Registered number: 02854806
Charity number: 1027466

NORFOLK AND NORWICH SEND ASSOCIATION LTD

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

NORFOLK AND NORWICH SEND ASSOCIATION LTD
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2026

Trustees	J Sorrell, Chair L Snary, Treasurer G Doy M Smith E Mitchell
Company registered number	02854806
Charity registered number	1027466
Registered office	33 Woodcock Road Norwich Norfolk NR3 3TT
Company secretary	A Wootton
Chief executive officer	L Knight-Smith
Independent auditors	MA Partners Audit LLP Chartered Accountants & Statutory Auditors 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Santander NatWest

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2025 to 31 March 2026. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

Norfolk and Norwich SEND Association Ltd ("Nansa") was founded in 1954 by a group of families, for the purposes of providing meaningful and enriching activities and support to their adult children with cerebral palsy.

In the years since, Nansa has grown to provide a far wider range of specialist provision, for people of all ages living with, or caring for others with, special educational needs and/or disabilities (SEND). In addition, Nansa also facilitates a range of projects that promote inclusion, advocacy, participation, accessibility, and awareness of/for not only those with SEND, but a wider community of neurologically diverse individuals, who may feel excluded, marginalised, or unsupported because of social, behavioural, and/or developmental differences.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

Nansa delivers a strategically coordinated pathway of support that spans from the perinatal stage through to adulthood. We work with parents during and shortly after pregnancy, and continue to support families through the early years, often prior to, or in the absence of, a formal diagnosis - ensuring that children's unique developmental needs are identified early and supported through specialist intervention. Our programmes provide a calm, inclusive, and non-judgemental environment where families connect, share experiences, and build resilience.

For adults, Nansa offers a tailored programme that fosters wellbeing, independence, and personal progression through individually agreed objectives. Central to our strategy is a strong commitment to community engagement and awareness-raising around neuroinclusion.

In summary, Nansa will promote and embrace partnerships with other providers and agencies throughout Norfolk to associatively and collaboratively:

- be ambassadors for inclusion,
- empower people with SEND to achieve their goals,
- open doors to opportunities,
- develop and support personal growth,
- challenge assumptions and encourage aspirations,
- facilitate the advocacy and participation of those we support,
- and promote the inclusion of those with neurological/developmental differences countywide.

Objectives and activities (continued)

c. Risk management

Policies and procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors across all sites; and these are regularly reviewed by Senior Management. These, together with all the major risks to which the charity is exposed, are regularly reviewed by the Board of Trustees.

Achievements and performance

a. Review of activities

Introduction

In 2025/26, the Trustees and Senior Management Team at Nansa navigated a year that balanced operational challenge with strategic progress, long-term planning and growing organisational confidence. Remaining firmly focused on sustainability, governance, workforce development and strengthening the quality and resilience of services for the individuals and families Nansa supports throughout Norfolk.

The Senior Management Team was restructured to provide greater clarity around leadership responsibilities, while organisation-wide reviews of job descriptions and wider discussions regarding future administrative support reflected the needs of a growing and increasingly modernised charity. Trustees also supported the continued development of policies, operational procedures and staff wellbeing initiatives, helping to strengthen accountability, inclusion and organisational consistency across all services.

A major theme throughout the year was investment in infrastructure and long-term stability. Nansa facilitated substantial property and health and safety improvements across several sites, including roofing repairs, asbestos removal works, boiler replacement, fire door upgrades and broader compliance improvements. These works represented an important commitment to maintaining safe, accessible and sustainable environments for service users, staff and volunteers alike.

One of the most significant developments during the year was progress towards the proposed acquisition of the Adults' Centre at Bowthorpe Road. Discussions with Norwich City Council, solicitors and surveyors progressed positively, supported by a substantial legacy donation received by the charity. Having occupied the premises as tenants since 1964, Trustees recognised the potential purchase as a major opportunity to secure the long-term future of the site and provide greater stability for those who rely upon the service. Trustees anticipate completion of the purchase during, or before, Summer 2026.

Financially, the charity continued to navigate considerable pressures, including significant increases in employer National Insurance contributions and rising operational costs. Retail performance reflected national trends, while some projects, particularly within Nansa's Children and Family Services, required continued fundraising support. Encouragingly, significant funding has been raised, in 2025/26, through a combination of grants, appeals and legacy income - and a review of historic restricted fund balances, has resulted in improved financial clarity.

Alongside operational priorities, Nansa continued to innovate and engage with the wider community. Initiatives including the Visible Festival, volunteer readiness workshops and a range of community fundraising activities demonstrated the charity's ongoing ambition to remain collaborative, outward-facing and creative in how it supports individuals and families across Norfolk.

Achievements and performance (continued)

Overall, 2025/26 proved to be a year of consolidation, careful financial stewardship and meaningful strategic progress. Despite continued external pressures and significant operational demands, Trustees and Senior Management remained focused on securing the charity's future, strengthening governance and ensuring Nansa remains resilient, sustainable and well-positioned to continue making a positive difference to the lives of countless individuals for many years to come.

Support for Children and Families

Nansa offers a range of Early Childhood and Family Services, providing support from infancy; often working alongside families prior to any formal diagnosis of their child's condition. Nansa will collaborate with every family to ensure their child's specific needs are met, promoting development and progression through a range of innovative and therapeutic early interventions.

Nansa's Children and Families' Centre is based in Norwich (Woodcock Road). It offers a safe, calm, friendly, and non-judgemental environment for families to access specialist support, free of charge, and meet other inspirational parents, carers, and children facing similar challenges.

SENsational Families

SENsational Families is led by a dedicated team of Family Support Advisers (FSAs), providing advice, guidance, and practical support to families of children and young people aged 0–24 with SEND, whether diagnosed or suspected. The programme delivers a range of support groups and drop-in sessions, creating opportunities for families to access specialist advice while connecting with others facing similar challenges. During 2025/26, fortnightly term-time groups were delivered in Norwich, Great Yarmouth, and Holt, alongside specialist sessions featuring targeted topics and guest speakers.

