

Company number: 3988903

Charity Number: 1081654

Voluntary Sector North West

Report and financial statements
For the year ended 31 March 2025

Voluntary Sector North West
Reference and administrative information
for the year ended 31 March 2025

Company number 3988903

Charity number 1081654

Registered office and operational address VSNW, St Thomas Centre, Ardwick Green North,
Manchester. M12 6FZ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Sally Yeoman	Chair
Gill Bainbridge	Treasurer
Circle Steele	
Margaret Cheshire	
Yakub Patel	
Jeremy Hodgkinson	
Duncan Craig	(appointed 18 th February 2025)
Ben Whalley	(appointed 16 th September 2025)

Key management	Warren Escadale	Chief Executive
personnel	Yen Siang Tan	Operations Director

Bankers

The Co-operative Bank plc
P.O. Box 250, Skelmersdale, WN8 6WT

Unity Trust Bank
PO Box 7193, Planetary Road, Willenhall, WV1 9DG

Charity Bank
Fosse House, 182 High Street, Tonbridge, TN9 1BE

Auditors

Slade & Cooper Limited
Beehive Mill, Jersey St, Manchester, M4 6JG

Voluntary Sector North West
Trustees' annual report
for the year ended 31 March 2025

The trustees present their report and the audited financial statements for the year ended 31 March 2025. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The Charity's objects ("the Objects") were updated on 26 September 2000. They are: To promote such purposes as are charitable according to the law of England and Wales for the benefit of the public in the North West of England by:

- (a) Providing a channel of information between voluntary organisations and local and central government agencies or other organisations in the region.
- (b) Providing a network of communication for voluntary organisations and agencies in the region.
- (c) Bringing together representatives from voluntary organisations, statutory authorities and other agencies in the region to identify the funding and policy needs of voluntary organisations.

The area of benefit, the North West of England is defined as the ceremonial counties of Lancashire, Cheshire, Greater Manchester, Cumbria and Merseyside.

Ensuring our work delivers our object & aims

The Trustee Board of VSNW reviews the aims, objectives and activities of the charity each year to ensure activities remain focused on our stated purposes. The trustees established in consultation with member organisations, a strategic plan for 2022-2025. The following four strategic aims were established:

- Increase **connectivity** within the sector
- Enable **influence** for the sector
- Demonstrate the **value** of VSNW and the sector as a whole
- Build an effective **voice** for the North West VCFSE sector

Underpinning this is our annual delivery plan, high level KPIs, and work to ensure VSNW is a well governed and financially sound organisation. This report looks at what the Charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the Charity has brought to those groups of people that it is set up to help. The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

Achievements and performance

The Charity's principal activities and target beneficiaries are outlined below. All charitable activities are carried out to advance public benefit in line with Voluntary Sector North West's (VSNW) charitable objectives.

During the year, we continued to deliver on VSNW's mission, strategic aims, and the priorities set for 2022-2025. This ensured that our efforts remained aligned with the needs of the North West's voluntary and community sector while reflecting the broader priorities of the region.

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Core Activities

The North West is a diverse region, consisting of five sub-regions (Cheshire, Cumbria, Greater Manchester, Merseyside and Lancashire) with a mixture of economic success and areas of marginalisation. Through our members and networks, we maintain connections with over 50,000 organisations and groups working across the region's communities. VSNW's work is centred around three core elements:

- Supporting the sector's role in social and economic impact: We focus on developing effective economic strategies that deliver meaningful outcomes for communities.
- Championing the sector's involvement in key areas of health and social care: This includes influencing the future direction of City Regions, Combined Authorities, and the NHS's Integrated Care Systems, to ensure the sector's voice is heard.
- Providing general support for the sector: Acting as a bridge between national policy and local implementation, we aim to be a system leader and drive positive change, guided by the membership, networks, and relationships that are fundamental to VSNW's work.

This work ensures that we remain at the forefront of supporting the voluntary sector in driving social and economic progress across the North West.

The report illustrates our performance in delivering VSNW's strategic priorities and our high-level metrics.

Strategic priority: Increase connectivity within the VCFSE Sector

Our vision is: ***"Through the strengths of the VCFSE sector, put communities in charge of driving change."*** To fulfil this vision, we continue to foster and support healthy, connected partnerships that bring value to the sector in each sub-region. By leveraging local networks and relationships, we focus on maximising positive impact. Supporting strong partnerships across the North West's VCFSE sector remains at the core of our operating model.

In 2024/25, VSNW provided support to VCFSE partnerships in Cheshire and Warrington, Liverpool City Region, Lancashire, and Greater Manchester. In Cumbria, where Cumbria CVS leads this work, we complemented their efforts by building connections and offering alternative support.

In **Liverpool City Region (LCR)**, VSNW, through Laura Tilston (Research and Policy Manager), Emma Newman (Communications Officer), Yoaby Tsang (Events, Admin and Membership Officer) and Niamh Shaw (Office Co-ordinator), provides support to the VS6 Partnership, which is connected to the 11,500 groups operating across the City Region and champions VCFSE-led models of delivery to address social, economic and health inequalities.

During the year, VS6 developed VCFSE networks to tackle child poverty, housing and homelessness, and influencing the development of public service innovation work with the Combined Authority. We also supported VS6 in the launch of their "Beyond Innovation" campaign which seeks to foster lasting, durable change in the VCFSE sector by prioritising sustainability and stability rather than perpetual innovation, to develop a balance between innovative ideas and proven methods. VS6 has driven work on tackling racial inequalities with the VCFSE sector in LCR, with VS6 and VSNW supporting One Knowsley's CEO Racheal Jones to continue to build the Phoenix Way Cheshire and Merseyside Ethnic Communities Network, which now includes over 115 groups.

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In **Greater Manchester**, VSNW, through the work of Anna Cooper (Greater Manchester Programme Manager), Cassandra Banks (Partnerships Officer), Lucy North (Communications Officer), Ayisatu Emore (GM=EqAI Partnership Coordinator) and John Hannen (Work and Skills Lead), continues to provide secretariat support to the Greater Manchester VCFSE Leadership Group. Our Chief Executive, Warren Escadale, serves as the Chair.

