Charity Registration Number: 223007

Company Number: 00215695 (England and Wales)

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community
action

TRUSTEES' ANNUAL REPORT & ACCOUNTS

YEAR ENDED 31 MARCH 2026

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VOLUNTARY ACTION SHEFFIELD

TRUSTEES' ANNUAL REPORT & ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2026

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VOLUNTARY ACTION SHEFFIELD

LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2026

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Charity No: 223007
Company No: 00215695
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Honorary officers:

Peter Wozencroft (Chair)
Kay Dickinson (Treasurer)

Other trustees:

Tim Furness (resigned 22nd October 2025)
David Bussue
Safiya Saeed
Joanne Arch (resigned 5th February 2026)
John Hudson
Ruth Brown (resigned 22nd October 2025)
Ahmed Mohamed
Amy Thornton
Jess Hudson
Siobhan Laird (resigned 3rd December 2025)

'Observer '(non-voting) attendees at the Board:

Joe Horobin (Sheffield City Council)
Lucy Ettridge (NHS Sheffield)

Chief Executive:

Helen Sims

Company secretary:

Helen Sims

Senior Management Team:
Helen Sims, Helen Steers, Mike Taylor, Liz Dingle, Rachael West, Paul Harvey, Lucy Davies (to October 2025), Laura Cook (from November 2025), Lloyd Samuels (to November 2025), Adam Batty (to February 2026), Natasha Munoz.

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Committees and advisers:

Audit and Risk Committee

Kay Dickinson (Chair for Finance section, and Chair for Strategy and Governance section from November 2025), Tim Furness (Chair for Strategy and Governance section to October 2025), Peter Wozencroft, John Hudson and David Bussue.

Auditor:

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Foreword from the Chair

I am pleased to introduce our Annual Report, for a year that has seen substantial changes for VAS, reflecting and responding to the volatility of global geopolitics and the shifting political mood and legislative framework in the UK.

Despite the many challenges posed by restricted resources to deliver an increasingly complex programme of work, increasing costs and turbulent change across the public sector, there is much to celebrate as VAS approaches its Centenary later in 2026.

In the face of the NHS 10-year plan fundamentally changing the roles of Integrated Care Boards and removing the place-based partnership development element of their roles, VAS has strengthened its position as a key civic partner and trusted convenor in Sheffield, bringing together communities, voluntary organisations and public services to address complex social issues, influence policy and develop collaborative solutions that improve the lives of residents across the city.

Within this framework of civic leadership, we are also proud to have:

Invested significantly in building stronger communities and a more resilient voluntary sector, supporting organisations, community leaders, volunteers and frontline workers through training, development, wellbeing programmes, leadership initiatives and targeted capacity-building support.

Amplified the voices of people who are least heard, including refugees and asylum seekers, Global Majority communities, young people, disabled people and residents experiencing disadvantage. Through community engagement, co-production and independent advocacy, VAS has helped ensure that lived experience influences services, investment decisions and city-wide strategies.

Created meaningful pathways to participation, leadership, influence, enabling people to move from service users and volunteers to jobs, careers, roles as community leaders, peer supporters and decision-makers. Through a number of initiatives, VAS has demonstrated the value of community-led approaches that build confidence, agency and long-term community capacity.

Laid strong foundations for future sustainability, investing in improved systems, governance, leadership, workforce development and operational effectiveness. A stronger VAS will enable us to offer more effective support to the communities we serve.

VAS has had the privilege of hosting Healthwatch Sheffield since 2015. It provides Sheffield's independent public voice for health and social care, ensuring that residents' experiences, concerns and ideas influence policy, planning and service delivery. Through trusted partnerships, inclusive engagement and effective collaboration with communities and decision-makers, it has demonstrably improved the quality, accessibility and responsiveness of health and care services. The NHS 10-year plan will abolish Healthwatch England and local Healthwatch organisations across the country, but we are determined to work in partnership to maintain an independent voice for people using health and social care services in Sheffield.

Finally, I would like to say a heartfelt thank you to all the staff of VAS, the many volunteers who give so freely and generously of their time and my fellow trustees for their support during 2025/26.

Peter Wozencroft
Chair of the Board of Trustees
July 2026

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Strategy and Delivery

Our work in 2025-26 delivered our vision:

People in Sheffield have the opportunity to live healthy, fulfilling lives, reach their potential, and thrive equally.

Our purpose is to support people, communities and the Voluntary Community Sector to lead positive change.

We focused on 5 strategic priorities:

1. Building, hosting and nurturing strong inclusive and effective partnerships to develop positive social change.
2. Supporting leadership and capacity in communities and the voluntary sector.
3. Creating volunteering and other opportunities for people that are most marginalised.
4. Supporting access and empowerment in the next generation of leaders.
5. Being a good employer and a well-run organisation, which cares for our people and resources.

How we delivered this purpose is reflected in our values and behaviour.

Our values

- Equity and social justice
- Trust and mutual respect
- Partnership
- The power of people, communities, and the VCS

Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Details of the activities we carried out to deliver a public benefit are described in this report.

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Priority One: Building and nurturing strong inclusive and effective partnerships to develop positive social change

During 2025/26, we have strengthened VAS's role as a strategic convener and connector, bringing together voluntary, community, statutory and health partners to address shared challenges and develop collaborative solutions for Sheffield's communities. The team has worked both at a strategic level, influencing policy and commissioning discussions, and at an operational level, supporting the development of partnerships that deliver tangible benefits for residents and communities.

A significant aspect of this work has been ensuring that the VCFSE sector has a stronger voice within city-wide decision-making. Through partnerships with organisations including Synergy Mental Health Alliance, Sheffield Social Enterprise Network, Sheffield City Council and the Integrated Care Board, the team has contributed evidence, insight and sector intelligence to discussions on commissioning, investment and service design. This has helped ensure that the experiences and priorities of communities and VCFSE organisations are reflected in policy development and strategic planning.

The team has also played a leading role in developing new partnerships and collaborative networks. The Community Transport Alliance has brought together organisations to explore a coordinated community transport offer for Sheffield, while the Learning Disabilities and Autism Engagement Partnership is pioneering a more collaborative and representative approach to community engagement. Through the Social Investment Working Group, organisations have been encouraged to explore collective approaches to financial sustainability and investment, building stronger relationships across the sector.

Alongside long-term strategic partnerships, the team has responded flexibly to emerging opportunities and challenges. This has included supporting neighbourhood mapping initiatives, developing a community-based blood pressure monitoring programme with Public Health, contributing to the Coalition of Multiple Disadvantage, and supporting the development of community-led solutions across a range of sectors. These activities demonstrate the team's ability to convene partners, facilitate collaboration and respond rapidly to evolving community needs.

The team has continued to strengthen existing networks, including People Keeping Well, VCS Leaders and the Sheffield Autism Partnership Network, using these platforms to share intelligence, identify emerging issues, promote collaboration and influence service improvements. Through these relationships, VAS has helped create stronger connections between organisations, increased opportunities for joint working and ensured that community knowledge informs wider system development.

Overall, the team's partnership work has increased the visibility, influence and collective impact of Sheffield's VCFSE sector. By fostering inclusive relationships, strengthening collaboration and creating opportunities for collective action, the team has helped build the conditions necessary for long-term positive social change across the city.

Healthwatch Sheffield- Speaking up for better care

Throughout 2025/26, Healthwatch Sheffield's impact was driven by its ability to build and maintain strong partnerships across communities, the voluntary sector, the NHS, local government and regional health systems. By acting as an independent bridge between residents and decision-makers, Healthwatch ensured that people's experiences influenced service improvement, policy development and strategic decision-making at local, regional and national levels.

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Partnership working enabled Healthwatch Sheffield to amplify community voices far beyond individual pieces of engagement. Working collaboratively with Sheffield City Council, NHS providers, Primary Care Networks, the South Yorkshire Integrated Care Board, voluntary and community organisations, and Healthwatch colleagues across South Yorkshire, the team created routes through which community insight could directly influence services and systems.

A significant example of this approach was the neighbourhood-based work in Tinsley. By working closely with residents, community groups and service providers, Healthwatch gathered detailed evidence about barriers to accessing health and care services, including language, transport and information barriers. This resulted in practical actions from local partners, including new health education initiatives through Seven Hills Primary Care Network, increased outreach by Sheffield Talking Therapies, and commitments to improve transport discussions relating to access to hospital services. The work demonstrated how partnership-led engagement can translate community voice into tangible service improvements.

Healthwatch also strengthened partnerships through targeted community development work in Wybourn and Richmond Park Estate. Working with Great Places Housing Group, NHS services, local authority teams and voluntary sector organisations, Healthwatch engaged more than 400 residents and coordinated health and wellbeing events involving 41 organisations. This collaborative approach improved access to information, connected residents with support services and directly influenced the development of new community-based provision, including a parent support group in Richmond Park.

The organisation continued to play an important convening role through the Health and Care Public Forum, bringing together members of the public with health and care leaders to shape service developments. Through this partnership approach, local people influenced initiatives including the development of the Sheffield Care Suite model and Sheffield Teaching Hospitals' Patient Safety Incident Response Plan.

Healthwatch Sheffield also built partnerships that helped address health inequalities and ensure seldom-heard communities were included in decision-making. Through its Speak Up programme, grants were provided to community organisations to undertake engagement with children and young people, while outreach partnerships enabled Healthwatch to engage with refugees, asylum seekers, people experiencing homelessness, care home residents and people living in temporary accommodation. These partnerships extended the reach of public involvement and ensured that a wider range of voices informed service development.

The impact of these partnerships extended beyond Sheffield. By collaborating with other Healthwatch organisations across South Yorkshire and Healthwatch England, local insight was used to influence regional and national discussions, including NHS reform, palliative and end-of-life care, adult social care, and Integrated Care System priorities. This enabled the experiences of Sheffield residents to contribute to wider system improvements while strengthening Sheffield's role in shaping future health and care policy.

Sheffield Youth: Neighbourhoods and Communities

November 2025 saw the conclusion of the 4-year pilot to demonstrate the power of partnership working to address complex social challenges affecting young people and communities.

Established in response to rising concerns around child exploitation, youth violence and unequal access to youth provision, the project brought together community organisations, funders, local Councillors, schools, universities, statutory services and community leaders around a shared ambition: creating safer communities and better opportunities for young people.

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At the heart of the programme was a community-led partnership model. Three community hubs—Reach Up Youth, Darnall Wellbeing and Manor & Castle Development Trust—alongside the Dryden Pantry initiative, worked collaboratively with local residents, young people, schools, police, NHS partners, community groups and Sheffield City Council to develop locally relevant responses to community need. This enabled solutions to be designed with communities rather than for them.

The project strengthened relationships across sectors and demonstrated how collaboration can create wider social impact. Examples included the development of football sessions delivered through partnerships between community organisations and multiple funders, youth consultation events co-produced with community leaders, police and elected representatives, and research projects involving universities, local organisations and young people themselves. These partnerships generated new insights, improved community confidence and informed local action plans focused on youth safety and wellbeing.