Previously an independent charity, SENsational Families joined Nansa in 2022. The programme was initially supported by the National Lottery Reaching Communities Fund through to June 2025. We are therefore delighted that Nansa has since secured two significant grant investments to support the continuation of the service. One charitable trust, preferring anonymity, has committed funding through to 2029, while the Norfolk Community Foundation has provided two years of support through its Better Childhood initiative.

Looking ahead, SENsational Families will work in closer strategic alignment with Nansa's Sleep Service. From September 2026, the Programme Manager of SENsational Families, supported by the Head of Children and Family Services, will assume responsibility for the Sleep Service as part of a wider integrated family support offer.

Sleep Service

Nansa's Sleep Service is fully funded by the NHS Norfolk and Suffolk Integrated Care Board (ICB). Practitioners operate from a purpose-built "Sleep Pod" at Nansa's Children and Families Centre on Woodcock Road, Norwich, providing confidential support in person, online, and by telephone.

Demand for the Sleep Service remains consistently high, reflecting the significant need for specialist sleep support for families of children with SEND. During 2026/27, Nansa plans to expand capacity by training our FSAs to deliver sleep support, enabling the service to be delivered through a wider range of formats including groups, drop-ins, virtual sessions, and integrated family support.

This approach is not intended to dilute the existing Sleep Service offer. Rather, it aims to provide earlier intervention, reduce waiting times, and increase the number of families able to access timely and appropriate support.

Achievements and performance (continued)

Steps & Stages

Nansa's Steps & Stages programme is funded through support from Norfolk County Council, NHS Norfolk and Suffolk Integrated Care Board (ICB), charitable trusts, and wider fundraising activity. The programme provides specialist early intervention support for pre-school children with a wide range of special educational needs and disabilities, including diagnosed motor conditions, developmental delays, autism, and communication or sensory needs.

The service is led by highly skilled Early Intervention Practitioners who empower parents and carers with practical strategies to support their child's physical, social, communication, and cognitive development. Sessions are tailored to each child's individual needs and draw upon specialist approaches including Conductive Education and Attention Autism, alongside structured play, repetition, and sensory-based activities designed to make learning engaging and enjoyable.

Children attend small-group sessions alongside their parents and carers, enabling families to develop skills and confidence that can be continued at home and within the wider community. Families consistently report improvements in areas such as mobility, independence, self-care, communication, and social interaction. Parents have also highlighted the value of learning alongside others in similar situations, helping to reduce isolation and strengthen peer support networks.

During 2025/26, Steps & Stages supported 55 children and their families, delivering 225 specialist early intervention sessions. The programme continues to demonstrate positive outcomes in children's developmental progress, school readiness, and independence, while also improving parental confidence and wellbeing.

Despite its clear impact and continued demand, Steps & Stages requires ongoing funding support in order to continue operating at its current capacity. As costs and demand for specialist early intervention services continue to rise, securing sustainable funding remains a key priority for Nansa. The programme will therefore feature within the charity's 2026/27 annual appeal, helping to ensure that families across Norfolk can continue to access this vital support free of charge.

Support for Young People

During 2025/26, Nansa provided a range of opportunities for young people with SEND, including:

The Disability Real Action Group of Norfolk (The DRAGONs Project)

The DRAGONs is an advocacy and participation group for young people aged 13 to 25 with SEND and/or neurodiverse or developmental differences. Commissioned by Norfolk County Council (NCC), the DRAGONs provide an important platform for young people to share their views, influence decision-making, and advocate for improvements to SEND services and provision across Norfolk. The group regularly contributes feedback on existing services and supports the co-production of new initiatives and resources with local organisations and public bodies.

Throughout 2025/26, the DRAGONs continued to engage in a wide range of participation opportunities and community activities. These included contributing to co-production meetings with the Local Safeguarding Children Partnership, attending Youth Voice Day at Easton College, and taking part in reviews of local short breaks provision across Norfolk. Members also participated in enrichment activities designed to build confidence, communication, and independence, including visits to ITV Anglia studios and cultural and sporting events within the county.

Achievements and performance (continued)

A particular highlight during 2025/26 was supporting one of the DRAGONs participants to explore involvement with the UK Youth Parliament. This opportunity enabled the young person to further develop their confidence, public speaking, and understanding of civic participation, while also ensuring that the experiences and perspectives of young people with SEND are represented within wider youth voice and democratic forums. Experiences such as these reflect the wider aims of the DRAGONs project: empowering young people to become confident advocates for themselves and others within their communities.

DRAGONs (on the move)

DRAGONs (on the move) concluded in March 2026 following the successful completion of a three-year programme funded by the National Lottery Reaching Communities Fund and delivered in partnership with Active Norfolk. From the outset, the project was designed as a time-limited initiative aimed at empowering disabled children, young people, and adults to influence accessibility and inclusion within their local communities.

Over the course of the project, DRAGONs (on the move) engaged directly with individuals from SEND schools, residential care homes, day services, and community groups across Norfolk. Participants visited leisure facilities, community venues, and green spaces to assess accessibility, identify barriers, and provide lived-experience feedback to organisations and providers.

The project achieved significant outcomes for participants, including increased confidence, self-esteem, and self-advocacy skills. Individuals were supported to better understand accessibility issues, communicate their experiences, and contribute meaningfully to discussions around inclusion and equal access within their communities. A particular strength of the programme was its collaborative and sustained approach, with longer-term engagement helping to build trust, encourage honest feedback, and strengthen relationships between participants and providers.

The project also delivered tangible benefits for organisations and facilities, many of whom used participant feedback to inform accessibility improvements and create more inclusive environments. Since its launch, DRAGONs (on the move) has engaged hundreds of individuals and facilitated numerous accessibility reviews across Norfolk.