The Leadership Group connects with and supports collaboration across a wide range of VCFSE networks, representing diverse communities such as Black, Asian, and minority ethnic groups, older people, young people, LGBTQ+, disability, faith communities, carers, mental health advocates, sports organisations, refugees and women. This partnership model includes 10GM, GMCVO (until their closure on 27th November 2025), local infrastructure organisations, social enterprises, and VCFSE service providers including the groundbreaking GM Alternative Provider Collaborative. The Leadership Group has a direct mailing list of over 1,500 sector leaders and, collectively, through infrastructure bodies and equalities networks, the group is linked to 17,400 plus VCFSE organisations and groups working for Greater Manchester's communities.

In **Cheshire and Warrington**, Warren Escadale, Lyn Cooke (Cheshire & Merseyside Programme Manager), Alison Cullen (CWIP's lead for health and care work), Yoaby Tsang and Niamh Shaw have been key parts of our support for the Cheshire and Warrington Infrastructure Partnership (CWIP) which links to 8,000 local VCFSE organisations.

CWIP is preparing the sector for devolution in Cheshire and Warrington, with work progressing on a co-designed VCFSE manifesto ahead of the new Combined Authority starting in 2026, with the sector being seen as an essential partner. CWIP also launched a single portal Volunteering Hub in March 2025, giving people easy access to a wide range of opportunities across the area, whilst providing a shared space for volunteer-involving organisations.

Through VS6, CWIP and the **Cheshire and Merseyside (C&M) VCFSE Health and Care Leaders Group (HCLG)** we have looked to link the sector into a rapidly change health and care environment, supporting mechanisms and connections for sector voice and accountability. The HCLG connects to local infrastructure, equalities networks, thematic VCFSE networks and VCFSE providers across Cheshire and Merseyside.

A central part of this work are the roles that five external VCFSE leads play, alongside their day-jobs, in building connections and influence for the sector in C&M: Ellen Loudon, Vice-Chair of the Health & Care Partnership, Dave Packwood, C&M VCFSE Children & Young People Network Manager; Racheal Jones, Merseyside Health & Care Lead (VS6); Alison Cullen, Cheshire and Warrington Health & Care Lead (CWIP), and Jan Campbell, Social Prescribing and Primary Care Lead. This team works closely with Dave Sweeney, Associate Director of Sustainability and Partnerships, NHS Cheshire and Merseyside.

In **Lancashire**, we connect to two partnerships: firstly, working in support of the VCFSE Lancashire & South Cumbria Alliance; secondly, following our development work on the Locally Organised Communities Across Lancashire (LOCAL) VCFSE Manifesto, the movement being created behind this headed by the Lancashire Association of CVS. Through this work we look to connect with as many of the 10,000 local groups as possible.

Fiona Chow (Database and Admin Officer) ensures we maintain a robust stakeholder contact list that includes VCFSE chief executives and senior staff from across the region. Through our **improved communications work**, we circulate a range of bulletins, including updates from GM VCFSE Leadership, VS6 Partnership, C&M Health Care Leadership Group and GM Cancer Champions. In 2024, Emma Newman (Communications Officer) launched VSNW's quarterly newsletter, *VSNW Regional*

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Round-up, which provides members with updates on key projects, events and opportunities to get involved in VSNW's work.

VSNW website upgrade: Emma Newman led this work with the support of Frankie McIntosh (Senior Research Engagement Coordinator) and Niamh Shaw (Office Co-ordinator). The website is designed to make it easier to explore our work, access resources, and better keep the sector connected. This represents one of many elements of operational improvement instigated and implemented by Yen Siang Tan (Operations Director) who also manages our Lottery-funded *Policy & Influencing Team* which has contributed to communications through a series of blogs, think pieces and briefings reflecting on national policy announcements and highlighting key information relevant to the VCFSE sector.

As of 31st March 2025, VSNW has **201 members**: 134 full members and 67 associate members. In 2024-25, VSNW supported **22 strategic VCFSE networks and 148 network meetings**, roundtables, workshops, conferences and other events, engaging over 1,500 different North West VCFSE leaders to ensure we have a vibrant, influential and connected North West VCFSE sector. Thanks to Yen Tan and Yoaby Tsang (Events, Admin and Membership Officer), we continue to see VSNW's membership and our support offer grow.

Going forward the VSNW continues to invest in internal capacity from reserves to ensure we can reach across the North West, and engage larger numbers of VCFSE leaders and organisations.

Strategic priority: Enable influence and be an effective voice for the sector

VSNW continues to support sub-regional partnerships to develop and deliver their **collective, sector-led strategies, manifestos and implementation plans** across the North West. This includes: VS6's VCFSE Manifesto for Liverpool City Region 2024-28; Greater Manchester VCFSE Leadership Group's Manifesto and Greater Manchester Accord; Cheshire & Warrington VCFSE Sector Devolution Manifesto; Lancashire LOCAL Manifesto, while sharing learning with Cumbria CVS as their Strategic Authority takes shape, following significant local government reorganisation already. At our series of Metro-Mayor hustings, held with just under two hundred sector leaders, Steve Rotheram and Andy Burnham signed their respective VCFSE manifesto, and confirmed their continued commitment to working with us as a sector and as a partner.

From April 2022 to March 2025, our work – *with and via partners* – to influence and demonstrate the value of the VCFSE sector has secured £34.3 million of investment into the sector. This includes **£15.9 million investment in the VCFSE sector in 2024/25**, significantly exceeding our Board's KPI of £5 million. This investment has strengthened the sector's contribution across a range of priority areas, including skills and employment, health and social care, community research, tackling poverty, community-led economic development and wellbeing and prevention.

