In 2018, Diane started a voluntary role, supporting people in Dudley with advocacy needs which did not fall under specific legislation like the Care Act or the Mental Health Act — where a qualified advocate is required.

Two years later, just before the Covid-19 pandemic hit, she became a Care Act advocate and now she also specialises in safeguarding issues and supporting people who have their freedom restricted or denied in places like care homes and hospitals.

Dianes story

My daughter has learning disabilities and autism spectrum disorder (ASD), while my twin sons also have ASD, and one of them now struggles with refractory epilepsy. Since they were young, professionals often did not listen to me regarding my children’s needs and concerns about their development. As they grew older, those professionals did not listen to my children either.

I served as their voice when they were unable to find theirs. Throughout their childhood, we faced numerous challenges related to mental health, proper support from services, and a significant lack of support for our family as a whole.

I felt like I was ‘in a bubble’ as a carer for my children, and that nobody was listening.

One day, I decided I needed to do something for me, to be able to get my voice out there, which in turn will help my children and others.

I help people find their voice and challenge services whenever possible, which has sometimes been difficult as a parent since I often felt unheard. I love my role. I do it because a lot of people out there are not being heard. Systems are failing people, and some professionals in health and social care aren’t listening.

PULL QUOTE: As an advocate, it’s about being on the side of the person. But I say to my clients ‘I’m not here to tell you what to do, I’m here to give you choices so you can make your own decisions’.

One of the best things about being an advocate is supporting people to achieve independence and the outcomes they seek. And to see the smiles and relief which comes with that. Ultimately, it’s about justice.

Today, my adult children are thriving. While they still need some support to have their voices heard, they occasionally express themselves well, as I have taught them.

One has held down a job, passed their driving test, and my sons have even travelled abroad together. They have all gained independence and have become remarkable young adults, making me extremely proud.

The next 12 months

The external environment in which VoiceAbility operates continues to present significant challenge.

Across the third sector and public services, organisations of all types are facing sustained financial pressure, rising demand, workforce constraints and increasing complexity in the needs of the people they support. Local authorities and NHS partners are operating within tightening budgets, requiring services to deliver greater value, stronger outcomes and clearer accountability.

Against this backdrop, VoiceAbility is taking a focused and disciplined approach over the next 12 months.

Our core objective is to stabilise the organisation and build long-term sustainability, ensuring that we are financially resilient, operationally robust and able to continue delivering high-quality advocacy to those who need it most long into the future.

This approach reflects both the external environment and the internal progress made over the past year. While our long-term five-year strategy remains unchanged, the immediate priority is to strengthen our foundations so that future growth is built on stability and control.

Over the next 12 months, our focus will be on three areas:

1. Stabilising our financial position

We will maintain tight financial discipline, ensuring that the organisation operates within a sustainable cost base, protects liquidity, and continues to move towards a stable and affordable operating position.

2. Embedding operational and organisational discipline

We will strengthen how we plan, manage and deliver our services, improving consistency and performance across the organisation. This includes ensuring that our structures, workforce and delivery model are aligned to current and forecast demand as we operate with quality, balancing both efficiency and effectiveness.

3. Building for the future

We will take steps to strengthen our financial resilience, including rebuilding reserves, improving the quality and predictability of income, and enhancing how we secure, deliver and retain commissioned services.

Alongside the improvements to our financial and commercial ways of working, we will continue to focus on strengthening our systems and processes, supporting our service delivery with a robust, consistent infrastructure. We will use the best tools for the job to reduce duplication of effort and further digitalise what we do and how we do it across commercial, operations and resources. We will maintain a steadfast commitment to strong governance, effective leadership and clear accountability, making sure that decisions are informed, proportionate and aligned to our responsibilities as a national charity. We continue to focus on the three fundamental elements of our strategy: transforming our culture, growing our impact and changing the system.

Underpinning all of this is our vision to ensure that everyone has a voice which is heard and responded to, and that no-one has to face life-changing decisions alone.

This is not a departure from our long-term ambition.

It is a necessary and deliberate period of consolidation, ensuring that VoiceAbility is stable, sustainable and well-positioned to deliver its strategy, grow its impact, and respond to the evolving needs of the people and communities we serve.