Although the funded project has now concluded as planned, it leaves a strong and lasting legacy. The accessibility insights and data gathered throughout the programme remain publicly available through the Nansa and Active Norfolk websites, while the partnerships, learning, and community-led approaches developed through the project will continue to inform future work around accessibility, inclusion, and participation across Norfolk.

Support for Adults

Nansa provides a wide range of services and opportunities for adults with SEND, with its core offering being a building-based provision at the Adults' Centre in Norwich (Bowthorpe Road).

The Adults' Centre

The Adults' Centre offers a comprehensive and person-centred programme of activities designed to promote wellbeing, independence, confidence, and personal growth for adults with SEND. Provision is tailored to meet the individual needs, aspirations, and abilities of each member, supporting them to progress towards personal objectives and agreed outcomes across ten key development areas: Home and Life Skills, Participation and Engagement, Communication and Relationships, Time Management, Confidence and Self-esteem, Health and Hygiene, Rights and Responsibilities, Self-reflection, Initiative and Creativity, and Peer Working.

Achievements and performance (continued)

Throughout 2025/26, the Adults' Centre continued to provide a wide range of structured activities and opportunities that encourage members to develop practical skills, increase independence, build friendships, and engage positively within their communities. Sessions are designed to be meaningful, enjoyable, and aspirational, while supporting members to achieve measurable progress at a pace appropriate to their individual needs.

A significant development during the year was the introduction of the Adults' Centre "Passport" scheme. The passports enable members to track and celebrate their personal progress throughout the year, with achievements recognised through a stamp-based system linked to participation, personal development,independence, and contribution within the Centre. The initiative has proved highly motivating for members, encouraging greater engagement, confidence, and ownership of personal goals. The passport scheme culminates annually by directly feeding in to nominations and awards, with members recognised and celebrated at a fun-filled end-of-year awards ceremony. The event provides an important opportunity to acknowledge achievement, progression, commitment, and personal growth, while also reinforcing a culture of aspiration and peer support within the Adults' Centre community.

In addition to activities delivered at the Adults' Centre, Nansa also provides a range of community-based opportunities and services, enabling members to further develop independence, social confidence, and community participation beyond the building-based environment.

Train and Trade

Train and Trade is a careers support service designed to help individuals with SEND overcome barriers to employment and education. The service provides a variety of tailored traineeships hosted within Nansa's charity shops across Norwich.

Recognising the unique challenges of each individual, Development Coaches work closely with Trainees to create personalised learning pathways that align with their specific needs, goals, and aspirations. The programme avoids a one-size-fits-all approach, with deadlines, targets, and goals all agreed upon through a collaborative, multidisciplinary review process.

Additionally, Train and Trade offers Supported Community Work Placements in partnership with Wroxham Barns, providing hands-on experience either in a retail environment (at the Kids Kiosk selling children's items) or working with animals on the farm.

Link-up

Link-up is a social and leisure group for adults aged 18 and over with SEND, offering regular evening and weekend activities that provide opportunities to socialise, build friendships, develop confidence, and access community experiences in a safe and supportive environment. The group plays an important role in reducing social isolation and enabling members to take part in activities they may otherwise be unable to access independently.

Throughout 2025/26, Link-up delivered a varied programme of activities including meals out, discos, bingo, bowling, yoga, seaside trips, visits to local attractions, sporting activities, and seasonal celebrations. Highlights during the year included trips to the Out There Festival in Great Yarmouth, visits to a local zoo and horse sanctuary, a neon-themed summer party, and a Christmas outing to the Norwich Theatre Royal pantomime. The programme continues to be shaped around member interests and encourages individuals to explore new experiences, increase confidence, and strengthen peer relationships.

Achievements and performance (continued)

Link-up also provides valuable respite for families and carers, while ensuring members are supported by experienced and trained staff. During 2025/26, around 37 individuals regularly benefited from the programme, supported by a dedicated team of staff volunteers who help facilitate activities throughout the year.

Nansa remains committed to ensuring that Link-up membership is free of charge, with participants only contributing towards specific activity costs where appropriate. Link-up therefore features prominently within Nansa's annual appeal and wider fundraising activity. During 2025/26, the service was made possible through generous contributions received in response to the annual appeal, including support from the Norfolk Community Foundation. This funding enables Nansa to continue providing accessible social opportunities for adults with SEND at a time when financial pressures on families remain significant.

Retail and Enterprise

During 2025/26, Nansa continued to strengthen and modernise its retail and enterprise operations as part of a wider strategy focused on sustainability, growth, and opportunity creation. Following a senior management restructure, the former Head of Finance and Business Support role was redefined at Director level, while the Charity Trading Manager was promoted to Head of Charity Trading and joined the Senior Management Team. This reflected the growing importance of retail activity within the charity's long-term strategic planning.

Nansa currently operates four charity shops across Norwich and Wroxham, alongside a dedicated premises supporting online trading through eBay and Vinted. Retail income continues to play a vital role in supporting the charity's wider work with people of all ages with SEND, while also providing valuable traineeship opportunities for adults through the Train and Trade programme.

A major focus during 2025/26 was preparing the retail operation for future expansion. Retail and enterprise formed a central theme of Nansa's annual Strategy and Away Day involving both Trustees and the Senior Management Team, where discussions focused on sustainable growth, benchmarking against similar charities, and increasing trading income through both physical retail and online sales.

Following these discussions, Nansa agreed in principle to pursue future expansion of its retail operation, both to increase unrestricted income and create additional opportunities within the Train and Trade programme. As a result, preparatory "housekeeping" work was identified as a priority ahead of any expansion plans. This included proposals to modernise retail systems, upgrade till technology across all sites, and improve Gift Aid processes to maximise income generation and create more accessible and reliable systems for trainees working within retail settings. The implementation and associated investment relating to these developments will primarily take place during 2026/27.