Campaigning has been a big part of 2024/25. Through our work and our partnerships, we have been able to champion the **VCFSE role in essential, community-centred delivery** and look to be an effective voice for the sector: supporting people out of hospital to stay healthy and home, championing community ownership, advancing food strategies beyond foodbanks, provision of warm hubs, tackling digital exclusion, supporting the sector role in the criminal justice system, ensuring the sector role in the skills and employment pipeline, influencing public sector commissioning, procurement and fair funding for groups, supporting sector workforce initiatives, championing new partnerships with NHS Providers through place-partnerships (e.g. across Merseyside) and the Alternative Provider Collaboration (Greater Manchester), advancing the sector role in mental health and wellbeing,

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supporting volunteering and access to volunteering, building large-scale grass-roots and sector-led initiatives around cancer prevention and other health conditions, championing VCFSE partnerships with primary care including and beyond social prescribing, developing VCFSE children and young people services and models, pushing for VCFSE good employment models, sector role in and needs around net zero, sector intelligence and models of coproduction, sector access to data and research, sector role in tackling homelessness, in local regeneration and in creating welcoming communities for refugees and asylum seekers.

The Beyond Innovation campaign was launched by the VS6 partnership to tackle perceptions that public services must always innovate to be successful which can create a perpetual cycle of innovation, and instead focus on lasting, durable change where innovation and adaptation is needed and appropriate, and not for innovations sake. To balance the need for innovation and building upon what works, a series of blogs to showcase the sector's innate innovative working, as well as several events to understand the sector's role and best practice in particular areas of work. So far, these events have included an assembly in collaboration with YMCA on Housing and Homelessness, and an assembly in collaboration with CHAMPS and Youth Focus NW on Child Poverty.

The award-winning **Bee Seen, Get Screened** campaign, part of VSNW's Answer Cancer work, asks employers to pledge to allow paid time off, or flexible working, for staff to attend NHS Cancer Screening appointments. As of 31st March 2025, over 143,190 employees in Greater Manchester (one in ten working people) can take time off work, with their employer's support, to attend cancer screenings.

The **Cheshire & Merseyside VCFSE Health and Care transformation programme** is delivered in partnership with the C&M Health and Care Leaders Group, VS6 and CWIP. It is led by a small core team made up of VCFSE leaders, and co-ordinated by Lyn Cooke, C&M Programme Manager. The programme aims to embed VCFSE voice and delivery in health and care across Cheshire and Merseyside. Highlights from 2024/25 include: the sector was represented in over 200 system meetings in 2024/25, actively influencing decisions in boards, forums and working groups; championed better use of social value in procurement to strengthen the VCFSE sector and build a "Social Value Economy"; increasing the sector's role in hospital discharge and readmission prevention; development of a longer-term, place-based partnership model to improve community mental health services, with genuine co-design at its core; improving neurodivergent delivery of services for children and young people and an award-winning VCFSE cancer prevention programme in partnership with the Cancer Alliance (Community Care Initiative of the Year 2024, Health Service Journal Awards).

In Greater Manchester, 10GM and the Leadership Group have helped to create **Live Well**, a partnership between the Greater Manchester Combined Authority (GMCA), NHS Greater Manchester, and the VCFSE sector to shift power and decision-making to communities and build on VCFSE strength and expertise.

We are supporting the sector's role in the **Greater Manchester Trailblazer**, which aims to strengthen local collaboration, test innovative approaches to supporting economically inactive people into work, and contribute to longer term system reform across work, health and skills.

Following the publication of the government's English Devolution White Paper published in December 2024, VSNW and Network for Europe published an analysis outlining how new Strategic Authorities will work. **Devolution and the new strategic authorities** will potentially be an important change in sector relationships in Lancashire, Cumbria and Cheshire & Warrington. We have also been working closely with infrastructure partnerships in Lancashire and Cheshire & Warrington to develop their devolution asks for the VCFSE sector to influence the emerging strategic authorities. Our work supporting our partners at CWIP in helping them identify core priorities in Cheshire and Warrington has

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led to the development of the new Cheshire & Warrington **VCFSE Manifesto**, which complements previous work developing the Local Lancashire VCFSE Manifesto.

Through the GM Leadership Group's strategic advice roles, the sector is seen as a core partner and is well placed to champion the sector's role in **Greater Manchester's Integrated Single Settlement** devolution deal.

Office for Public Service Innovation (OPSI) is the Liverpool City Region Combined Authority's (LCRCA) vehicle for designing and delivering innovative solutions to break the cycle of entrenched deprivation to improve life chances and enhance community cohesion. Through this programme, the VCFSE sector via VS6 is helping to shape the design of the City Region's integrated settlement ask of central government.

VSNW has led the Cheshire and Merseyside Research Engagement Network (REN) programme to increase **VCFSE awareness, involvement, and capacity in health and care research** projects. We have launched a range of resources to support awareness and participation, including a new online platform – BRIDGE Research Network – to build connections between researchers, academics and VCFSE sector at scale.

Other examples of work to champion the voice of communities in research include:

- Phoenix Way, which brings together 115 black led and racially minoritised groups, has developed a dedicated research network, with academic research partnerships in progress.
- Mary Seacole House trained nearly 30 research champions from over 11 countries in languages including Persian, Arabic, Urdu, Hindi to secure wider, more inclusive participation in 'Research for Future' and 'Be Part of Research'.
- Most recently, we have launched a pilot with health economists from Lancashire's two universities to increase skills in evaluation techniques supporting VCFSE organisations to better demonstrate the impact of their work.

VSNW, following the closure of GMCVO, has been an interim host for GM=EqAI since January 2025. Through a member network of VCFSE equalities organisations and equalities champions, GM=EqAI continues to provide expert and lived experience insight, including publishing a set of clear principles and guidance around remuneration for the voice of lived experience. This work aims to counter tokenistic engagement and power imbalances by ensuring that lived experience is valued equally in policymaking. GM=EqAI led a process to develop a collection of best practice, information and resources on equitable involvement and fair remuneration for those with lived experience taking part in the co-production of policy. GM=EqAI and VSNW are asking public sector bodies to adopt the **Lived Experience Framework**, embed inclusion in policy design, and structured payment processes through a socialisation and implementation plan. The aim is to embed community-led policymaking in Greater Manchester.