Reference and administrative information

Trustees

Anthony Osijo – Chair / Audit and Risk Committee Member

Matthew Smith – Audit and Risk Committee Member / Remuneration Committee Member

James Alistair Schofield – Audit and Risk Committee Chair

Viral Shah – Resigned 14 Jan 2026

Izaro Arbelaiz-Teresa - Resigned 17 Oct 2025

Mahua Nandi – Resigned 16 Oct 2025

Fiona Beyer – Vice Chair / Safeguarding Governance Committee Member

Liam Cunningham– Safeguarding Governance Committee Chair

Ria Davies – Remuneration Committee Member

Elizabeth Debnam – Resigned 16 Oct 2025

Alison Reid – Resigned 5 Sep 2025

Secretary

Kerry Duke (appointed 02/09/24 / resigned 09/06/25)

Kirsty Farrand (appointed 09/06/25)

Chief Executive Officer

Richard Jones resigned 23rd November 2025)

Kirsty Farrand (appointed 31st October 2025)

Registered Office

c/o Sayer Vincent

Invicta House

110 Golden Lane

London, EC1Y 0TG

Incorporated in United Kingdom, Company Number 03798884

Registered in England and Wales, Charity Number 1076630

Registered in Scotland, Charity Number SC050036

Auditors

Sayer Vincent LLP

Invicta House, 110 Golden Lane

London, EC1Y 0TG

Bankers

National Westminster Bank Plc

21 Petty Cury

Cambridge, CB2 3NE

Solicitors

Rradar Limited

6 Beacon Way

Hull, HU3 4AE

Anthony Collins Solicitors LLP

134 Edmund Street

Birmingham, B3 2ES

Governance structure and management <u>This all needs checking.</u>

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 30th June 1999 and registered as a charity on 19th July 1999. The Company was established under a Memorandum of Association which established the objects and powers of the Company. It is governed by its Articles of Association which, following changes introduced by the Companies Act 2006, now also contain its objects and powers. In the event of the company being wound up members are required to contribute an amount not exceeding £1. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice — Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustees' annual report includes a directors' report as required by company law.

Appointment of trustees

As set out in the Articles of Association, members of the Board of Trustees must be appointed by an ordinary resolution passed at a properly convened meeting of the trustees and must be appointed for a term of 3 years. On ceasing to be a trustee a person may be reappointed provided that no one may serve as a trustee for more than a maximum of 3 consecutive terms, after which they must cease to be a trustee for at least 12 months before they are eligible to be reappointed. The Board members bring insight from their own lived experience of disability, understanding of the charity's social mission, and business and commercial skills. The range of experience is kept under review and in the event of any shortfalls, new trustees are sought to fill the gaps.

Trustee induction and training

New trustees undergo a period of induction to brief them on the values, direction and work of VoiceAbility, their legal obligations under charity and company law and good practice duties, the contents of the Articles of Association, the Board and decision-making processes, the business plan and recent financial performance of the charity. During the induction they view our services and meet with key employees and other trustees. Trustees are encouraged to participate in external and internally-run training and development where this will facilitate the undertaking of their role.

Organisational structure

The Board of Trustees administers the charity. The Board meets once per quarter with additional meetings when required to deal with issues of strategy in more depth. VoiceAbility also has within its constitution a number of Board sub-committees.

Audit and Risk Committee

Audit and Risk Committee members meet once per quarter in advance of the Board meetings to review and discuss matters such as management and statutory accounts, risk and governance.

Safeguarding Committee

The purpose of the Safeguarding Committee is to ensure quality safeguarding practices and approaches are developed and implemented, and to support the charity in discharging its statutory and good practice duties and responsibilities both as an employer and a provider in relation to safeguarding.

Remuneration Committee – (currently on hold)

The purpose of the remuneration committee is to ensure leadership succession planning and appraise organisational pay and benefit policies, ensuring pay equality. The committee was formed in 2024-25.

Day-to-day responsibility

The trustees have delegated the day-to-day responsibility for the provision of services to the Chief Executive Officer. The Chief Executive Officer is responsible for recommending strategy to the Board, for the management of its external profile and influencing work, ensuring that the charity delivers the services in line with its mission and requirements and ensuring that key performance indicators are met across the range of social and business objectives. The Chief Executive Officer leads an executive leadership team whose members are the executive managers of the charity.

Risk management

The principal risks and uncertainties facing the organisation are centred around 5 key areas:

- Safeguarding – we fail to adequately protect staff, volunteers or vulnerable people from harm or abuse
- Impact – the desired impact of activities is not delivered or cannot be adequately evidenced
- Financial sustainability – our ability to continue to make an impact in the medium to long term is threatened
- Compliance – the organisation fails to meet regulatory, legal or contract compliance requirements or expectations
- Reputation – we do not respond effectively to any incident that could result in damage to VoiceAbility's reputation

The steps to manage these risks are set out below.