A significant achievement was the development of community-led research across multiple neighbourhoods. By placing young people and local residents at the centre of research and evaluation, the project created stronger connections between communities and decision-makers, ensuring that lived experience directly informed service planning and policy discussions. This approach strengthened trust, amplified community voices and created more responsive and culturally relevant solutions.

The project also highlighted the importance of long-term partnership working between community organisations, statutory services and funders. Through collaborative working, organisations were able to tackle issues that no single agency could address alone, including exploitation, social isolation, mental wellbeing and access to youth opportunities. The resulting relationships have created stronger foundations for future community-led approaches and demonstrated how partnership infrastructure can contribute to lasting positive social change.

SPRING -Sheffield Project for Refugee Integration and Growth

SPRING's most significant achievement during 2025 was not only supporting refugees facing housing insecurity and settlement challenges, but also establishing a trusted city-wide partnership model that influenced policy, commissioning and service development. Despite ongoing pressures around refugee homelessness, the project secured longer-term funding, expanded stakeholder engagement, strengthened workforce capability through trauma-informed practice, and positioned itself as a key element of Sheffield's refugee support infrastructure.

SPRING provided coordinated support during a period of increasing demand, particularly following rising numbers of positive asylum decisions. The project played a key role in responding to housing crises, preventing homelessness where possible, and advocating for better support pathways for newly granted refugees.

This year, SPRING moved beyond service delivery to shape wider systems. The partnership contributed evidence to city-wide reviews, helped inform future commissioning frameworks and demonstrated the value of integrated refugee-support models. We secured an enhanced contract extension to March 2027. The effectiveness and strategic importance of our approach is recognised by our commissioners, Sheffield City Council, and wider partners on the Refugee and Asylum Migration Strategic Group (RAM).

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Delivery of the Diabetes Hub demonstrator

Our work to support communities to work in partnership with services and other statutory partners, concluded in December 2025. We worked with partners, including Sheffield Hallam University to produce an evaluation of the Lottery funded project.
We also held a ripple mapping session to look at the intended and unintended outcomes of the community led activity funded through the project - a participatory evaluation method that brings people together in facilitated conversations to visually capture the direct and indirect impacts of a programme, project, or initiative. This approach helps uncover both intended and unintended outcomes, showing how activities create "ripples" of change across individuals, organisations, and communities.

Strength of a distributed approach

One of the clearest findings is the strength of a distributed approach. A relatively small intervention like delivering Type 2 Diabetes training sparked wide-reaching benefits in unexpected areas.
The initial training was delivered to around 25 organisations, each well placed and well connected with key communities. This positioning was crucial in enabling the ripples to spread. We heard how some of these organisations went on to deliver the training again to their own staff and volunteers, who then shared this knowledge within community settings, family networks, and even set up new support groups. The knowledge and confidence gained spread far and wide. It's very encouraging to hear the ripple effects from just a few organisations—and exciting to imagine the other ripples that may have happened but don't appear on our map.

Collaboration and its intangible benefits

There were a number of collaborations between the community sector and health professionals. While many of these collaborations were created to share skills and knowledge in order to develop a product or service, they also generated less tangible but equally important outcomes. These included new relationships, greater empathy, deeper understanding of real-life barriers, and stronger awareness of the role of the community sector. This is important because, with a little leap of faith, we could assume these intangible outcomes are contributing to a bigger shift: building a shared understanding across sectors of what truly matters to people living with type 2 diabetes.

Overall, this work resulted in multiple service reforms (some gaining nationwide interest). We funded 20 community led projects which resulted in community cook and eat sessions, education courses, peer support groups. The VAS team also set up a 'train the trainer' programme which resulted in 100+ community leaders increasing knowledge of type 2 diabetes and talking about it in their communities.

A final toolkit and video resource package has been created and has been shared with partners across organisations and sectors.

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Priority Two: Supporting leadership and capacity in communities and the voluntary sector

Throughout 2025/26, the VCFSE Partnerships and Development Team has made a significant contribution to strengthening leadership, organisational resilience and community capacity across Sheffield's voluntary and community sector. The team's approach has combined strategic infrastructure development, workforce support, organisational development and targeted capacity-building activity to help organisations become more effective, sustainable and responsive to community needs.

A major achievement has been the development of stronger organisational infrastructure within VAS itself, including the creation of a Theory of Change, improvements to CRM systems, and the introduction of a structured learning and evaluation approach. These developments have improved how evidence is gathered, analysed and shared, enabling learning and insight to inform both organisational practice and wider sector development. Improved reporting processes have also enhanced the accessibility and influence of information shared with stakeholders, commissioners and community organisations.

The team has invested considerably in workforce development and wellbeing. Through the delivery of Mental Health First Aid training, 96 frontline staff and volunteers from 55 organisations developed skills and confidence to support mental health within their organisations and communities. Additional programmes, including Reflective Support grants and the Better Support Systems project, helped organisations address staff wellbeing, burnout and organisational culture, strengthening the resilience of the VCFSE workforce. The relaunch of the Frontline Workers Network further provided opportunities for peer support, learning, collaboration and professional development.

Direct development support has been provided to 75 organisations and 23 individuals across Sheffield, supporting a wide range of community groups working in areas including health, family support, arts, disability, culture and environmental projects. Particular emphasis has been placed on supporting newly established groups, refugees, asylum seekers and communities facing barriers due to language, culture or exclusion. Notably, 42% of organisations and individuals supported were from global majority communities or were non-native English speakers, demonstrating our strong commitment to inclusion and equitable access to support.

The team has also increased access to specialist advice and development opportunities through 10 city-wide advice surgeries delivered in partnership with SYFAB and through the Building Thriving Communities programme. This programme provided tailored consultancy support focused on governance, leadership, strategy, fundraising and organisational development, helping leaders build confidence, secure funding and strengthen their organisations for long-term sustainability. Several organisations have subsequently secured significant external investment as a result of this support.

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Collectively, this work has strengthened the leadership capacity, operational effectiveness and sustainability of community organisations across Sheffield. By investing in people, organisations and systems, the team has improved the sector's ability to respond to local needs, attract resources, develop future leaders and deliver lasting benefits for communities.

Sheffield Youth: Neighbourhoods and Communities (SYNC)

A central aim of the SYNC project was to strengthen the capacity, skills and leadership of community organisations, youth workers and local residents. Recognising that sustainable change depends on strong local leadership, the programme invested significantly in workforce development, training and community empowerment.

The project supported community hubs and grassroots organisations to develop their skills, confidence and infrastructure, enabling them to take greater ownership of local solutions. Through a flexible "test and learn" approach, organisations were empowered to identify priorities, design activities and develop responses that reflected the specific needs of their communities. This strengthened organisational confidence, increased community ownership and built resilience within the sector.

A major contribution to sector capacity building was the delivery of a comprehensive training programme. Training included Community Research, Introduction to Youth Work, Youth Work Level 2, Safeguarding, Trauma-Informed Practice, Leadership, Counselling, Food Hygiene and Care Assistant qualifications. The programme not only increased skills and employability but also helped address longstanding workforce challenges relating to recruitment, retention and burnout within the youth and community sector.

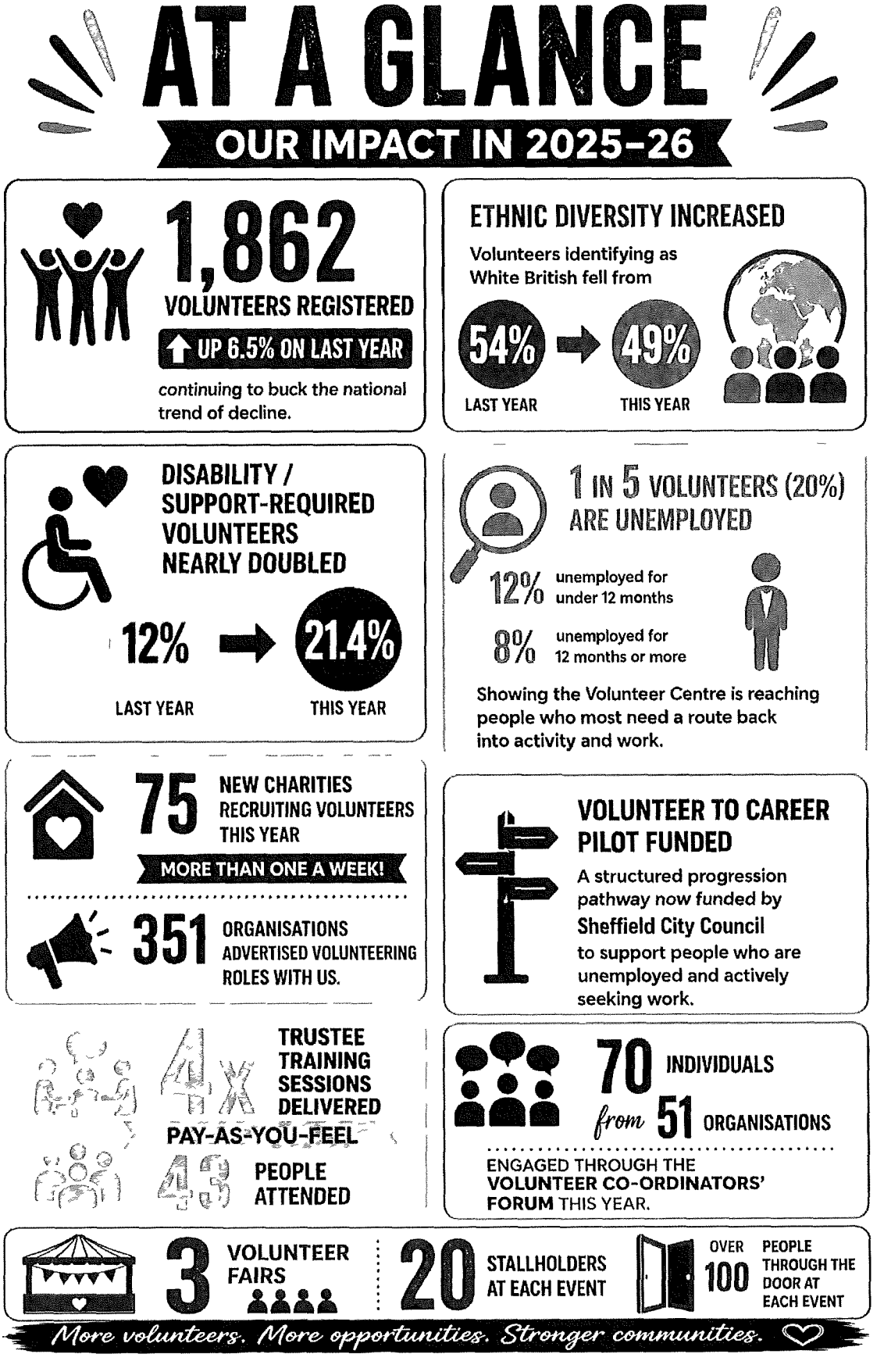
Particularly impactful was the Community Research programme, delivered in partnership with academic experts. This equipped local residents and young people with the skills to gather evidence, understand systems, influence decision-makers and evaluate community needs. Eight community researchers were trained, enabling communities to generate and use their own evidence to advocate for change and influence future investment and policy decisions.