Increases to the employer's national insurance contribution (NIC) outlined in the 2024 budget added to other financial pressures on the sector, including systemic and historical issues with commissioning processes. This led to widespread **NIC campaigns supported by VSNW** and a **Sector Instability Campaign in Greater Manchester**. We saw a range of responses, including commitments, letters and discussions of support from local councils, NHS partners, and the Greater Manchester Combined Authority (GMCA) which highlighted commissioner's desires to work more closely with our sector to improve support and care for Greater Manchester residents.

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Nationally, we have good links to NHS England's voluntary sector team. Over the past eight years, we have successfully lobbied for a VCSE Partnership programme, aligned with the NHS's 42 Integrated Care Systems (ICS), and modelled on our work in Greater Manchester. This has led to the establishment of VCSE Partnerships or Alliances across all ICS areas in England, including all four areas in the North West: Cheshire & Merseyside, Lancashire and South Cumbria, Greater Manchester, North East and North Cumbria. This development has led to the formation of **Alliance42**, a national network of local VCSE Alliances with links to over 400,000 local VCFSE groups across England.

Strategic Priority: Demonstrate the value of VSNW and the sector as a whole

In 2024 we launched the first **VSNW Funding and Commissioning Awards**, shining a light on the commissioners and funders who go the extra mile to recognise the value and values of our sector. The awards help VSNW collate information and case studies on good funding and commissioning. This informs our North West Lottery project work to implement Fair Funding Principles, develop a North West Commissioning Review Panel and a Co-Design and Co-Production Framework.

In November 2024 we published ***Towards a Social Value Economy*** with partners at NHS C&M in 2024. The report sets out recommendations for all system partners to make the shift towards a social value economy, to realise the transformative potential of the Public Services Act 2012. In 2024 NHS C&M ICB published an overview of their Social Value reporting for 2022-2024, produced by Social Value Portal, including measurements of spending with the VCFSE sector as recommended by our report.

Following the publication of the GM Commissioning Framework in 2019, and the development of the GMCA **Fair Funding Protocol** in 2023, NHS GM commissioners and VCFSE colleagues recognised the need for a more practical tool which would help to embed key elements of the Framework, with the aims of addressing inconsistent practice and addressing risks to sustainability in the Sector.

At a North West level, our Policy and Influencing Team have developed a set of **Fair Funding Principles** for managing contracts with the VCFSE sector across the North West and will launch a regional Fair Funding Campaign.

Demonstrating the impact of the VCFSE sector in population health through prevention demonstrator programmes like the **Greater Manchester Answer Cancer Programme**. This once pilot programme, which has now been running for 7 years, demonstrates the sector's ingenuity in driving prevention. Using campaign tools, training and grants, over 250 actively involved community organisations, and thousands of community champions, have taken part and delivered meaningful engagement in their community.

The contributions of the VSNW team, Yen Siang Tan (Operations Director), Jacqui Naraynsingh (VSNW Project Coordinator), Fiona Chow (Database and Admin Officer) and Yoaby Tsang (Events, Admin and Membership Officer) have been instrumental in the programme's success, delivered in partnership with Salford CVS (Programme Lead), BHA for Equality and Unique Improvements.

Key outcomes from the Answer Cancer programme for 2024/25 include:

- 313 people signed up to be an Answer Cancer Champion, with a total number of 1,876 champions. This is a more than 80% increase on the previous year.
- Of these, 188 individual Champions reported holding 8,767 direct conversations about cancer and cancer screening.
- 22% of people committed to taking up their screening invitation as a direct result of talking to a Champion.

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- 43 new organisations signed up as Organisational Champions, with a total number 340.
- 45 of these Champions spoke to 16,918 employees and service users.

Additionally, **Answer Cancer Champion Rona Barbour** won the *Greater Manchester Health and Care Volunteer Champion Award 2024*. The awards attracted c.700 nominations from 140 organisations.

VSNW teams have supported our regional infrastructure partnerships to draft **impact reports** showcasing the work of the VCFSE sector and VCFSE partnerships. These include:

- [Cheshire and Merseyside VCFSE Health and Care Transformation Programme Progress Report \(2024/25\)](#)
- [Cheshire and Merseyside ICS Research Engagement Network \(REN\) Development Programme Impact Report \(2024\)](#)
- [VS6 Impact Report – \(2020/24\)](#)
- [Greater Manchester VCFSE Accord Impact Report \(2024/25\)](#)

Priority: Effective NW VCFSE Leadership Organisation

The Board works to ensure that VSNW is a fit-for-purpose organisation with the capacity to connect, influence, and drive positive change in the sector. Our organisational development has progressed steadily, increasing from 12 to 15 staff roles as of March 2025.

Our development supports new projects, including the VCFSE Sector influencing the Future of the North West, funded by the National Lottery, and the ICS Research Engagement Network Development Programme, broadening our reach and influence.

Income generation is strong, with funding secured for projects in Greater Manchester and Cheshire & Merseyside until 2026. Four-year funding was secured from the Lottery to deliver the *VCFSE Sector influencing the Future of the North West* project, which offers opportunities and capacity to do more across the North West, the North and nationally. Yen Siang Tan, Operations Director, working with the Chief Executive, Board and colleagues, continues to play a key role in VSNW's operations and ongoing development. In terms of leadership, the Board continues to work effectively in guiding and supporting VSNW's strategic direction.

Plans for the Future

Whilst we continue to deliver against our 2022-2025 strategic plan, we are currently in the process of developing our new strategic plan for 2026-2030. The plan builds upon our work so far with 5 areas of focus with equalities as a golden thread throughout:

1. **Every Subregion Connected and Influential**
2. **A Stronger Voice for the Sector**
3. **The VCFSE Sector *Championed and Celebrated***
4. **A Thriving, Supported VCFSE Workforce**
5. **A Resilient, Sustainable VCFSE Ecosystem**

We have been building the groundwork for the delivery of our North West Lottery Programme over the past 18 months, and 2025/26 will see the fruits of this labour with projects such as the Fair Funding Campaign, North West Commissioning Panel and Centre of Excellence for VCFSE-led Health Creation being launched. Our new VSNW website will also be ready and will help us deliver against our Lottery

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programme providing clear updates and easy to find resources for members and the wider VCFSE sector to support our work.