The trustees are responsible for setting the tone and influencing the culture of risk management within VoiceAbility.

The executive leadership team have established a risk register, identifying the types of risks faced and prioritising them in terms of potential impact and likelihood of occurrence. Having due regard to the strength of the current internal controls and procedures already in place, a series of mitigating actions have been identified to appropriately address these risks.

Steps we have taken to identify, and manage risks:

- Introduction of working groups, introducing cross functional working to encourage the early identification of potential risks and allowing a collaborative approach to resolving them.
- Introduction of the Extended Leadership Team allowing for senior level collaboration, early intervention and open conversations of risk management issues ensuring organisation wide focus and accountability.
- Use of Rapid Action Teams. Where a key risk is identified, a team with contributors from across the business are put together to target and resolve specific issues in a structured and documented approach

The executive leadership team, the Audit and Risk Committee, and the Board of Trustees periodically review the risks and the risk management strategies to ensure they continue to meet the needs of the organisation.

Public benefit

We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Directors' liabilities

There are no specific provisions relating specifically to directors' liabilities to report. There are no qualifying third-party indemnity provisions which are the direct responsibility of the charity. There are no qualifying pension scheme indemnity provisions, due to the charity operating a Defined Contribution scheme.

Fundraising

We're not a fundraising charity, with our income deriving primarily from local government, NHS and central government contracts. We do not solicit donations, but do receive them from time to time and do approach grant-giving bodies. We're therefore registered with the fundraising regulator and follow their guidance. There were no issues of compliance with the guidance of the fundraising regulator. We received no complaints about fundraising activities carried out by the charity (2025-26: none).

VoiceAbility does not use any professional fundraisers and no fundraising is undertaken on our behalf by third parties.

Disabled employees

We recognise the importance and benefits of having disabled people involved in and leading the organisation's work at every level including in governance roles, as employees and as volunteers. In relation to employment, the expertise in various aspects of our work which disabled people bring is valued strongly. Disabled applicants who meet the minimum essential criteria for posts are guaranteed interviews and we encourage applicants to identify any adjustments which are needed to ensure that they can participate equally in selection processes. Training has been provided to managers on equality and employment, including specifically on disability equality. VoiceAbility has a comprehensive diversity and employment policy, which sets out our commitment to exceeding legal requirements. We recognise the importance and value, both to the organisation and to our service users, of a workforce that reflects diversity across all protected characteristics, including disability.. We're continuing to work to improve the experience of and contribution by all employees, including disabled employees, and we are recognised as a Disability Confident employer. We have paid roles that value lived experience, such as posts that require personal insight from people with a learning disability, particularly Expert by Experience posts and our Speak Out leaders. Additionally, our peer mentor and peer supporter roles provide work skills and routes into employment for people with lived experience of long-term mental health conditions and substance use services.

Employee involvement

VoiceAbility's trustees and directors recognise employee engagement to be one of the most powerful drivers of organisational performance and of our success in enabling people who use our services to achieve their outcomes. It is central to our strategy, as outlined in this report.

The following are among the measures which we take to promote effective employee involvement and engagement, as well as to ensure that colleagues throughout the organisation are well-informed:

- cross sectional employee groups, who help to develop critical organisational policies and practices ranging from our pay policy and salary benchmarking to our approach to learning and development
- working groups, that bring together key personnel from across the organisation based on their expertise and strength, focusing on problem-solving, anticipating challenges, and driving continuous improvement. Working groups include People, Safeguarding, Finance, Audit and Risk, and Commercial
- a national forum, with the purpose of encouraging staff participation, and nurturing accountability to develop and implement strategies that ensure a culture of belonging is embedded throughout VoiceAbility
- a health, safety and wellbeing forum. The purpose of the forum is to represent, discuss and review how we keep everyone physically safe and mentally healthy at work
- an equality, diversity and inclusion (EDI) forum. The EDI forum brings together colleagues across the organisation with interest and experience in a wide variety of EDI issues such as ethnicity, cultural awareness, LGBTQ+ equality, domestic violence, veteran's issues, neurodiversity and more
- a carers staff forum, to provide a supportive space where carers can share their experiences, highlight the realities they face, and work together to explore potential ways forward
- a disability, long term health conditions and differently abled staff forum, to raise awareness and understanding of disability throughout VoiceAbility. To promote peer-to-peer support, and a culture of shared values and belonging for those that identify as having a disability, are differently abled, or have a long-term health condition
- a menopause staff forum, mostly comprised of those with lived experience, although allies are present and welcome. Its aim is to have a consistent profile within VoiceAbility as an organisation, and to be reachable by those that need support around the menopause and a safe space to talk about how they're feeling
- a neurodivergent staff forum, to increase awareness, education, and understanding of both neurodivergence and neurodiversity throughout VoiceAbility. And provide and encourage peer-to-peer support and celebrate/harness difference