The project also strengthened leadership among young people and community members by creating opportunities for participation, consultation and co-production. Young people were not only beneficiaries but active contributors, leading research, developing creative outputs, participating in consultations and influencing local action planning. New structures, including youth panels, youth consultation events and youth action planning processes, helped build confidence and leadership skills while ensuring that young people's voices shaped local priorities.

Additional investment through the Empowerment Fund and funding support workshops helped smaller organisations build sustainability, understand funding processes and develop stronger organisational infrastructure. This recognised the important role that smaller, locally rooted organisations play in responding quickly to community needs and fostering trust with residents.

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Priority Three: Creating volunteering and other opportunities for people that are most marginalised



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New Beginnings and Volunteer to Career Pathways

During 2025/26, the New Beginnings team continued to create meaningful opportunities for refugees and asylum seekers who face some of the greatest barriers to participation, including displacement, language barriers, social isolation, insecure immigration status and exclusion from employment. Through volunteering, education, social participation and community engagement, we supported people to build confidence, develop skills, strengthen their wellbeing and become active members of their communities.

This year, we supported a record 1,223 refugees and asylum seekers from 59 countries, demonstrating both the increasing demand for our services and our growing ability to reach people who are most marginalised.

Volunteering remains one of our most effective tools for creating opportunities and promoting inclusion. We provided volunteering support to 729 people, helped 90 individuals start volunteering, and supported the filling of 103 volunteer roles across more than 25 partner organisations. Together, volunteers contributed over 11,880 hours to communities across Sheffield, including 5,280 hours supporting New Beginnings activities directly.

A key strength of our approach is that many of our volunteers are refugees and asylum seekers themselves. Through our co-production model, people move from receiving support to helping design, lead and deliver activities for others. Volunteers have taken on roles including mentors, outreach volunteers, reception volunteers, digital champions, participation volunteers and community advisers, ensuring that lived experience remains at the heart of our work.

We have also continued to develop pathways that help people progress from volunteering into employment. Our Volunteer-to-Career approach enables people to gain UK work experience, build professional confidence, obtain references and develop the skills needed to secure employment. Throughout the year, we saw individuals progress from volunteering opportunities into paid roles within the NHS, charities and other organisations.

Alongside volunteering, we created a wide range of opportunities for social participation and community integration. During the year, 298 people participated in social activities, generating 729 attendances across a diverse programme of cultural, sporting, wellbeing and creative activities. These included walking groups, sewing sessions, music projects, sports activities, cultural events and family activities.

We also supported 140 people to attend a seaside trip, enabled participation in activities through the Holiday Activities and Food programme, provided Christmas gifts to 250 children, and helped individuals access mainstream community opportunities such as Refugee Rocks and Kelham Island Table Tennis Club, supporting long-term participation beyond our direct involvement.

The greatest impact of our work is not simply the number of opportunities created, but the way these opportunities help people move from isolation to participation, and from participation to leadership. By creating welcoming spaces, building confidence and supporting people to contribute their skills and experience, we enable refugees and asylum seekers to become active members of Sheffield's communities, improving wellbeing, reducing isolation and strengthening social cohesion across the city.

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Overall, our work has successfully created volunteering and participation opportunities for some of Sheffield's most marginalised residents, empowering individuals to contribute, develop and thrive while enriching the organisations, communities and partnerships that they become part of.

Embedding volunteer opportunities in VAS

This year has been pivotal in embedding volunteering opportunities in VAS with a focus on employability and skills. Our Volunteer to Career team have been developing infrastructure including recruiting mentor support for volunteers to navigate their roles.

VAS currently benefit from the contribution and commitment of 74 active volunteers:

- 18 volunteers in the New Beginnings team who are primarily refugees or asylum seekers and are in a variety of roles including admin, mentors, supporting and leading participation activities (such as walk leaders), reception volunteers and IT drop in/job club volunteers.
- 23 volunteers in Healthwatch in a variety of roles including strategic advisory group volunteers, engagement volunteers, health and care public forum members and project volunteers
- 24 volunteers in the Volunteer Centre – these are primarily admin and mentor volunteers which are part of the Volunteer to Career Project, and also advisors who cover the Volunteer Centre drop in, and 2 Training Volunteers.
- 1 social media volunteer
- 8 trustees

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Priority Four: Supporting and empowering the next generation of leaders.

During 2025/26, we worked in partnership with the BAMER Covid-19 Group and emerging leaders from Sheffield's Global Majority communities to complete the design and delivery of the pilot Emerging Leaders Programme. The programme was established to address the under-representation of Global Majority leaders in positions of influence and to create a more equitable pathway into leadership, decision-making and systems change.

A key strength of the programme was its co-produced approach. Rather than delivering a pre-designed leadership course, emerging leaders themselves played a central role in shaping the vision, governance, curriculum and future direction of the programme. Twelve emerging leaders were recruited as stewards and, over time, assumed increasing ownership of the programme, developing its strategy, appointing facilitators, establishing leadership structures and leading its public launch. This approach ensured that leadership development was rooted in lived experience, cultural understanding and the realities facing Global Majority communities in Sheffield.

Impact on Participants

The programme delivered significant personal and professional development for participants. Independent evaluation found that all participants reported increased leadership skills, confidence and empowerment as a result of taking part. Participants described developing a stronger sense of purpose, greater confidence in their abilities and a clearer understanding of themselves as leaders. For some, the programme represented a transformational shift in identity, moving from not viewing themselves as leaders to actively pursuing leadership opportunities and positions of influence.

The learning programme also created a trusted peer network where leaders could openly discuss challenges, share experiences and learn from one another. Participants reported that being part of a culturally attuned and psychologically safe environment enabled deeper reflection, problem-solving and mutual support than they had experienced in traditional leadership programmes. Emerging leaders developed stronger professional networks, gained access to mentors, and increased their visibility within leadership spaces across the city.

Importantly, the programme translated into action. Participants reported applying their learning in their organisations and communities, taking on new leadership responsibilities, joining boards and governance structures, and becoming more confident in engaging with decision-making processes. Several participants progressed into leadership and representative roles that they may previously have felt unable to access.

Impact on the Wider System

Beyond individual development, the programme has begun to create change at a systems level. The project has established a new city-wide coalition and leadership network that connects leaders, organisations and communities from Global Majority backgrounds around a shared agenda of representation, leadership and influence. The launch event in October 2025 attracted around 100 delegates and established a platform that can continue to grow beyond the lifetime of the initial funding.

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The programme has strengthened the visibility of Global Majority leaders within Sheffield's civic and voluntary sector landscape, creating pathways into policy-making, governance and strategic decision-making forums. Participants reported increased confidence to engage in spaces where decisions are made and to advocate on behalf of their communities. The programme therefore contributes to a longer-term shift from consultation towards meaningful participation and influence.

The development of Sheffield Emerging Leaders as an emerging leadership movement also creates infrastructure for future change. The programme established a shared vision, leadership principles, communications platforms, governance structures and a pilot curriculum that can support future cohorts of leaders. This provides a sustainable foundation for increasing representation, strengthening community voice and developing future leadership talent across the city.

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Priority Five: Being a good employer and host of a well-run organisation, which cares for our resources

During 2025/26, VAS made significant progress in strengthening its organisational infrastructure, systems and working environment to ensure it remains a well-run, resilient organisation that supports staff, volunteers and resources effectively. The Operational Improvement Plan has focused on modernising systems, improving governance, strengthening management capacity and creating a healthier, more productive workplace.

A major area of improvement has been the modernisation of internal systems. Preparatory work has been completed to introduce a new HR system, improve document management through migration to SharePoint, strengthen CRM functionality and review organisational risk management processes. These changes are designed to improve efficiency, reduce administrative burden, increase compliance and provide staff with easier access to information and support.

Investment has also been made in strengthening organisational governance and compliance. Work is underway to review and update policies and procedures, improve access to organisational policies, strengthen data protection arrangements and enhance cyber security. New measures include additional cyber security protections, staff training, and improved spam and phishing controls.

Supporting staff wellbeing and management capability has been a key priority. Staff communication and engagement have improved through redesigned Whole Staff Meetings, with employees reporting greater transparency, openness and awareness of organisational activity. The annual performance review process has been refreshed, line managers are receiving additional support and coaching, and new induction and training opportunities have been introduced to strengthen leadership, particularly around wellbeing, mental health and burnout prevention.

The organisation has also focused on creating a more supportive physical working environment. Development of a redesigned office space has included dedicated workspaces, flexible hot-desking arrangements and consideration of physical health and neurodiversity needs. Improvements to volunteer facilities have already been positively received, with further enhancements planned for staff workspaces.

Alongside supporting people, VAS has taken a proactive approach to managing resources responsibly. The organisation has strengthened financial planning, introduced clearer workplans for finance improvement, reviewed procurement arrangements to achieve better value for money and continued to invest strategically in The Circle, maintaining 100% tenant occupancy while improving facilities for users and tenants.

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Looking Forward

Our priorities for the year ahead will be in delivering our 5 strategic objectives

1. Building, hosting and nurturing strong inclusive and effective partnerships to develop positive social change.

VAS have identified key shifts in our work over the next 12-18 months that will build on significant learning this year and invest in our capacity to support the following:

Strengthen Cross-Sector Collaboration Around Complex Challenges

- Host the Sheffield Stronger Together Partnership Lab to drive collaboration across sectors towards the City Goals, in order to:
    - develop collaborative responses involving statutory agencies, VCFSE organisations, businesses and communities.
    - Create shared action around key city challenges centred in people and communities.
    - Support partnerships that address root causes rather than symptoms and build infrastructure that empowers people in participating in long term transition work.

Continue the shift from Consultation to Shared Leadership

- Our approach to existing and future partnerships will increasingly focus on co-production, shared decision-making and community ownership, building on successful models demonstrated in our previous work.
- Expand opportunities for residents, community groups and people with lived experience to influence strategy, commissioning and service design.
- Develop stronger community leadership infrastructure to sustain participation and influence, through our hosting of existing and emergent citywide partnership infrastructure.
    - We will deliver a focused piece of work around the role of community anchors in the city transition
    - Host cross-sector collaborative partnerships, such as Sheffield VCS Leaders Forum, ShefFood- Sheffield's Independent Food Partnership, Sheffield Youth Alliance and Sheffield Community Buildings Alliance.

Strengthen Strategic Influence Across Systems

- Future partnership work will continue to position VAS and the VCFSE sector as a key partner in health, care, community safety, neighbourhood development and economic inclusion agendas.
- Strengthen relationships with Sheffield City Council, the NHS, South Yorkshire Integrated Care System, South Yorkshire Combined Mayoral Authority, funders, housing providers and educational institutions.
- Ensure community insight is consistently centred in, and influences policy, investment and commissioning decisions.