We will also see the launch of the BRIDGE Research Network Platform, in collaboration with NHS England and NIHR, which will improve VCFSE and community access and inclusion in health research.

As devolution is fast-tracked nationally, we will continue to support our sub-regional infrastructure partnerships to advocate on behalf of the VCFSE sector as investment and decision-making powers are gradually decentralised.

Financial review

The charity held reserves of £646,555 at the year end (2024: £564,885) of which £45,706 (2024: £74,511) were restricted and £179,643 (2024: £107,036) designated leaving a general reserve of £421,206 (2024: £383,338). VSNW is in a reasonable financial position at this point. A review of our financial position is conducted quarterly by the Resources Group and is then considered by the Trustee Board. This review is ongoing.

The reserves include a designated contingency to support funding sustainability. This provides the charity with the ability to continue delivering key projects and services during periods when existing funding ends or while awaiting confirmation or receipt of new funding. We are conscious that core capacity is dependent on a time-limited Lottery investment and that going forward, VSNW's board will develop a 5 year sustainability plan.

Reserves policy

The VSNW reserves policy is to maintain sufficient levels of reserves to ensure the delivery of existing programmes of work or their orderly transfer to alternative providers should a shortfall in income occur.

The reserves level reflects approximately three months of project staff costs, six months of core staff costs, and an allowance for redundancy payments, requiring a minimum reserve of £260,835.

The general reserve is currently above this level; however, given the short-term funding environment and reliance on project-based income, reserves will be reviewed periodically to ensure they remain appropriate.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 10 April 2000 and registered as a charity on 19 February 1998.

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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 128 full members. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

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Trustee selection methods

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles. Under the requirements of the Memorandum and Articles of Association half the members of the Trustee Board elected to serve must be re-elected at the Annual General Meeting.

Both business and strategic skills are required on the Trustee Board and the Board has made a firm commitment to appoint trustees with strong strategic connections to the VCSE sector in each subregion whilst also being sensitive to inclusion and diversity. An annual skills audit is conducted to identify any skills gaps.

Trustees are appointed via an electoral process at the Annual General Meeting elections. Other Trustees can be co-opted by the Trustee Board throughout the year, in accordance with the constitution. The Trustee Board meets every quarter.

Induction and training of trustees

New Trustees meet with the Chair and Chief Executive where the current financial position and the governing framework are presented, and the obligations of Board members and future plans and objectives are outlined. The NCVO booklet Trustees and Trustees Members National Occupational Standards is given to all new trustees.

Organisational structure

VSNW has a Trustee Board of up to 12 members who are responsible for the strategic direction and policy of the charity. As at 31st March 2025 the Board has six members from a variety of backgrounds relevant to the work of the charity.

VSNW's decision making process rests with the Trustee Board. Decisions regarding implementation of the charity's work and staff supervision are delegated to the Chief Executive, who has one-to-ones with the Chair.

Sub groups are established and agreed by the Trustees to meet between Trustee Board meetings to address any issues that require immediate attention and report any actions for agreement to the full Trustee Board.

The Board delegates day-to-day management of the charity to the Chief Executive, Warren Escadale. The Board takes advice from VSNW staff, in particular the Chief Executive and the Operations Director, Yen Siang Tan, and are informed by their relationships with VSNW's subregional VCFSE partnerships and their own VCFSE organisations, networks and partnerships operating in VSNW's area of benefit, North West England.

Related parties and relationships with other organisations

In so far as it is complementary to the charity's objectives, VSNW is guided by local, regional and national policy. Sub regional partnerships ensure engagement with thematic, geographic and specialist VCSE infrastructure and provides VSNW with a wide reach into the VCSE sector across the region.

Remuneration policy for key management personnel

A subgroup of the board reviews remuneration with advice from our HR consultant, using comparable pay rates within and beyond the sector, including equivalent relationships.

Risk management

The Trustee Board conducts a risk analysis with its budget at outset each year. There is a Risk Register and Policy in place and the register is reviewed on a regular basis. Procedures are implemented internally

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to ensure proper authorisation for all transactions and projects. Procedures are in place to ensure Health and Safety compliance. These are currently under review for future improvement.

Fundraising

VSNW did not conduct public fundraising activities in 2024/25.

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Statement of responsibilities of the trustees

The trustees (who are also directors of Voluntary Sector North West 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 which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing 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
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 operation

The trustees are responsible for keeping proper 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 auditors are unaware
- 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 auditors are aware of that information

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

Voluntary Sector North West
Trustees' annual report
for the year ended 31 March 2025

Auditors

Slade & Cooper Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 27/11/2025 and signed on their behalf by

Sally Yeoman (Chair)

Gill Bainbridge (Treasurer)

Independent auditor's report
to the members of Voluntary Sector North West

Opinion

We have audited the financial statements of Voluntary Sector North West (the 'charitable company') for the year ended 31 March 2025, which comprise the Statement of Financial Activities (including the income and expenditure account), the Balance Sheet, the Statement of Cash Flows and the related notes. 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 2025, 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 that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

Independent auditor's report
to the members of Voluntary Sector North West

statements or our knowledge obtained in 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 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; 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' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, 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's 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

Independent auditor's report
to the members of Voluntary Sector North West

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management and those charged with governance around actual and potential litigation and claims.
- enquiry of the charity's staff, management and those charged with governance to identify any instances of non-compliance with laws and regulations.
- reviewing minutes of meetings of those charged with governance.
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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.

Christy Yun Hing Lau FCCA DChA CTA
Senior Statutory Auditor

for and on behalf of
Slade & Cooper Limited
Statutory Auditors
Beehive Mill
Jersey Street
Manchester
M4 6JG
Date: 22/12/2025

Voluntary Sector North West
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 March 2025

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	465	-	465	-
Charitable activities:	4	646,436	562,252	1,208,688	1,328,240
Investments		5,476	-	5,476	-
Total income		652,377	562,252	1,214,629	1,328,240
Expenditure on:					
Charitable activities:	5	541,902	591,057	1,132,959	1,192,595
Total expenditure		541,902	591,057	1,132,959	1,192,595
Net income/(expenditure) before net gains/(losses) on investments		110,475	(28,805)	81,670	135,645
Net income/(expenditure) for the year	8	110,475	(28,805)	81,670	135,645
Transfer between funds		-	-	-	-
Net movement in funds for the year		110,475	(28,805)	81,670	135,645
Reconciliation of funds					
Total funds brought forward		490,374	74,511	564,885	429,240
Total funds carried forward		600,849	45,706	646,555	564,885

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

A full comparative SOFA is available on the last page of the financial statements.