Pay policy

VoiceAbility operates an objective outcome pay policy. Staff are placed within bandings dependent on skillset and experience and, upon successful completion of agreed annual objectives, have the opportunity to progress in the banding by way of incremental 'spine points'. Regular supervisions and appraisals ensure that pay progression is measurable within a band, ensuring greater transparency and understanding of pay-related decisions. Although the executive leadership team are covered by the banding pay, ultimately decisions regarding the remuneration of these roles, and that of the Chief Executive Officer, are made by the Board.

Financial review

Overview

The Trustees can report that the Charity net funds position was £1,400,147 as at year-end 2026, despite the challenging economic climate. Although, this has reduced in year (2024-25: £2,089,470)

2025-26 saw another year of income growth, generating a total of £16,498,851 – a 4% increase on prior year (2024-2025: £15,894,583).

However, total expenditure increased by 12% on last year to £17,187,618 (2024-25: £15,400,679), as the forecast growth in income was not demonstrated at the required level. Strategic actions have been taken during Q4 in response, to align with the recovery plan set forward to allow for a year of stabilisation going forward.

Having generated a deficit within the year, through improved forecasting methods and increased long term visibility, a clear recovery plan has been agreed. Scaling back has started within Q4, these actions should allow for a positive impact, and a return to surplus generation within the next financial year.

Cash and cash equivalents held at the end of the year was £767,552 (2024-25: £969,833).

Reserves

The unrestricted reserves are those funds that are available to be used on the charitable objects, to be spent as the trustees see fit.

The trustees hold unrestricted reserves as either general reserves or designated reserves. General reserves are there to support the day-to-day operations of the organisation and to ensure that VoiceAbility can meet its future financial obligations. Designated reserves are held as unrestricted funds that have been earmarked for a particular purpose by the trustees.

The fixed assets replacement designated fund, which is in place to ensure that VoiceAbility has fit-for-purpose equipment and systems on a long-term basis, still stands at £280,000. Laptop and mobile phone purchases are recorded against the designated fund, and, upon review of the charity's equipment requirements, transfers are then made from general funds to ensure the correct level of funds have been designated.

The remaining £291,788 is the balance of the tangible fixed assets which are not liquid and therefore removed from the undesignated, unrestricted reserves in the interest of prudence when calculating our reserve cover requirements.

VoiceAbility adopts a risk-based approach to determine the value of general reserves necessary to meet its future financial obligations, taking into account the reliability of income streams and the extent to which expenditure is committed, as well as the major risks to which the charity is exposed.

To inform decision-making over the value of general reserves required in any one year, VoiceAbility places a financial value on facing the key unmitigated risks identified in the risk register.

The approach used is to aggregate the assessed financial impact of the key unmitigated risks identified in the VoiceAbility risk register and assume that these risks occur either concurrently or sequentially over a timeframe that does not allow recovery between events. The quantification of those risks is assessed by the executive leadership team and validated by the Audit and Risk Committee alongside the annual review of the risk register.

Based on the outcome, the Audit and Risk Committee will make recommendations to the Board of Trustees on the required value of the general reserves for each financial year as part of the approval of the annual budget. The level of general reserves required at 31 March 2025 is £1,000,000.

The total reserves carried forward as at 31 March 2026 stand at £1,400,147, of which £828,359 is held as free reserves, excluding fixed assets and designated funds (2024-25: £1,426,887).

Investments and bank accounts

VoiceAbility's Investment Committee manages its investment portfolio with the support of management company CCLA. The performance of the portfolio in 2025-26 generated an unrealised loss of £556 (2024-25: loss £5,119).