Develop Place-Based and Neighbourhood Partnerships

- Work with the Neighbourhood Investment demonstrator project to support and enable the development of new neighbourhood governance capacity, hope and control.
- Build deeper partnerships within neighbourhoods experiencing health inequalities, deprivation or community safety concerns.
- Support locally led action plans and investment approaches that are tailored to individual communities.

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Improve Partnership Sustainability and Long-Term Investment

- Develop longer-term partnership agreements and funding models.
- Encourage joint investment from public, charitable and private sector partners.
- Build collective approaches to sustainability across networks and partnerships.

Embed Evidence, Learning and the narrative power of storytelling

- Continue investing in community-led research and insight gathering.
- Share learning across sectors with a focus on storytelling as a medium to illustrate social action and the power of people and communities.
- Build on the VAS 100 Stories of change to develop the We Are Sheffield platform and movement-linking the rich heritage of the city to the challenges of today.
- Use evidence to advocate for policy change and investment.

2. Supporting leadership and capacity in communities and the voluntary sector.

Our priorities build on the work and learning this year in strengthening leadership, organisational resilience and community capacity across Sheffield's voluntary and community sector.

Invest in Leadership Development at All Levels

- Expand leadership development programmes across the VCFSE sector.
- Increase leadership representation from Global Majority communities, refugees, young people and other underrepresented groups.
- Develop succession planning to ensure sustainability of community organisations.

Build Organisational Resilience and Sustainability

- Continue providing support around governance, strategy, business planning and fundraising.
- Support organisations to adapt to changing commissioning and investment environments.

Strengthen Workforce Development and Wellbeing

- Develop long-term approaches to workforce wellbeing.
- Expand access to training, reflective practice and peer support.
- Strengthen pathways into community and youth work roles.
- Create more opportunities for volunteers and community members to progress into employment and leadership positions.

Strengthen Networks, Collaboration and Peer Support

- Continue investing in sector networks and communities of practice.
- Strengthen peer learning opportunities.
- Connect smaller organisations to wider support and partnerships.
- Promote collaboration rather than competition between organisations.

3. Creating volunteering and other opportunities for people that are most marginalised.

Strengthen Progression Pathways from Participation to Employment and Leadership

- Expand Volunteer-to-Career models in partnership with Community Anchor organisations in the city
- Work with Action Asylum to bring people seeking asylum and local residents together through inclusive, nature-based climate action volunteering

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- Create progression pathways across our programme of work into community leadership, governance and paid employment.
- Continue to support volunteers to gain recognised skills, qualifications and work experience.
- Increase opportunities for people with lived experience to become peer mentors, trainers and community leaders.

Remove Barriers to Participation for Marginalised Communities

- Increase outreach into communities experiencing multiple disadvantages.
- Provide more culturally appropriate and accessible opportunities.
- Address practical barriers such as childcare, travel costs, language support and digital access.
- Continue targeted support for refugees, asylum seekers, young people, disabled people and Global Majority communities.

Invest in Inclusive Volunteering and Community Participation

- Increase the range and diversity of volunteering opportunities available.
- Strengthen partnerships with voluntary organisations, public services and employers to create more placements.
- Support volunteers to progress into mainstream community activities and roles.
- Recognise and celebrate the contribution of volunteers from marginalised communities.

Create More Community-Led and Peer-Led Opportunities

- Increase peer-led and community-led activities.
- Support participants to shape and lead programmes themselves.
- Develop more opportunities for participants to become facilitators, researchers, volunteers and decision-makers.
- Embed lived experience more consistently across programme design and delivery.

Build Stronger Partnerships to Widen Opportunity

- Develop stronger employer partnerships that create routes into employment.
- Expand relationships with educational institutions and training providers.
- Strengthen links between community organisations and mainstream services.
- Work collaboratively to create inclusive opportunities that reach those furthest from participation.

4. Supporting access and empowerment in the next generation of leaders.

Expand Leadership Pathways for Underrepresented Communities

We will work to build on the Volunteer to career pathways and seek investment for the next phase of Emerging Leaders to:

- Expand and connect leadership programmes for Global Majority communities, refugees, asylum seekers and other underrepresented groups.
- Increase representation in governance, boards, steering groups and strategic partnerships.
- Create accessible routes into leadership for those who may not traditionally see themselves as leaders.
- Ensure lived experience is recognised as a leadership asset.

Strengthen Mentoring, Coaching and Peer Learning

- Establish mentoring and coaching programmes that connect emerging leaders with experienced leaders.
- Develop peer support networks across sectors and communities.
- Create shadowing opportunities within public, voluntary and civic institutions.

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- Support reflective practice and leadership development over time rather than through one-off interventions.

Increase Young People's Influence and Decision-Making Power
SYNC highlighted the importance of moving beyond youth engagement towards genuine youth leadership. Young people should be active participants in shaping the services and communities that affect their lives. Through our hosting of the Sheffield Youth Alliance, we will:

- Support the development of a citywide Youth Strategy.
- Create more opportunities for young people to influence policy and service design.
- Support youth leadership development alongside community/ youth work leadership development.

Build Leadership Capacity Across the VCFSE Sector
Future leaders need strong organisations and networks around them. Leadership development should therefore be linked to wider sector capacity-building.

- Support succession planning within VCFSE organisations.
- Develop leadership skills in governance, strategy, systems leadership and partnership working.
- Strengthen organisational cultures that nurture future leaders.
- Create opportunities for leaders to collaborate across organisations and sectors.

Increase Access to Influence and System Leadership
A key learning from the Emerging Leaders Programme was that confidence grows when people gain access to the spaces where decisions are made.

- Create opportunities for emerging leaders to participate in city-wide boards, partnerships and strategic groups.
- Strengthen links between community leaders and decision-makers.
- Support leaders to influence policy, commissioning and investment decisions.
- Ensure communities are represented in discussions that shape Sheffield's future.

5. Being a good employer and a well-run organisation, which cares for our people and resources.

VAS's priorities for the next 12–18 months are centred on strengthening organisational infrastructure, supporting staff and volunteers, improving governance, and ensuring long-term sustainability.

Modernising Internal Systems and Digital Infrastructure
VAS will continue implementing more efficient and integrated systems, including:

- Full rollout of the new HR system.
- Development of stronger data management and impact reporting systems.

Strengthening Governance, Compliance and Risk Management
A key priority is ensuring the organisation continues to have robust and accessible governance arrangements through:

- Updating and reviewing policies and procedures.
- Improving access to organisational documentation.
- Introducing risk management software to support management and reporting of risk and review of risk appetite with the Trustees.
- Strengthening GDPR compliance, data management and cyber security arrangements.

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Investing in Staff, Volunteers and Leadership
VAS is prioritising its people through:

- Improved line management support and development.
- Enhanced annual review and performance management processes.
- Training around wellbeing, mental health and burnout prevention.
- Better induction processes for new managers.
- Continued improvements to internal communication and organisational transparency.

Creating a Healthy and Productive Working Environment
The organisation will continue developing workspaces that support modern ways of working by:

- Redesigning office space to balance permanent desks and flexible working.
- Improving facilities for volunteers.
- Ensuring office environments support wellbeing, accessibility and neurodiversity.

Improving Financial Management and Organisational Sustainability
Key financial priorities include:

- Completion of our review of finance systems.
- Identifying external funding opportunities to strengthen organisational capacity and data infrastructure.

Maximising the Value of The Circle
VAS will continue delivering its Circle Investment Plan through:

- Improving meeting and hire-able spaces.
- Ensuring facilities remain attractive, safe and financially sustainable.

Structure, governance and management

Members of the Board of Trustees are nominated from and elected by the members. Each trustee is elected at an annual general meeting to serve for a three-year term, with approximately one third retiring each year. Casual vacancies may be filled by appointment by the Board until the next AGM. Honorary Officers (Chair, Vice-Chair and Treasurer) are nominated and elected by trustees annually, at the first Board meeting to follow the AGM.

The Board also has the power to admit observers, which is used to ensure close links with important partner organisations, such as the City Council and the NHS. Observers are not registered trustees or directors, and do not have voting rights.

The Board is served by committees and working groups, each chaired by a member of the Board, which meet between three and five times per year. These are responsible for scrutinising specific areas of work, undertaking tasks delegated to them by the Board, and advising the Board on policy and strategy. In 2025/26 there was an Audit and Risk Committee, and an Asset Management Working Group (a task-and-finish group with specific, time-limited, terms of reference).

The board regularly reviews progress against a governance action plan. This year our focus was on diversity of the board and developing trustee oversight of specific priority areas. In March 2026 the Board undertook a self-assessment against the new Charity Governance Code and has highlighted priority areas for development over the year ahead.

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All new Board members receive an induction with the Chair and Chief Executive. In addition, there are annual or twice-yearly away sessions with senior managers and trustees focusing on strategy and enabling trustees to understand the organisation and their responsibilities.

The senior management team is our executive body. This was restructured during the year and at the end of the financial year comprised the Chief Executive, Director of Strategic Partnerships, Director of Operations, Head of Finance, Chief Executive of Healthwatch Sheffield, Head of Volunteering, Head of Facilities, SYNC Programme strategic lead, Head of VCFSE Partnerships and Opportunities and Head of Programme and Project- Inclusive Practice Development.

The link between the Board of Trustees and staff is maintained through the following mechanisms:

- Line management of the Chief Executive by the Chair;
- Senior staff attendance at meetings of the Board and committees;
- Joint sessions of the Board and Senior Management Team;
- Designated link trustees, with a special interest in a particular strategic priority.

We have continued to benefit from having a skilled and experienced team of trustees who brought constructive challenge and support to the Executive. Relationships between trustees and the senior management team developed productively and positively.

Risk management

Our Audit and Risk Committee leads on risk management and scrutinises the full risk management plan every quarter, with each trustee board meeting reviewing the most significant risks to the organisation, and those where we are most reliant on mitigating actions to reduce the risk faced.

Pay policy for senior staff

The determination of remuneration for all staff is reserved to the Board of Trustees. Salaries are reviewed annually as part of the budget setting process, taking into account cost of living increases and affordability. Periodically a more detailed review is carried out, comparing all salary grades with equivalent roles in the sector.