Voluntary Sector North West
Company number 3988903
Balance sheet as at 31 March 2025

	Note	2025	2024
		£	£
Fixed assets			
Tangible assets	13	184	843
Total fixed assets		184	843
Current assets			
Debtors	14	14,710	18,782
Cash at bank and in hand	15	881,770	658,852
Total current assets		896,480	677,634
Liabilities			
Creditors: amounts falling due in less than one year	16	(250,109)	(113,592)
Net current assets		646,371	564,042
Total assets less current liabilities		646,555	564,885
Net assets		646,555	564,885
The funds of the charity:			
Restricted income funds	18	45,706	74,511
Unrestricted income funds	19	600,849	490,374
Total charity funds		646,555	564,885

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 21 to 36 form part of these accounts.

Approved by the trustees on 27/11/2025 and signed on their behalf by:

Sally Yeoman (Chair)

Gill Bainbridge (Treasurer)

Voluntary Sector North West
Statement of Cash Flows
for the year ending 31 March 2025

	Note	2025 £	2024 £
Cash provided by/(used in) operating activities	21	217,442	383,709
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		5,476	-
Cash provided by/(used in) investing activities		5,476	-
Increase/(decrease) in cash and cash equivalents in the year		222,918	383,709
Cash and cash equivalents at the beginning of the year		658,852	275,143
Cash and cash equivalents at the end of the year		881,770	658,852

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

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

Voluntary Sector North West meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Preparation of the accounts on a going concern basis

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

The trustees have made no key judgments which have a significant effect on the accounts.

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

c Income

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

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

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

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

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

h Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Fixtures & fittings	5 years
Computer equipment	3, 4 or 5 years

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

i Debtors

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

j Cash at bank and in hand

Cash at bank and in hand includes cash balances and deposits held on short-term and fixed-term accounts that are readily convertible to known amounts of cash, and which the charity holds for treasury and liquidity management rather than investment purposes. Fixed-term deposit accounts with longer original maturities are included within cash where the funds are not held for long-term investment and the charity intends to use them in the short to medium term.

k Creditors and provisions

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

l 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.

m Pensions

Employees of the charity are opted into a Pension Scheme (defined contribution 'money purchase' schemes) with an employer's contribution. The charity's contribution is restricted to the contributions disclosed in note 9.

There were outstanding contributions of £4,498 (2024: £2,745) at the year end.

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. 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 registered office address is disclosed on page 1.

3 Income from donations and legacies

	Total 2025 £	Total 2024 £
Donated services	465	-
Total	465	-

All donations and legacies income is unrestricted.

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2025 £
NHS England			
VCFSE Transformation Programme (Cheshire & Merseyside)	-	238,758	238,758
VCFSE Change Engagement Workshops	-	7,080	7,080
C&M Research	-	73,500	73,500
ICB Engagement Strategy	10,000	-	10,000
Salford CVS			
(GM Cancer Screening Engagement Project)	-	101,557	101,557
VS6 (Reaching Community Fund)	-	23,650	23,650
GMCA (Accord)	630,209	-	630,209
National Lottery	-	117,707	117,707
Sefton CVS	5,500	-	5,500
NAVCA	727	-	727
Total	646,436	562,252	1,208,688
Previous reporting period	Unrestricted £	Restricted £	Total 2024 £
Social Prescribing Network NW	-	15,120	15,120
NHS England			
VCFSE Transformation Programme (Cheshire & Merseyside)	-	438,758	438,758
C&M Research	-	56,461	56,461
Salford CVS			
(GM Cancer Screening Engagement Project)	-	101,001	101,001
VS6 (Reaching Community Fund)	-	123,303	123,303
GMCA (Accord)	526,826	-	526,826
National Lottery	-	57,991	57,991
Burnley Pendle & Rossendale			
CVS (400 Voices)	4,280	-	4,280
Community Futures	4,500	-	4,500
Total	535,606	792,634	1,328,240

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

5 Analysis of expenditure on charitable activities

	Total 2025 £	Total 2024 £
Staff costs	490,940	426,657
Other Staff costs	2,784	4,794
Administration	31,279	18,282
Accommodation	10,876	10,831
Associates/Sub-contractors	162,710	163,486
Conferences & events	19,408	9,965
Other project costs	63,164	29,981
Grants to institutions (see note 7)	324,235	495,024
Depreciation	659	938
Bad debt	-	10,000
Governance costs (see note 6)	26,904	22,637
	<hr/>	<hr/>
	1,132,959	1,192,595
	<hr/>	<hr/>
	2025 £	2024 £
Restricted expenditure	591,057	726,963
Unrestricted expenditure	541,902	465,632
	<hr/>	<hr/>
	1,132,959	1,192,595
	<hr/>	<hr/>

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

6 Analysis of governance and support costs

Current reporting period	Basis of apportionment	Governance £	Total 2025 £
Auditor fees	Governance	4,020	4,020
Professional fees	Governance	21,547	21,547
AGM and trustee costs	Governance	1,337	1,337
		26,904	26,904
		26,904	26,904
Previous reporting period	Basis of apportionment	Governance £	Total 2024 £
Auditor fees	Governance	3,816	3,816
Professional fees	Governance	18,391	18,391
AGM and trustee costs	Governance	430	430
		22,637	22,637
		22,637	22,637

7 Grants to institutions

Analysis of total grants paid:

	2025 £	2024 £
10GM	213,113	202,965
Action Together	25,875	-
Cheshire West Voluntary Action	-	20,000
Community & Voluntary Services Cheshire East	-	20,000
GMCVO	88,247	112,059
Halton & St Helens VCA	-	40,000
Liverpool Charity & Voluntary Services	-	20,000
Macc	11,000	-
One Knowsley	1,000	20,000
Sefton CVS	1,000	20,000
Warrington Voluntary Action	-	20,000
Wirral CVS	*	20,000
Other local community organisations	4,000	-
	324,235	495,024
	324,235	495,024

* The £20,000 negative expenditure reflects the reversal of a grant commitment recognised in the prior year, as Wirral CVS decided not to proceed with the award.