Events since the balance sheet date

There are no significant post-balance sheet events to note.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least 1 year from the date of approval of the financial statements. The trustees and the executive leadership team have reviewed all budgets and expected income and expenditure projections and have concluded that, together with the reserves established to help in such circumstances, there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The agreed recovery plan sets forward a year of stabilisation, maintaining and retaining the current contracts. There is little risk built into the recovery plan to ensure the focus remains on financial improvement within the services we already deliver to build a strong base for future growth. Having already secured a significant amount of these contracts for further extensions and the addition of 3 new services there is little impact seen when reviewing changes in pipeline delivery.

The charity therefore, continues to adopt the going concern basis in preparing its financial statements.

Statement of trustees' responsibilities

Company law requires the trustees to prepare financial statements for each financial year which 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 the income and expenditure, of the charitable company for that period.

In preparing those 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

● prepare the financial statements on the going concern basis unless it is inappropriate to

● presume that the charity will continue to operate

● state whether applicable UK accounting standards have been followed, subject to any

material departures disclosed and explained in the financial statements

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

They are responsible for safeguarding the assets of the charity and hence 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 in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year.

Disclosure of information to the auditors

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow directors and the charity's auditor, each director has taken all the steps that they are obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees' annual report which includes the strategic report has been approved by the trustees on date and signed on their behalf by:

Anthony **Osijo**

Opinion

We have audited the financial statements of VoiceAbility (the ‘charitable company’) for the year ended 31 March 2026 which comprise the statement of financial activities, balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the charitable company’s affairs as at 31 March 2026 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on VoiceAbility ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, including the strategic report, or the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

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Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and trustees which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
    - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report

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Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Farrah Kitabi (Senior statutory auditor)
Date
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

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VoiceAbility Advocacy

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2026

	Note	General £	Designated £	Restricted £	2026 Total £	General £	Designated £	Restricted £	2025 Total £
Income from:									
Donations and legacies	2	4,297	–	–	**4,297**	3,587	–	–	3,587
Charitable activities	3	16,389,407	–	86,123	**16,475,530**	15,756,945	–	114,313	15,871,258
Investments		19,024	–	–	**19,024**	19,738	–	–	19,738
Total income		16,412,728	–	86,123	**16,498,851**	15,780,270	–	114,313	15,894,583
Expenditure on:									
Charitable activities	4a	17,010,700	90,795	86,123	**17,187,618**	15,286,366		114,313	15,400,679
Total expenditure	4a	17,010,700	90,795	86,123	**17,187,618**	15,286,366	–	114,313	15,400,679
Net (expenditure)/ income before net (losses) on investments		(597,972)	(90,795)	–	**(688,767)**	493,904	–	–	493,904
Net (losses) on investments		(556)	–	–	**(556)**	(5,119)	–	–	(5,119)
Net (expenditure)/income for the year	5	(598,528)	(90,795)	–	**(689,323)**	488,785	–	–	488,785
Transfers between funds		–	–	–	**–**	49,273	(49,273)		–
Net movement in funds		(598,528)	(90,795)	–	**(689,323)**	538,058	(49,273)	–	488,785
Reconciliation of funds:									
Total funds brought forward		1,426,887	662,583	–	**2,089,470**	888,829	711,856	–	1,600,685
Total funds carried forward		828,359	571,788	–	**1,400,147**	1,426,887	662,583	–	2,089,470

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

VoiceAbility Advocacy

Balance sheet

Company no. 03798884

As at 31 March 2026

	Note	2026 £	2025 £
Fixed assets:			
Tangible assets	10	**291,788**	382,583
Investments	11	**5,977**	6,533
		297,765	389,116
Current assets:			
Debtors	12	**1,410,778**	1,561,955
Cash at bank and in hand		**767,552**	969,833
		2,178,330	2,531,788
Liabilities:			
Creditors: amounts falling due within one year	13	**(983,639)**	(811,434)
Net current assets		**1,194,691**	1,720,354
Total assets less current liabilities		**1,492,456**	2,109,470
Provision for liabilities	15	**(92,309)**	(20,000)
Net assets		**1,400,147**	2,089,470
Funds:	16a		
Restricted income funds		–	–
Unrestricted income funds:			
Designated funds		**571,788**	662,583
General funds		**828,359**	1,426,887
Total unrestricted funds		**1,400,147**	2,089,470
Total funds		**1,400,147**	2,089,470

Approved by the trustees on ________________________ and signed on their behalf by