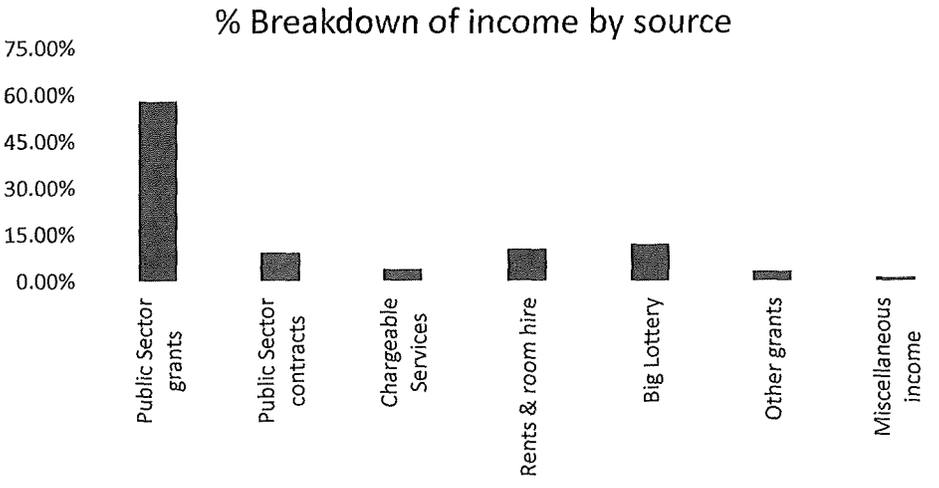
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Financial review

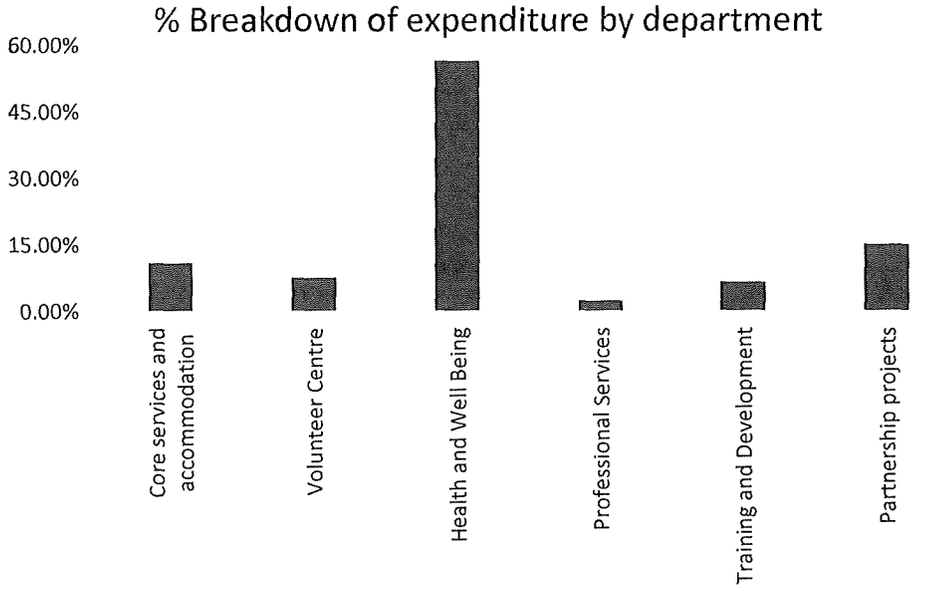
The net movement in funds for the year was a decrease of £814k. This breaks down into a decrease of £834k of restricted funds (given for a specific purpose) and an increase of £20k of unrestricted funds. In turn, this £20k breaks down into an increase of £50k of designated funds and a decrease of £30k on the general fund. The decrease in restricted funds largely represents the funding received in the previous year for This Is Us, which was spent this year, less funding for SPRING received this year but to be spent next year (see note 20 for more details).

Our income for the year was £3.27m, down from £3.75m the previous year. The biggest decrease compared with 2024-25 is the funding for the North East Neighbourhoods project: This Is Us. This changed from £1.45m in 2024-25 to £356k in 2025-26. Against this we received more income for the SPRING project (refugees).

The principal sources of income were:



Our expenditure for the year was £4.09m, compared with £2.65m the previous year. The breakdown of expenditure by department was:



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The increase in expenditure relates primarily to the £1.445m ICB funding for the North East This Is Us project, which was received late on in 2024-25 but not disbursed until early 2025-26.

Reserves policy

The Board adopted a new Reserves Policy in December 2025, as follows:

Based on VAS's current risk profile and the uncertain nature of many funding streams, the Board of Trustees has determined to maintain free reserves sufficient to:

- Cover redundancy and related costs for staff in the event of winding up, with redundancy costs calculated as at 31st March each year.

- Manage risks such as short-term, year-on-year budget fluctuations – to be calculated as a percentage of the annual approved budgeted income and costs for the following financial year. The percentage is to be agreed by Trustees each year, based on the perceived level of financial risk inherent in the budget (typically in the region of 1% to 1.5%).

The Board has also determined to:

- Take a flexible but prudent approach to the precise amounts designated for each purpose, based on the assessed level of risk at any point in time.
- Keep reserve funds in a low-risk form, in line with the Cash Management and Investment Policy.

The cost of redundancy and related costs for staff as at 31 March 2026, was calculated to be £273,345. The approved income for 2026-27 is £1.439m and expenditure is £2.345m (the difference to be mostly met from restricted funds already received). 1.5% of £2.345m works out at £35,173. Adding this to the redundancy costs gives a requirement of £308,518. The general reserve as at 31st March stood at £362,404, comfortably covering the required funds. The funds available have also allowed the Board to set a deficit budget for the year ahead. They are mindful that once the reserves have been expended, future budgets will need to be break-even or in surplus, and are happy that this is achievable.

Designated funds totaled £1,706,090 at the year end. These relate to the Circle building less the outstanding mortgage and the amount owing to eliminate the pension fund deficit. It also includes amounts ring fenced for strategy development, Healthwatch activities, development of The Circle as a venue, and IT infrastructure costs. See note 22 of the accounts for further details.

Fundraising Activities

VAS raises funds by applying to funding bodies for grants and charging for services. VAS does not proactively raise funds from the public, although it does receive small donations and occasional legacies from individuals.

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VOLUNTARY ACTION SHEFFIELD

TRUSTEES' RESPONSIBILITY STATEMENT
FOR THE YEAR ENDED 31 MARCH 2026

Trustees' responsibilities statement

The trustees (who are also directors of VAS for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 the income and expenditure, of the charitable company for the period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board of Trustees

P C Wozencroft

Peter Wozencroft
Chair
Date: 30 July 2026

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Independent Auditor's Report to the Members of Voluntary Action Sheffield

Opinion

We have audited the financial statements of Voluntary Action Sheffield (the "charitable company") for the year ended 31 March 2026, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (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 state 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company in accordance with the ethical requirements relevant to our audit 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 the charitable company's 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 those of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except where explicitly stated, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether it is materially inconsistent with the financial

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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' report, which includes the strategic report and the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

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

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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 is detailed below:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our commercial knowledge and experiences of the charities sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment law and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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

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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 FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. 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.

Sumer Audit

Signer ID: WKOLTHN6RI...

Rachel Heath (Senior Statutory Auditor)

for and on behalf of

Sumer Auditco Limited
Chartered Accountants
Statutory Auditor
Albert Works
Sidney Street
Sheffield
S1 4RG

26/08/2026 GMT

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VOLUNTARY ACTION SHEFFIELD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted Funds £	Restricted Funds £	Total 2026 £	Total 2025 £
Income:					
Donations and legacies	3	**14,900**	**650**	**15,550**	23,742
Income from charitable activities	4/5	**805,346**	**2,406,966**	**3,212,312**	3,690,817
Investments	6	**46,414**	-	**46,414**	32,685
Total income		**866,660**	**2,407,616**	**3,274,276**	3,747,244
Expenditure:					
Costs of raising funds	7	**(13,472)**	-	**(13,472)**	(12,736)
Expenditure on charitable activities	8/11	**(824,192)**	**(3,250,643)**	**(4,074,835)**	(2,624,820)
Remeasurement of pension scheme		-	-	-	(10,564)
Total expenditure		**(837,664)**	**(3,250,643)**	**(4,088,307)**	(2,648,120)
Net income/(expenditure)	10	**28,996**	**(843,027)**	**(814,031)**	1,099,124
Transfers between funds	21	**(9,262)**	**9,262**	-	-
Net movement in funds		**19,734**	**(833,765)**	**(814,031)**	1,099,124
Funds brought forward as at 1 April 2025		2,048,760	2,465,724	4,514,484	3,415,360
Funds carried forward as at 31 March 2026		**2,068,494**	**1,631,959**	**3,700,453**	4,514,484

All of the above results are derived from continuing activities. The result for Companies Act purposes comprises the net movement in funds of -£814,031 (2025: Net movement in funds of £1,099,124).

The statement of financial activities includes all gains and losses recognised during the year.

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VOLUNTARY ACTION SHEFFIELD

BALANCE SHEET
AS AT 31 MARCH 2026

	Note	£	2026 £	2025 £
Fixed assets				
Tangible assets	16		**1,811,000**	1,842,000
			1,811,000	1,842,000
Current assets				
Debtors	17	**211,603**		1,614,166
Cash at bank and in hand		**2,255,580**		1,618,493
		2,467,183		3,232,659
Creditors: amounts falling due within one year	18	**(472,580)**		(357,569)
Net current assets			**1,994,603**	2,875,090
Total assets less current liabilities			**3,805,603**	4,717,090
Creditors: amounts falling due in more than one year	19		**(105,150)**	(202,606)
Net assets			**3,700,453**	4,514,484
Charity funds				
Restricted	20		**1,631,959**	2,465,724
Unrestricted				
Designated	22	**1,706,090**		1,655,821
General	24	**362,404**		392,939
			2,068,494	2,048,760
Total Charity funds	23		**3,700,453**	4,514,484

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

These accounts were approved and authorised for issue by the Board on 30 July 2026 and are signed on its behalf by:-

K Dickinson
Honorary Treasurer

P Wozencroft
Chair

Company Registration No.00215695

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VOLUNTARY ACTION SHEFFIELD

CASHFLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

		2026		2025
		£		£
Cash flows from operating activities:				
Net cash provided by operating activities		**725,516**		(167,474)
Cash flows from financing activities:				
Repayment of borrowing	**(88,429)**		(80,804)	
Net cash used in financing activities		**(88,429)**		(80,804)
Net increase in cash and cash equivalents		**637,087**		(248,278)
Cash and cash equivalents at 1 April 2025		**1,618,493**		1,866,771
Cash and cash equivalents at 31 March 2026		**2,255,580**		1,618,493
Cash and cash equivalents consists of:				
Cash at bank and in hand		**2,255,580**		1,618,493
Cash and cash equivalents at 31 March 2026		**2,255,580**		1,618,493

Reconciliation of net income to net cash flow from operating activities

	2026	2025
	£	£
Net income for the reporting period (as per the statement of financial activities)	**(814,031)**	1,099,124
Adjustments for:		
Depreciation charges	**31,000**	31,000
Decrease/(increase) in debtors	**1,402,563**	(1,371,190)
Increase in creditors	**109,379**	67,913
(Decrease)/increase in pension deficit provision	**(3,395)**	5,679
Net cash provided by operating activities	**725,516**	(167,474)

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1. Accounting policies

(a) General information and basis of preparation

Voluntary Action Sheffield is a registered charity in the United Kingdom and a company limited by guarantee in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 - 2 of these financial statements. The nature of the charity's operations and principal activities are detailed in the Trustees' annual report.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

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

(b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

(c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

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1. Accounting policies (continued)

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Report.