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

8 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2025	2024
	£	£
Depreciation	659	938
Operating lease rentals:		
Property	10,876	10,831
Auditor's fees:		
Accountancy	1,250	1,180
Audit	2,100	2,000
Bookkeeping	-	1,100
Payroll bureau	-	394
	<u> </u>	<u> </u>

9 Staff costs

Staff costs during the year were as follows:

	2025	2024
	£	£
Wages and salaries	424,402	378,975
Social security costs	37,365	21,833
Pension costs	29,173	25,849
	<u> </u>	<u> </u>
	<u>490,940</u>	<u>426,657</u>

One employee has employee benefits within the £60,000 – £70,000 band during the year. (2024: None).

The average number of staff employed during the period was 12 (2024: 12).

The average full time equivalent number of staff employed during the period was 13 (2024: 11).

The key management personnel of the charity comprise the Chief Executive and the Operations Director. The total employee benefits of the key management personnel of the charity were £128,495 (2024: £122,531).

10 Trustee remuneration and expenses, and related party transactions

Neither the trustees nor any persons connected with them received any remuneration during the year (2024: Nil).

Three (2024: one) members of the board of trustees received travel and subsistence expenses of £143 during the year (2024: £18).

GM Cancer Screening Engagement Project

In December 2018 VSNW worked in partnership with Salford CVS, BHA for Equality and Unique Improvements to secure a contract with NHS England (on behalf of GM Health and Social Care Partnership) in response to an OJEU tender to deliver the GM Cancer Screening Engagement Project. Salford CVS were the named lead provider within this partnership, on behalf of 10GM. The contract was awarded to this VCSE partnership (now known as Answer Cancer), with Salford CVS as the accountable body. Delivery commenced in the year 2019/20 and during 2024/25 Salford CVS made payments of £127,862 to VSNW (2024: £101,001) in relation to delivery of this project (as per the partnership's revised budget submission). Please note that our new Trustee, Ben Whalley (appointed 16th September 2025), is also the Chair of Salford CVS.

Cheshire and Merseyside NHS VCFSE Transformation Programme

This programme aims to drive better VCFSE integration and partnership with health and social care at system, local authority-level ('Place'), and health neighbourhood. Accordingly, the programme included £180,000 to support better Place-VCFSE partnership working. In 2024, £20,000 was allocated for each of the nine Places (or boroughs) in Cheshire and Merseyside. The fund was open to VCFSE Strategic Place lead organisations, who had to complete an application form proposing how they would develop local sector-wide working relationships across their Place. Each proposal had to be signed and endorsed by their NHS Place Director and then reviewed by a cross-sector Cheshire and Merseyside panel. As part of this process, Halton and St Helens VCA, the VCFSE Strategic Place lead organisation for both Halton and St Helens was awarded funding to develop improved sector-wide Place-VCFSE partnerships. The Principles of Good Grant Making (Directory of Social Change) were followed throughout the process which included a number of additional checks and balances to ensure accountability. It should be noted that the Chair of VSNW, Sally Yeoman, is the Chief Executive of Halton and St Helens VCA.

GM Accord

The GM VCFSE Accord is a collaboration agreement between the Greater Manchester Combined Authority (GMCA), NHS Greater Manchester, and the Voluntary, Community, Faith, and Social Enterprise (VCFSE) sector, represented by the GM VCFSE Leadership Group. Its purpose is to strengthen partnerships between these sectors to improve outcomes for the communities in Greater Manchester. It should be noted that Duncan Craig, the newly appointed Trustee of VSNW, is also the Chief Executive of We Are Survivors, which has been the recipient of a small grant from the GM Accord project on behalf of the Victims and Justice workstream.

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

11 Government grants

The government grants recognised in the accounts were as follows:

	2025 £	2024 £
Cheshire and Merseyside Health and Care Partnership (via Liverpool CCG)	329,338	495,219
GMCA	630,209	526,826
	<u>959,547</u>	<u>1,022,045</u>

See note 18 for restricted funds carried forward. Conditions attached are to complete the project, which we expect to do in the forthcoming financial years.

12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

13 Fixed assets: tangible assets

	Fixtures & fittings £	Computer equipment £	Total £
Cost			
At 1 April 2024	500	5,772	6,272
Disposals	-	-	-
	<u>500</u>	<u>5,772</u>	<u>6,272</u>
At 31 March 2025	<u>500</u>	<u>5,772</u>	<u>6,272</u>
Depreciation			
At 1 April 2024	500	4,929	5,429
Charge for the year	-	659	659
	<u>500</u>	<u>5,588</u>	<u>6,088</u>
At 31 March 2025	<u>500</u>	<u>5,588</u>	<u>6,088</u>
Net book value			
At 31 March 2025	-	184	184
	<u>-</u>	<u>184</u>	<u>184</u>
At 31 March 2024	-	843	843
	<u>-</u>	<u>843</u>	<u>843</u>

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

14 Debtors

	2025 £	2024 £
Grants and fees receivable	-	15,000
Bad debt provision	-	(10,000)
Prepayments and accrued income	14,710	13,782
	<hr/>	<hr/>
	14,710	18,782
	<hr/>	<hr/>

15 Cash at bank and in hand

	2025 £	2024 £
Fixed-term deposit accounts	185,000	100,000
Deposit accounts	85,435	-
Cash at bank and on hand	611,335	558,852
	<hr/>	<hr/>
	881,770	658,852
	<hr/>	<hr/>

16 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	1,218	7,456
Short term compensated absences (holiday pay)	7,100	5,714
Other creditors and accruals	18,122	59,800
Funds repayable to funder *	200,000	-
Deferred income (see note 17)	21,502	37,250
Taxation and social security costs	2,167	3,372
	<hr/>	<hr/>
	250,109	113,592
	<hr/>	<hr/>

* £200,000 of unspent funding relating to the C&M NHS Transformation Programme has been recognised as a creditor at the year end. During the year, the funder revised its position on the non-committed element of the 2024/25 programme (£180,000) and asked that this amount not be spent. In addition, Wirral CVS decided not to proceed with the £20,000 onward grant awarded in 2023/24 as part of this programme (see note 7). The full £200,000 is therefore expected to be returned to the funder in due course.