James Alistair Schofield
Trustee

VoiceAbility Advocacy

Statement of cash flows

For the year ended 31 March 2026

	2026 £	£	2025 £	£
Cash flows from operating activities				
Net (expenditure)/ income for the reporting period (as per the statement of financial activities)	(689,323)		488,785	
Depreciation charges	178,520		218,863	
Losses on investments	556		5,119	
Dividends and interest from investments	(19,024)		(19,738)	
Increase/ (Decrease) in provisions	72,309		(9,032)	
Decrease/ (Increase) in debtors	151,177		(10,323)	
Increase in creditors	172,205		94,641	
Net cash provided by operating activities		(133,580)		768,315
Cash flows from investing activities:				
Dividends and interest from investments	19,024		19,738	
Sale of investment units	–		250,000	
Purchase of fixed assets	(87,725)		(129,590)	
Net cash provided by / (used in) investing activities		(68,701)		140,148
Change in cash and cash equivalents in the year		(202,281)		908,463
Cash and cash equivalents at the beginning of the year		969,833		61,370
Cash and cash equivalents at the end of the year		767,552		969,833

1 Accounting policies

a) Statutory information

VoiceAbility Advocacy is a charitable company limited by guarantee and is incorporated in England & Wales. The registered office address is c/o Sayer Vincent, Invicta House, 110 Golden Lane, London, EC1Y 0TG.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006/Charities Act 2011.

The Charity had a subsidiary, Advocacy Experience Limited. The subsidiary was dissolved in May 2025.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

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.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 **Accounting policies (continued)**

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support and governance costs are re-allocated to charitable activities in full.

i) Expenditure and irrecoverable VAT (continued)

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500 for an individual purchase. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold improvements	over the life of the lease
• Furniture, Computer, Telephones and Software	10% - 33%

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Pensions

After three months of employment, employees are auto enrolled in the group stakeholder pension scheme (Aviva), via a salary exchange method. Employees are required to opt out should they not wish to be enrolled. The charity contributes 5% of gross salary and employees make a minimum contribution of 3% of gross salary. Employees joining the stakeholder pension contract directly with the insurance company. In addition to its own contribution the charity acts as agent in collecting and paying over employee pension contributions.

2 Income from donations and legacies

	2026 Total £	2025 Total £
Donations (unrestricted)	**4,297**	2,587

3 Income from charitable activities

	2026 Grants £	2026 Earned income contracts £	2026 Total £	2025 Grants £	2025 Earned income contracts £	2025 Total £
Advocacy Services:						
Connections	46,248	1,276,366	1,322,614	31,538	604,974	636,512
London	–	1,271,414	1,271,414	–	1,164,386	1,164,386
Midlands & South East	15,000	3,300,093	3,315,093	60,000	3,016,924	3,076,924
North East	–	2,861,687	2,861,687	–	3,419,155	3,419,155
North West	2,100	3,070,629	3,072,729	–	2,794,763	2,794,763
Scotland	–	3,102,093	3,102,093	–	3,327,308	3,327,308
South West	–	1,499,334	1,499,334		1,421,054	1,421,054
	63,348	16,381,616	16,444,964	91,538	15,748,564	15,840,102
Support Services	22,775	7,791	30,566	22,775	8,381	31,156
Total income from charitable activities	86,123	16,389,407	16,475,530	114,313	15,756,945	15,871,258

All earned income in the year was unrestricted and all grant income is restricted.

4a Analysis of expenditure (current year)

	Advocacy Services £	Governance costs £	Support costs £	2026 Total £	2025 Total £
Direct staff costs	10,813,414	–	–	**10,813,414**	10,293,057
Indirect staff costs	–	–	2,917,220	**2,917,220**	2,264,368
Total staff costs (note 6)	10,813,414	–	2,917,220	**13,730,634**	12,557,425
Sub contractor Costs	255,181	–	–	**255,181**	69,386
Recruitment, Training and Welfare	196,578	–	–	**196,578**	170,758
Travel & Subsistence	566,100	–	–	**566,100**	541,220
Rent, Rates and Homeworking Allowance	161,392	–	–	**161,392**	153,991
Professional	19,932	–	–	**19,932**	27,704
Insurances	115,267	–	–	**115,267**	89,910
Depreciation	126,030	–	–	**126,030**	164,153
Software, Systems and Licensing	699,305	–	–	**699,305**	713,812
Other direct costs	308,433	–	–	**308,433**	310,157
Business Development		–	178,088	**178,088**	198,959
CEO and related expenses		–	73,084	**73,084**	48,260
Finance		–	133,821	**133,821**	28,560
Human resources		–	329,061	**329,061**	158,260
IT and Office Admin		–	256,443	**256,443**	139,662
Trustee and AGM costs		15,469	–	**15,469**	10,942
Audit and accountancy costs		22,800	–	**22,800**	17,520
	13,261,632	38,269	3,887,717	**17,187,618**	15,400,679
Support costs	3,887,717	–	(3,887,717)	**–**	–
Governance costs	38,269	(38,269)	–	**–**	–
Total expenditure 2026	17,187,618	–	–	**17,187,618**	–
Total expenditure 2025	15,400,679	–	–	–	15,400,679