For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity where it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

The charity receives government grants in respect of Infrastructure Support to the Voluntary and Community Sector, the Sheffield Healthy Holiday scheme and the Volunteer Centre. Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is interest earned on the Charity's current account.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds - This relates to the cost of obtaining the grants referred to in note (c). It includes 25% of the Marketing & Communications Officer's salary together with related office costs.

- Expenditure on charitable activities - These are the direct costs of VAS's work to meet its charitable activities plus governance costs. Governance includes the direct and indirect costs relating to external audit and to the constitutional and statutory requirements for managing the charity. The following costs have been allocated to governance:
    - One day per week of each of the Chief Executive, Head of Business Growth and Head of Finance together with related office costs.
    - Auditor costs.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Grants payable to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient is notified of the grant, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

(e) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative and payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Premises overheads have been allocated on a cost per square foot basis and other overheads have been allocated on a staff hours basis.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 8.

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1. **Accounting policies (continued)**

(f) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Leasehold land	Nil
Leasehold buildings	50 years straight line
Computer equipment	3 years straight line
Fixtures and fittings	10 years straight line

The lease term for leasehold land starts 1 January 2005 for a period of 250 years. The trustees have considered the fair value of leasehold land and annually consider the need for an impairment review. As a consequence, depreciation has not been charged.

(g) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(h) Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(i) Impairment

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

(j) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

(k) Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

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1. **Accounting policies (continued)**

(l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The charity contributes to the Pension Trust Growth Plan for its employees. This is in most respects a money purchase arrangement, but does include certain guaranteed benefit elements. The Plan is a multi-employer scheme. Since the charity has entered into an agreement (the Recovery Plan that determines how each employer within the scheme will fund the overall deficit), the contributions paid are shown in the income and expenditure account. Under FRS 102, the fair value of the commitment is recognised. The calculation of their fair value of the commitment is subject to an assumption on the discount rate. The discount rate is determined by reference to market yields at the reporting date on high quality bonds.

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. 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 is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(o) Judgements and key sources of estimation uncertainty

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 charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

There are no estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year.

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2. Prior Year Statement of Financial Activities – for comparison

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Income:				
Donations and legacies	3	**23,655**	**87**	**23,742**
Income from charitable activities	4/5	**772,250**	**2,918,567**	**3,690,817**
Investments	6	**32,685**	-	**32,685**
Total income		**828,590**	**2,918,654**	**3,747,244**
Expenditure:				
Costs of raising funds	7	**(12,736)**	-	**(12,736)**
Expenditure on charitable activities	8/11	**(698,516)**	**(1,926,304)**	**(2,624,820)**
Remeasurement of pension scheme		**(10,564)**	-	**(10,564)**
Total expenditure		**(721,816)**	**(1,926,304)**	**(2,648,120)**
Net income/(expenditure)	10	**106,774**	**992,350**	**1,099,124**
Transfers between funds	21	**(4,426)**	**4,426**	-
Net movement in funds		**102,348**	**996,776**	**1,099,124**
Funds brought forward as at 1 April 2024		1,946,412	1,468,948	3,415,360
Funds carried forward as at 31 March 2025		**2,048,760**	**2,465,724**	**4,514,484**

All of the above results are derived from continuing activities. The result for Companies Act purposes comprises the net movement in funds of £1,099,124 (2024: Net movement in funds of £11,403).

The statement of financial activities includes all gains and losses recognised during the year.

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3. Income: Donations and legacies

	Unrestricted £	Restricted £	Total 2026 £	Total 2025 £
Marjorie Coote Old People's Charity	**10,000**	-	**10,000**	10,000
Sheffield Town Trust	**1,500**	-	**1,500**	1,500
James Neill Trust Fund	**2,000**	-	**2,000**	2,000
Church Burgesses Trust	-	-	-	10,000
Sundry donations	**1,400**	**650**	**2,050**	242
	14,900	**650**	**15,550**	23,742

4. Income from charitable activities: analysis by activity

This income can be analysed over the following activities:

	Unrestricted Funds £	Restricted Funds £	Total 2026 £	Total 2025 £
Core Services and accommodation	**388,643**	**45,000**	**433,643**	435,763
Volunteer Centre	**75,833**	**254,610**	**330,443**	220,056
Health and Wellbeing	**240,667**	**908,656**	**1,149,323**	2,065,360
Professional Services	**100,203**	-	**100,203**	99,138
Training and Development	-	**231,040**	**231,040**	329,549
Partnership Projects	-	**967,660**	**967,660**	540,951
Total	**805,346**	**2,406,966**	**3,212,312**	3,690,817

An analysis of the sources of this income is shown in note 5.

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5. Income from charitable activities: analysis by funding source

Details	2026	2025
	£	£
Sheffield City Council – Voluntary Sector/revenue grants	**166,972**	161,930
Sheffield City Council – Other Funding:		
- Healthwatch	**240,000**	225,776
- Sheffield Healthy Activities Fund	**6,484**	13,564
- Food Co-operatives	**35,000**	24,000
- ShefFood	**45,000**	-
- City Goals Neighbourhood Conversations	**25,000**	-
- Shared Prosperity fund	**13,000**	102,000
- Better Support	**47,282**	47,282
- ESF/SPF Employment project	**58,585**	44,759
- Volunteer to Career Pathways	**16,404**	-
- SPRING	**942,660**	415,000
- Sheffield Youth Alliance	**25,000**	6,000
- Community Anchors	**9,027**	-
- Mental Health First Aid	**28,936**	-
- Homes for Ukraine	**26,736**	-
South Yorkshire Integrated Care Board	**534,366**	1,651,673
Move More	**94,245**	69,070
National Lottery Community Fund - Restricted funds:		
- New Beginnings Project (Ref. 20222935)	**156,431**	146,196
- Diabetes Action Hub (Ref. 20210300)	**192,470**	80,308
- Emerging Leaders Programme (via BAMER COVID-19 Action Group)	**50,000**	50,000
- Sheffield Youth - Neighbourhoods and Communities (SYNC) (Ref.20106886)	-	84,712
Esmee Fairbarin SYNC	-	34,449
South Yorkshire Community Foundation	-	10,000
Great Places Housing Association	-	10,000
University of Sheffield	**7,644**	5,096
Other grants less than £5,000	**550**	7,287
The Circle – Rental income / room hire / conferencing	**370,683**	381,655
Chargeable services / sundry income	**119,836**	120,060
	3,212,312	3,690,817

6. Investment income

Surplus balances on the current account were invested in a succession of fixed-term (30 day) deposit accounts. The interest earned on these accounts totalled £46,414 (2025: £32,685).

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7. Costs of raising funds

	2026	2025
	£	£
Staff costs	**12,817**	12,116
Other costs	**655**	620
	13,472	12,736

8. Expenditure on charitable activities

Support costs totalling £276,242 (2025: £251,662) have been allocated across activities. Costs have been allocated either on the basis of time spent by the departments in supporting the activities, or other usage of the service.

	2026	2025
	£	£
Finance	**58,952**	36,497
Human Resources	**33,470**	34,388
ICT internal services	**20,262**	24,335
Executive management and administration	**163,558**	156,442
	276,242	251,662

Expenditure can be analysed over the following activities:-

	Activities undertaken directly	Activities undertaken by partners	Support costs	Total 2026	Total 2025
	£	£	£	£	£
Core services and Accommodation	**583,258**	**4,500**	**276,242**	**864,000**	742,629
Less: Support costs recharged to projects	**(179,525)**	**-**	**(232,043)**	**(411,568)**	(389,525)
	403,733	**4,500**	**44,199**	**452,432**	353,104
Volunteer Centre	**261,320**	**-**	**55,385**	**316,705**	381,148
Health and Well-being	**623,674**	**1,570,287**	**110,356**	**2,304,317**	811,430
Professional Services	**85,035**	**-**	**18,565**	**103,600**	92,566
Training and Development	**168,185**	**85,525**	**22,200**	**275,910**	348,175
Partnership Projects	**175,158**	**421,176**	**25,537**	**621,871**	638,397
	1,717,105	**2,081,488**	**276,242**	**4,074,835**	2,624,820

9. Governance costs

	2026	2025
	£	£
Staff costs	**36,149**	32,133
Related office costs	**1,310**	1,241
Audit	**13,650**	13,000
	51,109	46,374

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10. **Net income/(expenditure) for the year is stated after charging:**	**2026** £	2025 £
Auditor's remuneration	**15,916**	15,158
Operating lease rentals in respect of equipment	**2,745**	1,628
Depreciation of fixed assets	**31,000**	31,000

11. **Interest payable**	**2026** £	2025 £
Bank loans/mortgage	**16,997**	25,830

12. **Staff costs and employee benefits**	**2026** £	2025 £
Wages and salaries	**1,219,931**	1,220,028
Social security costs	**135,439**	105,520
Pension contributions – current service	**69,305**	69,241
Pension contributions – scheme deficit (see note 14)	**3,806**	5,085
	1,428,481	1,399,874

The average number of employees during the year was 50 (2025: 55).

No employee earned more than £60,000 per annum (2025: nil).

Wages and salaries includes £13,376 of redundancy costs relating to four employees (2025: £10,571, two employees).

13. Trustees, key management personnel remuneration and expenses and related party transactions

None of the trustees receive any remuneration in respect of their role as director/trustee of VAS. No travel expenses were paid during the year (2025: £13). No trustees received payment in respect of training and consultancy (2025: nil).

Several VAS trustees are also employees or trustees of VAS member organisations to which VAS provides various services including payroll services and rent/room hire. The charges for these services are relatively small and always on normal commercial terms.

Two trustees, Joanne Arch and Ruth Brown work for the NHS in Sheffield, from whom VAS receives funding as detailed in the notes above. None of the Trustees have authority or influence over funds given to VAS.

One trustee, David Bussue is an employee of SACMHA which received £10,995 from our Diabetes Action Hub project, £56,630 from the This Is US project and £500 from City Goals. (2025: £10,000 in funding from the Community Champions project, a £2,400 Reflective Support grant, £8,125 from our Diabetes Action Hub project and £400 from our Mental Health First Aid project).

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13. Trustees, key management personnel remuneration and expenses and related party transactions (continued)

One trustee, Safiya Saeed is the project manager of Reach Up Youth which received £10,375 from our Diabetes Action Hub project, £134,626 from the This Is Us project, £13,308 from our Emerging Leaders project and £5,700 from the SYNC project. (2025: £58,262 from our SYNC project, £4,000 from our Reflective Support project and £500 from our DCMS project). Safiya is currently the Lord Mayor of Sheffield City Council (SCC), from whom VAS receives funding as detailed in the notes above. VAS paid SCC £4,760 as part of our Move More project, (2025: £9,524 as part of our Move More project, £11,000 as part of our Food Project and £300 from our Healthwatch project. Safiya has no authority or influence over the funds given to VAS.