Additional investment was also made across retail premises to strengthen compliance with health and safety best practice and ensure all sites remain safe, welcoming, and fit for future growth.

Retail performance during 2025/26 demonstrated encouraging growth and resilience despite ongoing economic pressures across the wider retail sector. Income across the trading arm increased overall, supported by continued public support, strong stock donations, and growing engagement with both Nansa's physical shops and online trading platforms. Online trading continued to be a significant area of growth during the year, reflecting the increasing importance of digital retail activity within Nansa's wider trading strategy. Alongside continued success through eBay, the introduction of sales through Vinted further strengthened the charity's online presence and created additional opportunities to maximise income from donated stock.

Several shops recorded positive year-on-year growth, with the Earlham Road shop once again remaining the charity's strongest-performing outlet. The continued success of the retail operation reflects the commitment and hard work of staff, volunteers, trainees, and supporters across all sites.

Achievements and performance (continued)

Expenditure remained carefully managed throughout the year while accommodating important investment in premises improvements, health and safety compliance, and operational planning. These developments formed part of a wider programme of work designed to strengthen infrastructure and ensure the retail operation is well positioned for future growth and expansion.

Looking ahead to 2026/27 and beyond, Nansa hopes to continue expanding both its shop portfolio and online trading activity, building a stronger and more sustainable income base to support the charity's long-term mission and impact.

b. Fundraising/Promotional Activities and Income/Awareness Generation

Visible Festival

Visible is a project launched by Nansa in 2022, resulting in Norfolk's first Neurodiversity Festival, first held at The Forum in Norwich in 2023, again in 2024, and most recently in March 2026.

The purpose of Visible is to promote the inclusion, advocacy, participation, accessibility, and awareness of individuals who may feel excluded, marginalised, or unsupported because of social, behavioural, and/or developmental differences.

Visible attempts to do this, quite simply, by initiating (and encouraging) ongoing conversations amongst those who might champion a more inclusive society, and by amplifying the voices of people with lived experience of neurodivergence.

Together, we can influence change countywide.
Together we can listen, and we can learn.
Together we can be heard, and we can be VISIBLE!

The 2026 Visible Festival marked an important step forward for the project, taking place during Neurodiversity Celebration Week and attracting a growing number of exhibitors, speakers, and attendees. Once again hosted at The Forum, the event featured an extensive exhibition space where organisations and community groups were able to showcase services, resources, and opportunities available to neurodivergent individuals and their families.

A major feature of the festival remained the "Visible Voices" programme, which brought together a diverse range of guest speakers, advocates, professionals, and individuals with lived experience to share personal stories, insights, and expertise relating to neurodiversity, inclusion, education, employment, mental health, and identity. These talks continue to broaden the reach and impact of the festival beyond the event itself through the Visible Voices YouTube channel.

New for 2025/26 was the introduction of the Visible Volunteering Project, developed as part of and leading up to the 2026 festival. Replacing the previous Visible Inclusion Partners (VIPs) exhibition, the project was designed to empower neurodivergent young people aged 16–25 to explore volunteering, develop confidence, and consider how they might contribute within their communities.

Through a series of inclusive workshops, peer mentoring opportunities, and creative activities, participants were supported to build self-advocacy skills, identify barriers to volunteering, and develop greater confidence and community participation. Their experiences and aspirations were showcased through a co-curated gallery installation at The Forum during the festival, celebrating identity, voice, and volunteering potential.

Achievements and performance (continued)

The project was made possible through the "Get Involved Innovation Fund", part of the national Volunteering for Health programme funded by NHS England, NHS Charities Together, and CW+ (the charity for Chelsea and Westminster Hospital). Delivered locally through partnerships including NHS Norfolk and Suffolk Integrated Care Board, Community Action Norfolk, and Voluntary Norfolk, the initiative aimed to make volunteering more inclusive and accessible for those who may face barriers to participation.

Beyond its charitable aims, Visible continues to strengthen Nansa's wider community presence by increasing public awareness, developing partnerships, attracting corporate support, and expanding the charity's reach beyond traditional building-based services.

Events Fundraising

Events fundraising continued to play an important role within Nansa's wider fundraising strategy during 2025/26, generating valuable unrestricted income while also increasing awareness of the charity's work across the local community. Beyond the financial benefit, events provide important opportunities to engage supporters, strengthen partnerships, showcase our services, and promote inclusion and visibility for people with SEND.

Throughout the year, Nansa facilitated and participated in a varied programme of fundraising and community events. These included Easter and Christmas fairs hosted at the Family Centre, a fundraising stall at Norwich Comic Con, and participation in Slow Fashion Week, where Nansa trainees took part in a fashion show featuring clothing sourced from the charity's retail outlets. The event also included a market stall promoting both Nansa shops and wider awareness of the charity's work.

A particular highlight of the year was Nansa's community event at Bishop's Gardens in June 2025, which brought together supporters, families, local businesses, and community partners in support of the charity and raised over £2,800. Nansa also benefitted from the generosity and support of local businesses and corporate partners throughout the year. This included proceeds from the Cookes 60th Gala Dinner raffle, which raised more than £1,800 for the charity, as well as support through the Cookes Bake Off fundraising event in December.

Events fundraising remains an important and growing area of activity for Nansa, not only generating essential unrestricted income, but also helping to strengthen community relationships, create new partnerships, and ensure greater visibility of the charity's mission and impact across Norfolk.

Other Fundraising

Nansa's wider fundraising activity continued to make a significant contribution to the charity's income during 2025/26, helping to sustain and develop services for children, young people, and adults with SEND across Norfolk. Alongside community fundraising and supporter donations, the year saw particularly strong success in securing grants from charitable trusts, foundations, and corporate partners.