4b Analysis of expenditure (prior year)

	Advocacy Services £	Governance costs £	Support costs £	2025 Total £
Direct staff costs	10,293,057	–	–	10,293,057
Indirect staff costs	–	–	2,264,368	2,264,368
Total staff costs (note 6)	10,293,057	–	2,264,368	12,557,425
Sub contractor Costs	69,386	–	–	69,386
Recruitment, Training and Welfare	170,758	–	–	170,758
Travel & Subsistence	541,220	–	–	541,220
Rent, Rates and Homeworking Allowance	153,991	–	–	153,991
Professional	27,704	–	–	27,704
Insurances	89,910	–	–	89,910
Depreciation	164,153	–	–	164,153
Software, Systems and Licensing	713,812	–	–	713,812
Other direct costs	310,157	–	–	310,157
Business Development	–	–	198,959	198,959
CEO and related expenses	–	–	48,260	48,260
Finance	–	–	28,560	28,560
Human resources	–	–	158,260	158,260
IT and Office Admin	–	–	139,662	139,662
Trustee and AGM costs	–	10,942	–	10,942
Audit and accountancy costs	–	17,520	–	17,520
	12,534,148	28,462	2,838,069	15,400,679
Support costs	2,838,069	–	(2,838,069)	–
Governance costs	28,462	(28,462)	–	–
Investment costs	–	–	–	–
Total expenditure 2025	15,400,679	–	–	15,400,679

5 Net (expenditure)/income for the year

This is stated after crediting / (charging):

	2026 £	2025 £
Depreciation	178,520	218,863
Auditor's remuneration (excluding VAT):		
Audit	19,560	14,600
Other services	3,900	–

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2026 £	2025 £
Salaries and wages	11,182,655	10,778,708
Redundancy and termination costs	261,810	115,805
Social security costs	1,315,056	857,722
Employer’s contribution to defined contribution pension schemes	865,311	803,711
Other staff costs	73,057	1,479
	13,697,889	12,557,425

Redundancy and termination costs of £107,310 were accrued at the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2026 No.	2025 No.
£60,000 – £69,999	3	2
£70,000 – £79,999	1	1
£80,000 – £89,999	–	1
£90,000 – £99,999	–	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £492,665 (2025: £300,572).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2025: £nil). No charity trustee received payment for professional or other services supplied to the charity (2025: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £669 (2025: £2,280) incurred by 4 members (2025: 8) relating to attendance at meetings of the trustees.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 486 (2025: 481) and based on full-time equivalent was 429 (2025: 406).

8 Related party transactions

There are no related party transactions to disclose for 2026 (2025: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Computer Equipment	Telephones	Software & Systems	**Total**
Cost	£	£	£	**£**
At the start of the year	737,436	203,281	133,658	**1,074,375**
Additions in year	87,725	–	–	**87,725**
At the end of the year	825,161	203,281	133,658	**1,162,100**
Depreciation				
At the start of the year	469,440	135,672	86,680	**691,792**
Charge for the year	90,167	62,456	25,897	**178,520**
At the end of the year	559,607	198,128	112,577	**870,312**
Net book value				
At the end of the year	265,554	5,153	21,081	**291,788**
At the start of the year	267,996	67,609	46,978	382,583

All of the above assets are used for charitable purposes.

11 Investments held as fixed assets

	2026 £	2025 £
Fair value at the start of the year	6,533	261,652
Additions at cost	–	–
Disposal proceeds	–	(250,000)
Net gain / (loss) on change in fair value	(556)	(5,119)
	5,977	6,533
Fair value at the end of the year	5,977	6,533

	2026 £	2025 £
Investments comprise:		
COIF Charities Investment Fund	5,977	6,533

12 Debtors

	2026 £	2025 £
Trade debtors	947,762	1,056,999
Other debtors	34,661	103,791
Prepayments	172,986	292,388
Accrued income	255,369	108,778
	1,410,778	1,561,956