Another Trustee, Tim Furness, is a Trustee of Age UK Sheffield. VAS neither received nor gave funding from/to Age UK Sheffield (2025: VAS paid £420 to Age UK Sheffield for training delivered as part of our Building Thriving Communities project).

One Trustee, Ahmed Mohamed is the CEO of Infinite Skills which received £15,747 for CPD training delivered as part of our SYNC project, £1,300 for Emerging Leadership training and £25092 from the This Is Us project (2025: £4,554 for SYNC training). Ahmed, along with a member of the senior management team, Helen Steers, is also a trustee of Citizens Advice Sheffield which received £131,472 from VAS as part of the SPRING consortium (2025: £116,036). Another trustee, Siobhan Laird, is also a trustee of Sheffield and Rotherham Wildlife Trust who received no funding from VAS in the year (2025: £1,000 grant for a Green Social Prescribing project).

James Lock is no longer a VAS Trustee (2025: James was a director and shareholder of Opus Independents that provided services to a value of £214 and an entrepreneur in residence for Sheffield Hallam University (SHU). VAS received £54,108 funding for the Move More project via SHU, and paid SHU £13,621 for evaluation work on our Diabetes Action Hub project).

One member of the senior management team, Lloyd Samuels, is also an employee of ZEST which received no funding from Community Champions (2025: £10,000). Lloyd is also a trustee of Family Works which received £550 for delivering a workshop at our SYNC conference (2025: nil). Another member of the senior management team, Paul Harvey, is Co-chair of ASSIST Sheffield which received no funding from VAS in the year (2025: £4,000 Reflective Support grant).

The total amount of employee benefits received by key management personnel is £439,481 (2025: £400,814). The Trustees consider key management personnel to comprise: Chief Executive Officer, Director of Operations, Director of Strategic Partnerships, Head of Finance, Buildings and Facilities Manager, Head of Volunteering, Head of Programme and Project Inclusive Practice Development, Head of VCS Partnerships and Opportunities, Healthwatch Chief Officer and SYNC Strategic Lead.

14. Pension costs

VAS makes payments on behalf of employees into individuals defined contributions pension schemes. The assets of these schemes are held separately from those of VAS in independently administered funds. The pension cost charge in the statement of financial activities represents contributions payable by VAS to the funds and amounts to £73,111 (2025: £74,326). £3,806 of the contributions in 2026 related to the deficit on the Pensions Trust scheme (see note 27) (2025: £5,085). Contributions of £8,484 were due at the year-end (2025:£7,958).

15. Taxation

As a charity, VAS is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

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16. Tangible assets

	Long Leasehold land and building £	Computer equipment £	Other fixtures £	Total £
Cost				
At 1 April 2025	**4,305,888**	**30,540**	**177,963**	**4,514,391**
Disposals	**-**	**(15,360)**	**-**	**(15,360)**
At 31 March 2026	**4,305,888**	**15,180**	**177,963**	**4,499,031**
Depreciation				
At 1 April 2025	**2,463,888**	**30,540**	**177,963**	**2,672,391**
Charge for the year	**31,000**	**-**	**-**	**31,000**
Eliminated on disposal	**-**	**(15,360)**	**-**	**(15,360)**
At 31 March 2026	**2,494,888**	**15,180**	**177,963**	**2,688,031**
Net Book Value				
At 31 March 2026	**1,811,000**	**-**	**-**	**1,811,000**
At 31 March 2025	1,842,000	-	-	1,842,000

17. Debtors

Debtors falling due within one year	**2026**	2025
	£	£
Trade debtors	**80,931**	82,694
Prepayments	**25,114**	21,667
Grants receivable	**101,527**	1,509,615
Other debtors	**4,031**	190
	211,603	1,614,166

18. Creditors: amounts falling due within one year

	2026	2025
	£	£
Bank loan	**92,847**	87,215
Pension scheme deficit contributions	**3,806**	3,806
Trade creditors	**49,271**	59,342
Accruals	**116,388**	131,677
Deferred income – income received in advance (see note (a) below)	**140,834**	27,745
Tax and social security	**51,747**	26,009
Staff holiday accrued	**17,687**	21,775
	472,580	357,569

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18. Creditors: amounts falling due within one year (continued)

The bank loan is secured on freehold land and buildings of the company over 10 years from February 2018, at a rate of 3% over Unity Trust Bank's base rate, subject to a minimum rate of 3%.

(a) Deferred income:

Tenant rent deposits	**18,754**	15,632
Contract income	**121,638**	11,671
Other	**442**	442
	140,834	27,745

19. Creditors: amounts falling due after more than one year	**2026**	2025
	£	£
Bank loan	**101,684**	195,745
Pension scheme deficit contributions	**3,466**	6,861
	105,150	202,606

Bank loan maturity analysis:

In less than one year	**92,847**	87,215
In more than one year but not more than two years	**101,684**	94,166
In more than two years, but not more than five years	**-**	101,579
	194,531	282,960

See note 27 for details of the pension deficit payments.

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VOLUNTARY ACTION SHEFFIELD

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2026

20. Restricted funds

	Balance at 01/04/25	Income	Expenditure	Transfers	Balance at 31/03/26
Core					
Support Services	20,120	20,000	30,120	-	10,000
Thriving VCF Group	990	-	990	-	-
Voice & Leadership	2,500	25,000	27,500	-	-
Cohesion Sheffield	5,339	-	-	-	5,339
	28,949	**45,000**	**58,610**	**-**	**15,339**
Volunteering					
Volunteer Centre	2,944	52,778	51,336	-	4,386
Refugee & Asylum Seekers New Beginnings project	53,576	202,483	189,370	-	66,689
Community Champions	36,753	-	-	-	36,753
Community Makers	7,657	-	-	-	7,657
	100,930	**255,260**	**240,705**	**-**	**115,485**
Health and Wellbeing					
Healthwatch	15,849	35,530	50,483	-	896
VCS Infrastructure support	11,231	55,000	63,289	-	2,942
VAS Long Covid	10,909	-	-	-	10,909
People Keeping Well	45,519	49,193	62,672	-	32,040
Autism support	85,063	50,000	72,907	-	62,156
Move More Empowering Communities	-	94,245	94,245	-	-
Diabetes Action Hub	-	192,470	196,785	4,315	-
Changing Futures	5,679	-	-	-	5,679
This Is Us	1,443,771	356,000	1,396,690	-	403,081
Better Support	38,837	47,282	74,617	(1,521)	9,981
Mental Health First Aid	11,402	28,936	41,859	1,521	-
	1,668,260	**908,656**	**2,053,546**	**4,315**	**527,685**
Training and Development					
Lunch Club Referral Service	2,143	-	3,366	1,223	-
Development Team	-	76,847	77,348	501	-
Emerging Leaders Programme	35,998	50,000	81,956	-	4,042
Food Co-operatives	35,000	35,000	31,261	-	38,739
ShefFood	-	45,000	-	-	45,000
Community Anchors	-	9,027	9,027	-	-
Shared Prosperity Fund	117,027	13,000	49,867	-	80,160
Holiday Activities and Food	17,696	2,166	23,085	3,223	-
	207,864	**231,040**	**275,910**	**4,947**	**167,941**
Partnership Projects					
SPRING	314,011	942,660	473,576	-	783,095
Sheffield Youth Alliance	-	25,000	8,789	6,000	22,211
Sheffield Youth Neighbourhoods and Communities (SYNC)	145,710	-	139,506	(6,000)	204
	459,721	**967,660**	**621,872**	**-**	**805,509**
	2,465,724	**2,407,616**	**3,250,643**	**9,262**	**1,631,959**

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20. Restricted funds (continued)
Prior Year restricted funds – for comparison

	Balance at 01/04/24	Income	Expenditure	Transfers	Balance at 31/03/25
Core					
Support Services	-	25,470	5,350	-	20,120
Thriving VCF Group	990	-	-	-	990
Collaborative Conversations	3,285	-	3,285	-	-
Voice & Leadership	14,000	10,000	12,500	(9,000)	2,500
Cohesion Sheffield	5,339	-	-	-	5,339
	23,614	**35,470**	**21,135**	**(9,000)**	**28,949**
Volunteering					
Volunteer Centre	3,670	554	1,280	-	2,944
Refugee & Asylum Seekers New Beginnings project	66,436	174,416	187,276	-	53,576
Community Champions	160,904	-	124,151	-	36,753
Community Makers	9,698	-	2,041	-	7,657
	240,708	**174,970**	**314,748**	-	**100,930**
Health and Wellbeing					
Healthwatch	40,090	44,065	68,306	-	15,849
VCS Infrastructure support	7,844	58,480	55,093	-	11,231
VAS Long Covid	37,313	-	26,404	-	10,909
People Keeping Well	19,585	44,300	32,366	14,000	45,519
Autism support	84,290	50,000	49,227	-	85,063
Move More Empowering Communities	-	69,070	69,070	-	-
Diabetes Action Hub	51,244	80,308	131,552	-	-
Changing Futures	9,372	-	3,693	-	5,679
This Is Us	-	1,445,000	1,229	-	1,443,771
Better Support	-	47,282	8,445	-	38,837
Health Education England	170,443	-	159,254	213	11,402
	420,181	**1,838,505**	**604,639**	**14,213**	**1,668,260**
Training and Development					
Lunch Club Referral Service	-	28,188	26,045	-	2,143
Development Team	3,000	120,023	127,068	4,045	-
Emerging Leaders Programme	-	50,000	14,002	-	35,998
Food Network Co-ordination	33,466	29,338	27,972	168	35,000
Shared Prosperity Fund	113,759	102,000	98,732	-	117,027
Holiday Activities and Food	72,052	-	54,356	-	17,696
	222,277	**329,549**	**348,175**	**4,213**	**207,864**
Partnership Projects					
SPRING	333,201	415,000	429,190	(5,000)	314,011
Sheffield Youth Neighbourhoods and Communities (SYNC)	228,967	125,160	208,417	-	145,710
	562,168	**540,160**	**637,607**	**(5,000)**	**459,721**
	1,468,948	**2,918,654**	**1,926,304**	**4,426**	**2,465,724**

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20. Restricted funds (continued)

Core - Funding to support core running costs.

All of the other restricted funds relate to specific projects being undertaken by VAS. The projects are shown separately, but categorised into the main activities of VAS. Details of many of these projects are given in the Trustees' Annual Report.

Those restricted projects that are believed to need further narrative to explain what services they provide are detailed below. More information can be found on our website (www.vas.org.uk).