A major focus during the year was Nansa's targeted annual appeal, which generated substantial support for programmes including SENsational Families, Steps and Stages, and the Visible Volunteering Project. Significant awards included funding from The National Lottery Community Fund and Norwich Consolidated Charities in support of SENsational Families, alongside grants from organisations including the Simon Gibson Charitable Trust, R C Snelling Charitable Trust, James Wise Charitable Trust, and other charitable trusts and supporters. These contributions have played a vital role in enabling Nansa to respond to increasing demand for SEND support services across the county.

Achievements and performance (continued)

We were also delighted to receive continued support from the Nansa Bowls League in Norfolk, which donated £2,500 during the year. The league's longstanding support means a great deal to the charity, and we look forward to strengthening this valued relationship further during 2026/27, including plans to participate in a charity bowls tournament.

Community and corporate fundraising also remained important throughout the year. A particular highlight was support from the Aviva Caves (Community and Volunteering Experience), Aviva's in-house charity shop initiative. During summer 2025, the Caves raised £1,540 for Nansa, which was generously match-funded by Aviva, resulting in a total donation of £3,080.

Together, these fundraising efforts demonstrate the strength of support Nansa continues to receive from individuals, businesses, charitable trusts, and the wider community.

During 2025/26, the charity secured in excess of £300,000 in grant income - a significant achievement that reflects both the strength of Nansa's case for support and the confidence funders continue to place in the quality, impact, and sustainability of its services. Every donation, partnership, and fundraising activity helps ensure that Nansa can continue delivering vital services and opportunities for people with SEND and their families across Norfolk.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

b. Reserves policy

The Charity has a policy of retaining sufficient funds to allow a planned withdrawal from an activity should funding for that activity cease. The policy is to build up a level of reserves that is equivalent to approximately 3 months of annual expenditure. This figure is currently assessed as **£468,361**, based on the budget for the year ended 31 March 2027.

As at 31 March 2026 free reserves (comprising unrestricted net current assets) amounted to **£434,820** (*2025 - £413,150*).

c. Key performance indicators

	2026	2025
Increase/(Decrease) in Trading Income	5.1%	(7.2%)
Increase in LA Funding / Service user fee income	4.7%	11.0%
Increase in Donations / grants / legacies	18.6%	15.0%
Increase in Total Income	7.1%	1.6%
Increase in Total Expenditure	4.9%	4.7%
Free Reserves / Total Expenditure	22.7%	22.7%
Free Reserves	£	£
Net Current Assets	485,431	485,679
Less: Restricted funds (excl assets)	(50,611)	(72,529)
	434,820	413,150

Reserves policy	
Expenditure per 2026/27 budget	£1,873,444
Minimum reserves required for 2026/27 (3 months' expenditure)	£468,361

d. Principal funding

Norfolk County Council provides the principal funding to enable the objectives of the Charity to be carried out.

e. Results

Nansa incurred a surplus of **£12,693** in the year ended 31 March 2026. This comprised a surplus of **£34,611** on unrestricted funds and a deficit of **£21,918** on restricted funds after transfers between funds.

Structure, governance and management

a. Constitution

The organisation is a charitable company limited by guarantee and was set up by a Charity Commission Scheme, Charity number 1027466. Nansa registered as a charity on 5 October 1962 and incorporated on 20 September 1993. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are each required to contribute an amount not exceeding £1.

Nansa's Articles of Association were reviewed and re-drafted by the Trustees in 2023/24 and were subject to special resolutions in 2024/25, following approval from the Charity Commission.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

Under the requirements of the Memorandum and Articles of Association, a third of those on Nansa's Board of Trustees must retire at the AGM each year, and should they wish, they may stand for re-election. In addition, any Trustee appointed during the working year will also stand for election at the AGM. The Board of Trustees consists of Trustees with a broad range of experience and skills, from legal knowledge to financial acumen and first-hand knowledge of disability issues.

c. Organisational structure and decision-making policies

The Trustees meet on a frequent basis, with a minimum of 6 meetings per year. The Chair of the Trustees is John Sorrell. The day to day running of the Charity is delegated to the Chief Executive Officer.

Nansa's Senior Management Team consists of the following who bring a wealth of experience and technical skills from their fields:

Leon Knight-Smith	Chief Executive Officer
Ann Wootton	Director of Finance and Business Support
Michelle Dungar	Director of Adults' Services
Anna Golamy	Head of Children and Family Services
Anna Worthington	Head of Charity Trading
Mike Martrildonno	Head of Train and Trade

d. Policies adopted for the induction and training of Trustees

All Trustees are offered induction training upon joining the Board of Trustees and are given a "FactFile" about Nansa's work, as well as a copy of the Charity's Memorandum and Articles of Association and the latest Annual Report. They are kept informed of any relevant training courses and offered the opportunity to attend these on Nansa's behalf. 'Leadership team' workshops are held jointly for Trustees and the Management Team on a regular basis.

e. Financial risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Plans for future periods

Following a period of significant development and organisational change during 2025/26, Nansa's Trustees and Senior Management Team (SMT) remain committed to strengthening the charity's long-term sustainability while continuing to expand opportunities for people with SEND and neurodiverse individuals across Norfolk.

A key strategic focus moving forward will be the continued development of outward-facing and community-based provision. Building on the success of projects such as Visible, SENsational Families, Link Up, and Train and Trade, Nansa will continue seeking opportunities to deliver support in more flexible, inclusive, and accessible ways beyond traditional building-based services. This includes increasing opportunities for participation, volunteering, community engagement, and peer support across all age ranges.

The integration of the Sleep Service within the wider Children and Family Services structure from September 2026 represents an important part of this wider strategic direction. By broadening the sleep support skillset across Family Support Advisers, Nansa aims to increase capacity, reduce waiting times, and offer support through a wider range of formats while retaining specialist provision for families with more complex needs.