13 Creditors: amounts falling due within one year

	2026 £	2025 £
Trade creditors	17,523	235,285
Taxation and social security	427,241	197,340
Other creditors	161,097	212,302
Accruals	364,592	64,838
Deferred income (note 14)	13,186	101,668
	983,639	811,434

14 Deferred income

Deferred income comprises income invoiced in advance of work not undertaken by year end

	2026 £	2025 £
Balance at the beginning of the year	101,668	51,950
Amount released to income in the year	(101,668)	(51,950)
Amount deferred in the year	13,186	101,668
Balance at the end of the year	13,186	101,668

15 Provisions for liabilities

Provisions for liabilities comprises

	2026 £	2025 £
Balance at the beginning of the year	20,000	29,032
Increase/(decrease) in provision in the year	72,309	(9,032)
Balance at the end of the year	92,309	20,000
Dilapidations provision	–	–
Customer refund provision	92,309	–
Staffing provision	–	20,000
	92,309	20,000

Staffing Provision
To provide for HR issues identified pre 31st March 2026.

Customer refund provision
To provide for contracts where clauses need to be met, and potential for clawback.

16a Analysis of net assets between funds (current year)

	General unrestricted	Designated funds	Restricted funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	–	291,788	–	**291,788**
Investments	5,977	–	–	**5,977**
Net current assets	914,691	280,000	–	**1,194,691**
Provisions	(92,309)	–	–	**(92,309)**
Net assets at 31 March 2026	**828,359**	**571,788**	**–**	**1,400,147**

16b Analysis of net assets between funds (prior year)

	General unrestricted	Designated funds	Restricted funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	–	382,583	–	**382,583**
Investments	6,533	–	–	**6,533**
Net current assets	1,440,354	280,000	–	**1,720,354**
Provisions	(20,000)	–	–	**(20,000)**
Net assets at 31 March 2025	**1,426,887**	**662,583**	**–**	**2,089,470**

17a Movements in funds (current year)

		At 1 April 2025	Income & gains	Expenditure & losses	Transfers	At 31 March 2026
		£	£	£	£	**£**
	Restricted funds:					
*	Department of Health (via National Autistic Society)	–	22,775	(22,775)	–	**–**
**	Northampton Quality Checkers	–	46,248	(46,248)	–	**–**
**	IHCAS Coventry	–	15,000	(15,000)		
***	Bolton All Age	–	2,100	(2,100)	–	**–**
	Total restricted funds	–	86,123	(86,123)	–	**–**
	Unrestricted funds:					
	Designated funds:					
	Fixed Assets Replacement	280,000	–	–	–	**280,000**
	Tangible Fixed Assets	382,583	–	(90,795)	–	**291,788**
	Total designated funds	662,583	–	(90,795)	–	**571,788**
	General funds	1,426,887	16,412,172	(17,010,700)	–	**828,359**
	Total unrestricted funds	2,089,470	16,412,172	(17,101,495)	–	**1,400,147**
	Total funds	2,089,470	16,498,295	(17,187,618)	–	**1,400,147**

* Complex Needs Consortium Grant.

** Quality Checker service that sees people with a learning disability employed to inspect local services and to provide advice on how they can better meet the needs of individuals with a learning disability.

*** Student placement from the University of Greater Manchester

The **Fixed Assets Replacement** designated fund is to ensure that VoiceAbility has fit for purpose equipment and systems on a long term basis.

The **Tangible Fixed Assets** designated fund removes the non-cash element.

17b Movements in funds (prior year)

	At 1 April 2024	Income & gains	Expenditure & losses	Transfers	At 31 March 2025
	£	£	£	£	£
Restricted funds:					
* Department of Health (via National Autistic Society)	–	22,775	(22,775)	–	–
** NHS Nene and Corby CCG		31,538	(31,538)	–	–
*** Voluntary Action Coventry	–	60,000	(60,000)	–	–
Total restricted funds	–	114,313	(114,313)	–	–
Unrestricted funds:					
Designated funds:					
Fixed Assets Replacement	240,000	–	–	40,000	**280,000**
Tangible Fixed Assets	471,856	–	–	(89,273)	**382,583**
Total designated funds	711,856	–	–	(49,273)	**662,583**
General funds	888,829	15,775,150	(15,286,366)	49,273	**1,426,887**
Total unrestricted funds	1,600,685	15,775,150	(15,286,366)	–	**2,089,470**
Total funds	1,600,685	15,889,463	(15,400,679)	–	**2,089,470**