17 Deferred income

	2025 £	2024 £
Deferred grant brought forward	37,250	-
Grant received	12,902	37,250
Released to income from charitable activities	(28,650)	-
	<hr/>	<hr/>
Deferred grant carried forward	21,502	37,250
	<hr/>	<hr/>

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

18 Analysis of movements in restricted funds

Current reporting period	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
GMCSE Answer Cancer	629	101,557	(96,900)	-	5,286
VCFSE Transformation Programme	8,040	238,758	(225,199)	-	21,599
VCFSE Change Engagement Workshops	-	7,080	(7,080)	-	-
C&M Research	30,056	73,500	(99,223)	-	4,333
VS6	18,149	23,650	(41,799)	-	-
National Lottery	17,637	117,707	(120,856)	-	14,488
Total	74,511	562,252	(591,057)	-	45,706
Previous reporting period	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance at 31 March 2024 £</i>
<i>Social Prescribing Network NW</i>	-	15,120	(15,120)	-	-
<i>GMCSE Answer Cancer</i>	-	101,001	(100,372)	-	629
<i>VCFSE Transformation Programme</i>	-	438,758	(430,718)	-	8,040
<i>C&M Research</i>	-	56,461	(26,405)	-	30,056
<i>VS6</i>	8,840	123,303	(113,994)	-	18,149
<i>National Lottery</i>	-	57,991	(40,354)	-	17,637
Total	8,840	792,634	(726,963)	-	74,511

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

18 Analysis of movements in restricted funds (cont.)

Name of restricted fund	Description, nature and purposes of the fund
GMCSE Answer Cancer	Subcontracted from Salford CVS delivery of the GM Cancer Screening Engagement service
VCFSE Transformation Programme	To support the VCFSE role in the transformation of health and care across Cheshire and Merseyside
C&M Research	To support VCFSE sector to engage in health and care research, funded via C&M NHS
VS6	Reaching Communities Lottery Funds held on behalf of the VS6 Partnership in order to support the VCFSE role in shaping the future of Liverpool City Region
National Lottery	Four year funding from the National Lottery Communities Fund to enable the "VCFSE Sector to influence the Future of the North West" project
Social Prescribing Network NW	Funding from National Academy for Social Prescribing (NASP), via Burnley, Pendle and Rossendale CVS, to support VCSE role in Social Prescribing in North West England

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

19 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
General fund	383,338	22,168	65,159	(49,459)	421,206
Designated Funds:					
GM Accord	44,453	630,209	(593,565)	-	81,097
Organisational Development	62,583	-	(13,496)	49,459	98,546
	<u>490,374</u>	<u>652,377</u>	<u>(541,902)</u>	<u>-</u>	<u>600,849</u>
Previous reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	408,430	8,780	28,711	(62,583)	383,338
Designated Funds:					
GM Accord	11,970	526,826	(494,343)	-	44,453
Organisational Development	-	-	-	62,583	62,583
	<u>420,400</u>	<u>535,606</u>	<u>(465,632)</u>	<u>-</u>	<u>490,374</u>

Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

19 Analysis of movement in unrestricted funds (cont.)

Name of unrestricted fund	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds
Designated Funds:	
GM Accord	The GM VCFSE Accord is a collaboration agreement between the Greater Manchester Combined Authority (GMCA), NHS Greater Manchester, and the Voluntary, Community, Faith, and Social Enterprise (VCFSE) sector, represented by the GM VCFSE Leadership Group. Its purpose is to strengthen partnerships between these sectors to improve outcomes for the communities in Greater Manchester.
Organisational Development	Funding designated by VSNW's Board for future development and sustainability and to support delivery, in line with our priorities, across the North West and the five subregions

20 Analysis of net assets between funds

Current reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	184	-	-	184
Net current assets/(liabilities)	421,022	179,643	45,706	646,371
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Total	421,206	179,643	45,706	646,555
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<i>Previous reporting period</i>	<i>General fund £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total £</i>
<i>Tangible fixed assets</i>	<i>843</i>	<i>-</i>	<i>-</i>	<i>843</i>
<i>Net current assets/(liabilities)</i>	<i>445,078</i>	<i>44,453</i>	<i>74,511</i>	<i>564,042</i>
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Total</i>	<i>445,921</i>	<i>107,036</i>	<i>74,511</i>	<i>564,885</i>
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Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

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

	2025 £	2024 £
Net income/(expenditure) for the year	81,670	135,645
Adjustments for:		
Depreciation charge	659	938
Dividends, interest and rents from investments	(5,476)	-
Decrease/(increase) in debtors	4,072	199,978
Increase/(decrease) in creditors	136,517	47,148
	<hr/>	<hr/>
Net cash provided by/(used in) operating	217,442	383,709
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Voluntary Sector North West

Notes to the accounts for the year ended 31 March 2025 (continued)

22 Prior year Statement of Financial Activities (including Income and Expenditure account)

	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:				
Charitable activities:	535,606	792,634	1,328,240	600,178
Total income	535,606	792,634	1,328,240	600,178
Expenditure on:				
Charitable activities:	465,632	726,963	1,192,595	603,080
Total expenditure	465,632	726,963	1,192,595	603,080
Net income/(expenditure) before net gains/(losses) on investments	69,974	65,671	135,645	(2,902)
Net income/(expenditure) for the year	69,974	65,671	135,645	(2,902)
Transfer between funds	-	-	-	-
Net movement in funds for the year	69,974	65,671	135,645	(2,902)
Reconciliation of funds				
Total funds brought forward	420,400	8,840	429,240	432,142
Total funds carried forward	490,374	74,511	564,885	429,240

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.