Retail and enterprise development will also remain a major organisational priority. Following strategic discussions held during the 2025/26 Trustee and SMT Away Day, Nansa agreed in principle to pursue future expansion of its retail operation in order to strengthen unrestricted income and increase opportunities within the Train and Trade programme. Preparatory infrastructure work identified during 2025/26, including proposed till system upgrades and improvements to Gift Aid processes, will continue into 2026/27 as part of this longer-term ambition.

Fundraising and income diversification will remain central to Nansa's future planning. Following the charity securing in excess of £300,000 in grant income during 2025/26, there will be continued emphasis on strengthening relationships with charitable trusts, corporate supporters, and community partners. Nansa will also continue developing its annual appeal, events fundraising, and corporate engagement activity in response to growing demand for services and ongoing pressures affecting statutory funding across the SEND sector.

The Charity also remains committed to strengthening its workforce and organisational culture. Priorities for 2026/27 include continued investment in staff development, leadership support, neuroinclusive recruitment practices, and employee wellbeing. Alongside this, Nansa will continue reviewing governance, operational systems, and compliance arrangements to ensure the organisation remains resilient, inclusive, and well-positioned for sustainable growth.

Ultimately, Nansa's future plans remain rooted in the charity's core purpose: creating opportunities, reducing barriers, and improving the lives of people with SEND, neurodiverse individuals, and their families throughout Norfolk.

Statement of Trustees' responsibilities

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

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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

J Sorrell

J Sorrell
(Chair of Trustees)
Date: 13 July 2026

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND NORWICH SEND ASSOCIATION LTD

Opinion

We have audited the financial statements of Nansa (the 'charity') for the year ended 31 March 2026 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 Auditors' 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 that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 the responsibilities 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 Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our 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 Trustees' report.

We have nothing to report in respect of the following matters in relation to which 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND NORWICH SEND ASSOCIATION LTD (CONTINUED)

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.

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK AND NORWICH SEND ASSOCIATION LTD (CONTINUED)

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011 (as amended by the Charities Act 2022) and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charity complies with these requirements by discussions with those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with those charged with governance.
- We inquired of those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of those charged with governance and obtaining additional corroborative evidence as required.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Alice Lynch BSc FCA DChA (Senior statutory auditor)
for and on behalf of
MA Partners Audit LLP
Chartered Accountants & Statutory Auditors
Statutory Auditor
7 The Close
Norwich
Norfolk
NR1 4DJ

15 July 2026

NORFOLK AND NORWICH SEND ASSOCIATION LTD

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Note	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Income from:					
Donations, grants and legacies	3	**291,777**	**124,107**	**415,884**	*350,766*
Charitable activities	4	**-**	**1,139,205**	**1,139,205**	*1,087,766*
Other trading activities	5	**-**	**359,250**	**359,250**	*341,841*
Investments	6	**-**	**5,931**	**5,931**	*13,305*
Total income		**291,777**	**1,628,493**	**1,920,270**	*1,793,678*
Expenditure on:					
Raising funds	7	**-**	**398,012**	**398,012**	*365,916*
Charitable activities	8	**313,695**	**1,199,673**	**1,513,368**	*1,455,395*
Total expenditure		**313,695**	**1,597,685**	**1,911,380**	*1,821,311*
Net (expenditure)/income before net gains/(losses) on investments		**(21,918)**	**30,808**	**8,890**	*(27,633)*
Net gains/(losses) on investments		**-**	**3,803**	**3,803**	*(2,908)*
Net movement in funds		**(21,918)**	**34,611**	**12,693**	*(30,541)*
Reconciliation of funds:					
Total funds brought forward		**72,529**	**1,217,300**	**1,289,829**	*1,320,370*
Net movement in funds		**(21,918)**	**34,611**	**12,693**	*(30,541)*
Total funds carried forward		**50,611**	**1,251,911**	**1,302,522**	*1,289,829*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 41 form part of these financial statements.

BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		*2025 £*
Fixed assets					
Tangible assets	12		**803,882**		*794,744*
Investments	13		**13,209**		*9,406*
			817,091		*804,150*
Current assets					
Debtors	14	**77,431**		*71,139*	
Cash at bank and in hand		**482,700**		*477,901*	
		560,131		*549,040*	
Current liabilities					
Creditors: amounts falling due within one year	15	**(74,700)**		*(63,361)*	
Net current assets			**485,431**		*485,679*
Total net assets			**1,302,522**		*1,289,829*
Charity funds					
Restricted funds	16		**50,611**		*72,529*
Unrestricted funds	16		**1,251,911**		*1,217,300*
Total funds			**1,302,522**		*1,289,829*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

J Sorrell
(Chair of Trustees)
Date: 13 July 2026

The notes on pages 24 to 41 form part of these financial statements.

NORFOLK AND NORWICH SEND ASSOCIATION LTD
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	*2025* *£*
Cash flows from operating activities		
Net cash used in operating activities	**38,088**	*49,613*
Cash flows from investing activities		
Proceeds from the sale of tangible fixed assets	**800**	*-*
Purchase of tangible fixed assets	**(34,089)**	*(40,880)*
Net cash used in investing activities	**(33,289)**	**(40,880)**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**4,799**	**8,733**
Cash and cash equivalents at the beginning of the year	**477,901**	*469,168*
Cash and cash equivalents at the end of the year	**482,700**	*477,901*

The notes on pages 24 to 41 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

1. General information

Norfolk and Norwich SEND Association Ltd is a private company limited by guarantee and incorporated in England and Wales, registration number 02854806. The registered office is 33 Woodcock Road, Norwich, NR3 3TT.