Project	Service
Healthwatch Sheffield	Established 1 April 2013 as part of the Government health reforms, to strengthen the patient, service user and public voice in shaping health and social care services. Gives citizens and communities a stronger voice to influence and challenge how health and social care services are provided in their locality.
SPRING	A collaboration of six organisations helping refugees settle into the local community. It is funded by the Asylum Migration and Integration Fund.
Changing Futures	A government funded programme aiming to improve outcomes for adults experiencing multiple disadvantage – including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system.
Community Makers	A project funded by Arts Council England (via Ignite Imaginations) to promote volunteering within the creative arts sector in Sheffield.
ShefFood	ShefFood is a cross-sector partnership of organisations across the city formed of local public agencies, businesses, individuals, academic and community organisations committed to working together to create a more sustainable food system for Sheffield.
Shared Prosperity Fund	A three-year government funding stream that replaces European Structural and Investment Funds. The fund aims to improve pride in place and increase life chances across the UK by investing in communities and supporting local businesses, people, and skills.
This Is Us	'This Is Us' brings together NHS South Yorkshire, Sheffield City Council and the voluntary community sector to focus on four north-east neighbourhoods, supporting these communities to deliver what matters to them, to help everyone live their best lives.

21. Transfers between funds

There were transfers of £9,262 between restricted and unrestricted funds during the year (2025: £4,426). These represent unrestricted funds applied to restricted projects.

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22. Designated funds

The unrestricted funds of the Charity include the following designated funds which have been set aside out of unrestricted funds by the Board of Trustees for specific purposes:-

	Balance at 01.04.25 £	Transfers £	Utilised/ realised £	New Designations £	Balance at 31.03.26 £
Fixed assets	1,548,373	-	-	**60,823**	**1,609,196**
Development Team	-	-	-	**13,279**	**13,279**
Strategy Development	-	-	-	**8,000**	**8,000**
IT infrastructure and equipment fund	10,484	-	**(115)**	**3,374**	**13,743**
Healthwatch	40,464	-	**(10,096)**	-	**30,368**
Circle Redevelopment Fund	56,500	-	**(24,996)**	-	**31,504**
	1,655,821	-	**(35,207)**	**85,476**	**1,706,090**

Prior Year designated funds – for comparison

	Balance at 01.04.24 £	Transfers £	Utilised/ realised £	New Designations £	Balance at 31.03.25 £
Fixed assets	1,504,248	-	-	**44,125**	**1,548,373**
Consortium Service funds	14,225	**(14,225)**	-	-	-
IT infrastructure and equipment fund	15,030	-	**(4,546)**	-	**10,484**
Healthwatch	20,399	-	-	**20,065**	**40,464**
Circle Redevelopment Fund	4,099	-	**(4,099)**	**56,500**	**56,500**
	1,558,001	**(14,225)**	**(8,645)**	**120,690**	**1,655,821**

Fixed assets are funds which represent the net book value of the fixed assets (£1,811,000) less the amount outstanding on the mortgage relating to the building (£194,531) and the amount committed to eliminating the deficit on the pension fund (£7,273). See note 27 for more details of the pension deficit payments.

Development Team are funds to cover additional capacity within the Development Team as they implement their review process.

Strategy Development is funds towards the cost of implementing VAS's strategy.

IT infrastructure and equipment fund is a fund to cover the cost of new/updated databases identified by the Trustees as required to improve the communication facilities at VAS.

Healthwatch is funds set aside to cover additional staff costs for the Healthwatch function.

Circle redevelopment fund is a fund set up to cover the cost of developing facilities at The Circle in order to continue to attract room hire customers.

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23. Analysis of Charity funds balances between net assets as at 31 March 2026

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed assets	-	1,811,000	-	1,811,000
Current assets	611,317	96,894	1,758,972	2,467,183
Current liabilities	(248,913)	(96,654)	(127,013)	(472,580)
Creditors: amounts falling due in more than one year	-	(105,150)	-	(105,150)
	362,404	1,706,090	1,631,959	3,700,453

Prior Year analysis – for comparison

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed assets	-	1,842,000	-	1,842,000
Current assets	549,704	107,448	2,575,507	3,232,659
Current liabilities	(156,765)	(91,021)	(109,783)	(357,569)
Creditors: amounts falling due in more than one year	-	(202,606)	-	(202,606)
	392,939	1,655,821	2,465,724	4,514,484

24. Statement of movement on unrestricted reserves

	General reserve £	Designated reserves £
Balance at 1 April 2025	392,939	1,655,821
Net movement in fund	(30,535)	50,269
Balance at 31 March 2026	362,404	1,706,090

25. Obligations under operating leases

At 31 March 2026, the total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:-

	2026 £	2025 £
not later than one year	6,656	1,588
later than one year and not later than five years	21,162	132
later than five years	-	-

These payments relate to two photocopiers and a franking machine at The Circle.

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26. Commitments

As at the year end, VAS had capital commitments outstanding of £nil (2025: £nil).

27. Pension costs and liabilities

SCHEME: TPT Retirement Solutions – The Growth Plan

VAS participates in two pension schemes – a defined benefit scheme and a defined contribution scheme. They are both with The Pension Trust (TPT) and are part of their Growth Plan Scheme. The defined benefit scheme is closed to new members and to the accrual of benefit by existing members. The only payments to this scheme therefore relate to the funding deficit, details of which are given below.

Defined Contribution Scheme

For the defined contribution scheme, VAS paid contributions at the rate of 6% during the accounting period and members paid contributions at rates between 1% and 11% during the accounting period. As at the balance sheet date there were 37 (2025: 43) active members of the Plan employed by VAS. VAS continues to offer membership of the defined contribution scheme to its employees.

Defined Benefit Scheme

The defined benefit pension scheme that VAS participates in is a multi-employer scheme which provides benefits to some 521 non-associated participating employers. It is not possible for VAS to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2023. This valuation showed assets of £514.9m, liabilities of £531.0m and a deficit of £16.1m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2025 to 31 March 2028:	£2,100,000 per annum	(payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 March 2028 applies.

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27. Pension costs and liabilities (continued)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum	(payable monthly)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

When an employer withdraws from a multi-employer defined benefit pension scheme which is in deficit, the employer is required by law to pay its share of the deficit, calculated on a statutory basis (known as the buy-out basis). The calculation basis that applies to the Growth Plan was amended due to a change in the definition of money purchase contained in the Pensions Act 2011 and therefore Series 3 liabilities have to be included in the calculation of an employer's debt on withdrawal.

VAS has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2025. As of this date, the estimated employer debt for VAS was £54,352 (2024: £72,075).

The present value of the deficit repayment provision and the rates of discount used are as follows:

	31 March 2026	31 March 2025	31 March 2024
Present value of provision (£)	**7,273**	10,667	4,988
Rate of discount (% per annum)	**4.92**	4.84	5.31

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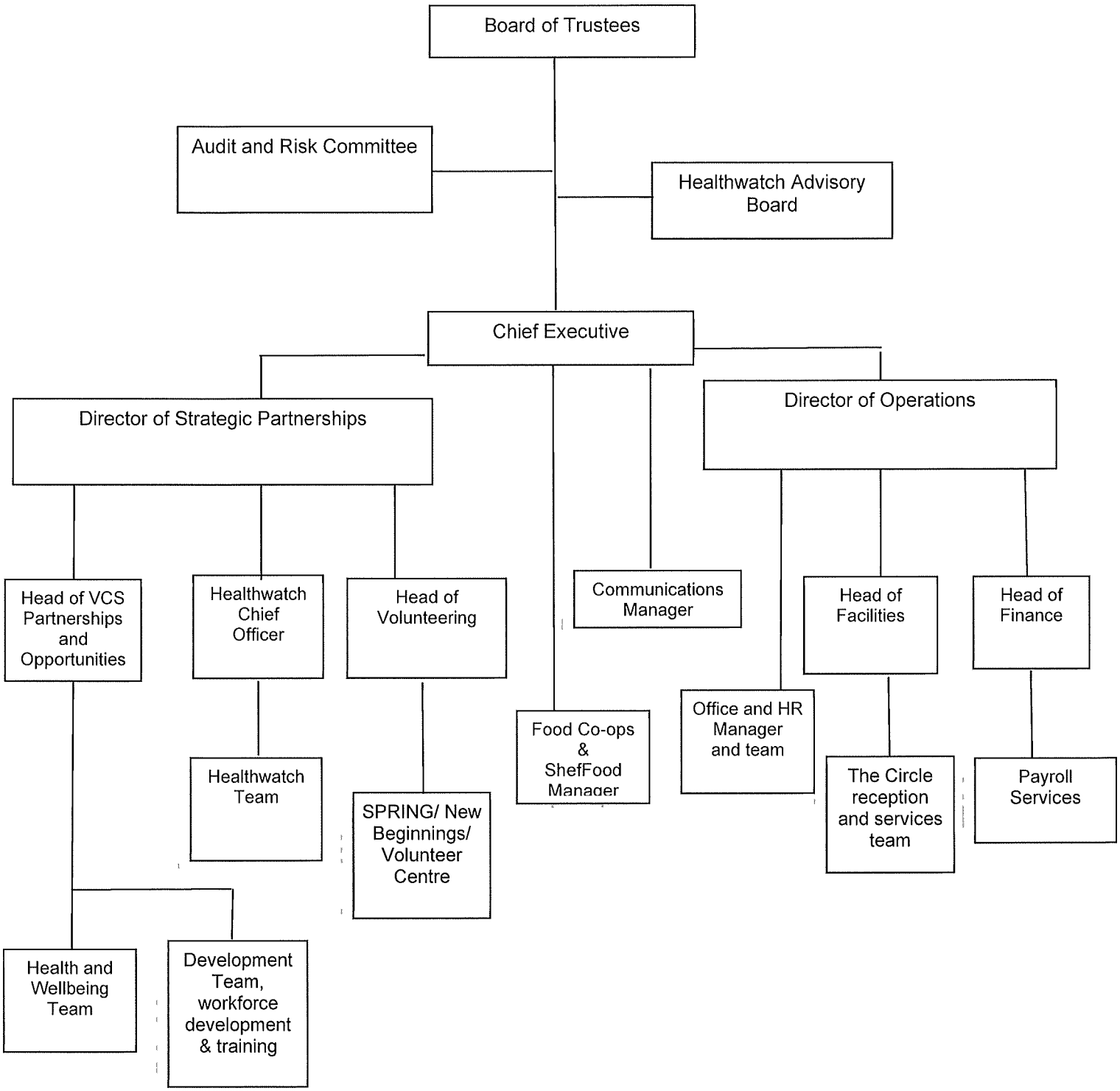
27. Pension costs and liabilities (continued)

Reconciliation of opening and closing provisions

	2026	2025
	£	£
Provision at start of period	**10,667**	14,988
Unwinding of the discount factor/ impact of any change in assumptions	**417**	132
Deficit contributions paid	**(3,806)**	(5,085)
Impact of changes in assumptions	**(5)**	68
Amendments to contribution schedule – revised recovery plan	**-**	10,564
Provision at end of period	**7,273**	10,667
Disclosed as creditors:		
Due in less than one year	**3,806**	3,806
Due in more than one year	**3,467**	6,861
	7,273	10,667

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APPENDIX A – ORGANISATIONAL STRUCTURE 2025/26 as at 31st March 2026



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