The members of the Company are the Trustees named on page 1.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk and Norwich Send Association Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

2. Accounting policies (continued)

2.3 Expenditure (continued)

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- Over 50 years
Long-term leasehold property	- Over the term of the lease
Motor vehicles	- 25% reducing balance
Office equipment	- 15% reducing balance & 33% straight line

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

2.7 Debtors

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

2. Accounting policies (continued)

2.8 Cash at bank and in hand

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

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which 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.

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 costs 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.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations, grants and legacies

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Donations	1,200	22,995	**24,195**	*37,073*
Legacies	-	97,112	**97,112**	*-*
Grants	290,577	4,000	**294,577**	*313,693*
	291,777	124,107	**415,884**	*350,766*
Total 2025	*291,402*	*59,364*	*350,766*	

4. Income from charitable activities

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Children and Family Services	-	6,047	**6,047**	*17,518*
Adult Family Services	-	892,405	**892,405**	*850,445*
Train and Trade	-	229,804	**229,804**	*219,503*
Association	-	10,949	**10,949**	*300*
	-	1,139,205	**1,139,205**	*1,087,766*
Total 2025	*5,196*	*1,082,570*	*1,087,766*	

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Charity shops	359,250	**359,250**	*341,841*
Total 2025	*341,841*	*341,841*	

6. Investment income

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Investment income	5,931	**5,931**	*13,305*
Total 2025	*13,305*	*13,305*	

7. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2026 £	**Total funds 2026 £**	*Total funds 2025 £*
Wages and salaries	215,637	**215,637**	*208,197*
National Insurance	16,679	**16,679**	*9,363*
Pension costs	3,597	**3,597**	*3,611*
Depreciation	1,181	**1,181**	*1,208*
Other costs	128,826	**128,826**	*113,924*
Support costs	32,092	**32,092**	*29,613*
	398,012	**398,012**	*365,916*
Total 2025	*365,916*	*365,916*	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2026 £	Unrestricted funds 2026 £	**Total 2026 £**	*Total 2025 £*
Children and Family Services	278,578	47,069	**325,647**	*376,079*
Adult Family Services	1,500	842,415	**843,915**	*797,821*
Train and Trade	5,593	205,795	**211,388**	*174,070*
Association	28,024	104,394	**132,418**	*107,425*
	313,695	1,199,673	**1,513,368**	*1,455,395*
Total 2025	*347,031*	*1,108,364*	*1,455,395*	

8. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2026 £	**Depreciation 2026 £**	**Other costs 2026 £**	**Total 2026 £**	*Total 2025 £*
Children and Family Services	265,047	160	60,440	**325,647**	*376,079*
Adult Family Services	731,149	582	112,184	**843,915**	*797,821*
Train and Trade	200,683	-	10,705	**211,388**	*174,070*
Association	52,799	22,227	57,392	**132,418**	*107,425*
	1,249,678	22,969	240,721	**1,513,368**	*1,455,395*
Total 2025	*1,184,357*	*21,045*	*249,993*	*1,455,395*	

9. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £6,800 *(2025 - £6,500)*, and accountancy and taxation fees of £1,700 (*2025 - £1,925*).

10. Staff costs

	2026 £	*2025 £*
Wages and salaries	**1,321,958**	*1,290,785*
Social security costs	**131,359**	*83,144*
Contribution to defined contribution pension schemes	**32,274**	*31,599*
	1,485,591	*1,405,528*

During the year the Charity made a severance payment of **£2,457** (*2025 - £3,274*).

10. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	2026 **No.**	*2025* *No.*
Direct charitable	**65**	*65*
Trading	**7**	*7*
Management and administration	**6**	*6*
	78	*78*

The average headcount expressed as full-time equivalents was:

	2026 **No.**	*2025* *No.*
Direct charitable	**37**	*40*
Trading	**7**	*7*
Management and administration	**5**	*5*
	49	*52*

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel consist of the Chief Executive Officer, Director of Finance and Business Support, Head of Charity Trading, Director of Adults' Services, Head of Children and Family Services and Head of Train and Trade.

The total remuneration for key management personnel, including employer pension contributions and employer national insurance contributions, for the year totalled **£255,667** (*2025 - £173,714*).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2025 - £NIL)*.

During the year, no Trustee expenses have been incurred *(2025 - £NIL)*.

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Motor vehicles £	Office equipment £	Total £
Cost or valuation					
At 1 April 2025	**402,834**	**528,169**	**28,995**	**115,264**	**1,075,262**
Additions	**-**	**34,089**	**-**	**-**	**34,089**
Disposals	**-**	**-**	**(18,000)**	**-**	**(18,000)**
At 31 March 2026	**402,834**	**562,258**	**10,995**	**115,264**	**1,091,351**
Depreciation					
At 1 April 2025	**59,978**	**91,949**	**27,561**	**101,030**	**280,518**
Charge for the year	**8,056**	**12,672**	**59**	**2,963**	**23,750**
On disposals	**-**	**-**	**(16,799)**	**-**	**(16,799)**
At 31 March 2026	**68,034**	**104,621**	**10,821**	**103,993**	**287,469**
Net book value					
At 31 March 2026	**334,800**	**457,637**	**174**	**11,271**	**803,882**
At 31 March 2025	*342,856*	*436,220*	*1,434*	*14,234*	*794,744*

13. Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2025	**9,406**
Revaluations	**3,803**
At 31 March 2026	**13,209**
Net book value	
At 31 March 2026	**13,209**
At 31 March 2025	*9,406*

14. Debtors

	2026 £	*2025* £
Due within one year		
Trade debtors	**4,809**	*5,830*
Other debtors	**7,417**	*9,927*
Prepayments and accrued income	**65,205**	*55,382*
	77,431	*71,139*

15. Creditors: Amounts falling due within one year

	2026 £	*2025* £
Trade creditors	**12,395**	*15,940*
Other taxation and social security	**24,597**	*17,824*
Other creditors	**8,733**	*8,219*
Accruals and deferred income	**28,975**	*21,378*
	74,700	*63,361*

	2026 £	*2025* £
Deferred income at 1 April 2025	**9,043**	*16,110*
Resources deferred during the year	**16,667**	*9,043*
Amounts released from previous periods	**(9,043)**	*(16,110)*
	16,667	*9,043*

Deferred income relates to performance related grants where entitlement to the income arises in future periods. The deferred income brought forward was released in the year.

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/(out) £	Gains/ (Losses) £	Balance at 31 March 2026 £
Unrestricted funds						
General Funds	1,217,300	1,628,493	(1,597,685)	-	3,803	1,251,911
Restricted funds						
Children and Family Services	4,874	252,253	(278,578)	38,934	-	17,483
Adult Centre	2,889	1,500	(1,500)	-	-	2,889
Train and Trade	5,593	-	(5,593)	-	-	-
Association	59,173	38,024	(28,024)	(38,934)	-	30,239
	72,529	291,777	(313,695)	-	-	50,611
Total of funds	1,289,829	1,920,270	(1,911,380)	-	3,803	1,302,522

16. Statement of funds (continued)

The **Children and Family Services** fund covers all activities that Nansa carries out with service users from birth to age 18 years. This includes:

Conductive Education (School for Parents) - a pre-school development programme for children with cerebral palsy/other motor disabilities.

All Aboard - providing direct developmental support for the children with disabilities along with behavioural and emotional support tailored to the needs of the family as a whole.

Nansa Sleep Counselling Service - a family support information service which provides children with disabilities and their families with better access to the information they need to receive relevant support and services.

Youth and Transition Services - includes Milestones and DRAGONS. Milestones consists of weekend and school-holiday leisure, activity and transition groups for 18-25 year olds with SEND. DRAGONS project is a peer review programme promoting advocacy and participation for young people with SEND.

The **Adult Centre** fund covers all activities for adult service users at the main site on Bowthorpe Road.

The **Train and Trade** programme is a careers support service offering employability opportunities and traineeships for adults with SEND.

The **Association** department covers the central costs not directly applicable to delivering services.

A transfer out of **Association** and into **Children and Family Services** restricted fund has been made in respect of legacy income received in 2019 for the purposes of supporting the running costs of the Nansa Family Centre.

16. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/(out)* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Unrestricted funds						
General Funds	*1,041,492*	*1,497,080*	*(1,474,280)*	*155,916*	*(2,908)*	*1,217,300*
Restricted funds						
Children and Family Services	-	*261,684*	*(286,164)*	*29,354*	-	*4,874*
Adult Centre	*2,723*	*20,944*	*(33,897)*	*13,119*	-	*2,889*
Train and Trade	*5,593*	-	-	-	-	*5,593*
Association	*270,562*	*13,970*	*(26,970)*	*(198,389)*	-	*59,173*
	278,878	*296,598*	*(347,031)*	*(155,916)*	-	*72,529*
Total of funds	*1,320,370*	*1,793,678*	*(1,821,311)*	-	*(2,908)*	*1,289,829*

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/(out) £	Gains/ (Losses) £	Balance at 31 March 2026 £
General funds	**1,217,300**	**1,628,493**	**(1,597,685)**	**-**	**3,803**	**1,251,911**
Restricted funds	**72,529**	**291,777**	**(313,695)**	**-**	**-**	**50,611**
	1,289,829	**1,920,270**	**(1,911,380)**	**-**	**3,803**	**1,302,522**

Summary of funds - prior year

	Balance at 1 April 2024 £	*Income £*	*Expenditure £*	*Transfers in/(out) £*	*Gains/ (Losses) £*	*Balance at 31 March 2025 £*
General funds	*1,041,492*	*1,497,080*	*(1,474,280)*	*155,916*	*(2,908)*	*1,217,300*
Restricted funds	*278,878*	*296,598*	*(347,031)*	*(155,916)*	*-*	*72,529*
	1,320,370	*1,793,678*	*(1,821,311)*	*-*	*(2,908)*	*1,289,829*

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	-	803,882	**803,882**
Fixed asset investments	-	13,209	**13,209**
Current assets	67,278	492,853	**560,131**
Creditors due within one year	(16,667)	(58,033)	**(74,700)**
Total	50,611	1,251,911	**1,302,522**

Analysis of net assets between funds - prior year

	Restricted funds 2025 £	*Unrestricted funds 2025 £*	*Total funds 2025 £*
Tangible fixed assets	-	*794,744*	*794,744*
Fixed asset investments	-	*9,406*	*9,406*
Current assets	*81,572*	*467,468*	*549,040*
Creditors due within one year	*(9,043)*	*(54,318)*	*(63,361)*
Total	*72,529*	*1,217,300*	*1,289,829*

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2026 £	*2025* *£*
Net income/expenditure for the year (as per Statement of Financial Activities)	**12,693**	*(30,541)*
Adjustments for:		
Depreciation charges	**23,750**	*22,252*
(Gains)/losses on investments	**(3,803)**	*2,908*
Loss on the sale of fixed assets	**401**	*-*
(Increase)/decrease in debtors	**(6,292)**	*65,112*
Increase/(decrease) in creditors	**11,339**	*(10,118)*
Net cash provided by operating activities	**38,088**	*49,613*

20. Analysis of cash and cash equivalents

	2026 £	*2025* *£*
Cash in hand	**482,700**	*477,901*
Total cash and cash equivalents	**482,700**	*477,901*

21. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	477,901	4,799	482,700
	477,901	4,799	482,700

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to **£32,274** (*2025 - £31,599*). Contributions totalling **£5,072** (*2025 - £4,907*) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 March 2026 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2026 £	*2025* £
Not later than 1 year	**22,332**	*36,732*
Later than 1 year and not later than 5 years	**34,976**	*36,158*
Later than 5 years	**7,338**	*4,863*
	64,646	*77,753*

24. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2026.