

BRADFORD VCS ALLIANCE LIMITED

England & Wales · Charity number 1199129

Details

Other names	THE VCS ALLIANCE
Status	Registered
Legal form	Charitable company
Company number	10597133
Registered	2022-05-30
Register	View on the Charity Commission register

Contact

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Activities

Objects: 2.1 THE CHARITY'S OBJECTS ARE RESTRICTED SPECIFICALLY, ONLY FOR THE PUBLIC BENEFIT TO PROMOTE THE VOLUNTARY SECTOR FOR THE BENEFIT OF THE PUBLIC PRINCIPALLY BUT NOT EXCLUSIVELY IN THE DEFINED AREA OF BRADFORD DISTRICT AND CRAVEN AND THE SURROUNDING AREAS WITHIN WEST YORKSHIRE AND HARROGATE (HEREINAFTER CALLED THE AREA OF BENEFIT) BY:(A) LIAISING BETWEEN CHARITIES, VOLUNTARY ORGANISATIONS, GOVERNMENT AGENCIES AND OTHER GROUPS ON RELEVANT ISSUES;(B) PROVIDING TRAINING, CONFERENCES AND SEMINARS ON SUBJECTS RELEVANT TO THE EFFICIENCY OF THE VOLUNTARY SECTOR;(C) IDENTIFYING NEEDS IN THE VOLUNTARY SECTOR AND ESTABLISHING PROJECTS OR POLICIES TO ADDRESS THEM;(D) ASSISTING IN THE ADMINISTRATION OF FUNDING PROGRAMMES TO CHARITIES AND VOLUNTARY ORGANISATIONS, MONITORING FOR GRANTS, RECOMMENDING GRANTS, ASSISTING IN APPLICATIONS FOR GRANTS;(E) PROVIDING INFORMATION TO THE PRESS AND THE PUBLIC ON THE OPERATION OF, OR PROBLEMS ENCOUNTERED BY, THE VOLUNTARY SECTOR;(F) PROVIDING SERVICES SUCH AS LEGAL, ACCOUNTANCY AND MANAGEMENT ADVICE SERVICES TO THE VOLUNTARY SECTOR;(G) PROVIDING ADVICE AND INFORMATION ON FUND-RAISING TECHNIQUES APPROPRIATE FOR VOLUNTARY ORGANISATIONS AND CHARITIES;(H) ACTING AS A REPRESENTATIVE OF THE VOLUNTARY SECTOR IN RELATION TO GOVERNMENT POLICIES AND LEGISLATION.2.2 FOR THE PURPOSES OF THIS ARTICLE 'THE VOLUNTARY SECTOR' MEANS CHARITIES AND VOLUNTARY ORGANISATIONS:5(A) CHARITIES ARE ORGANISATIONS WHICH ARE ESTABLISHED FOR EXCLUSIVELY CHARITABLE PURPOSES IN ACCORDANCE WITH THE LAW OF ENGLAND AND WALES.(B) VOLUNTARY ORGANISATIONS ARE INDEPENDENT ORGANISATIONS, WHICH ARE ESTABLISHED FOR PURPOSES THAT ADD VALUE TO THE COMMUNITY AS A WHOLE OR A SIGNIFICANT SECTION OF THE COMMUNITY, AND WHICH ARE NOT PERMITTED BY THEIR CONSTITUTION TO MAKE A PROFIT FOR PRIVATE DISTRIBUTION. VOLUNTARY ORGANISATIONS AND SOCIAL ENTERPRISES DO NOT INCLUDE LOCAL GOVERNMENT OR OTHER STATUTORY AUTHORITIES.2.3 NOTHING IN THESE ARTICLES SHALL AUTHORISE AN APPLICATION OF THE PROPERTY OF THE CHARITY FOR PURPOSES WHICH ARE NOT CHARITABLE IN ACCORDANCE WITH ANY STATUTORY PROVISION REGARDING THE MEANING OF THE WORD "CHARITABLE" OR THE WORDS "CHARITABLE PURPOSES" IN FORCE IN ANY PART OF THE UNITED KINGDOM.

Activities: The VCS Alliance covers Bradford District and Craven, and has been developed by the local Voluntary and Community Sector (VCS) to become an equal partner in the Integrated Care System, alongside with other key local health, social care and support providers.

Classification

- **How:** Provides Services, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,087,783	£3,208,191	£498,255	11
2024-03-31	£3,194,556	£2,856,001	£618,663	9
2023-03-31	£2,972,779	£2,769,598	£280,108	8

Trustees

Name	Role	Appointed
Dr Mohammed Akhlak Rauf		2024-05-30
Lyn Patricia Sowray		2024-05-30
Matthew Stephen Chandler		2024-05-30
PAMELA MARGARET ESSLER		2023-03-01
Rebecca Louise Le-Hair		2026-02-26
Shakeel Ahmed Rafiq		2026-02-26
Victoria Suzanne Beere		2017-07-20
William Manley Graham		2019-07-16

BRADFORD VCS ALLIANCE LIMITED

England & Wales - Charity number 1199129

Accounts

BRADFORD VCS ALLIANCE LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Charity registration number 1199129

Company registration number 10597133 (England and Wales)

BRADFORD VCS ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	V Beere W Graham J Royle P Essler M Chandler M Rauf L Sowray	(Appointed 30 May 2024) (Appointed 30 May 2024) (Appointed 30 May 2024)
Charity number	1199129	
Company number	10597133	
Registered and principal office	Perkin House 82 Grattan Road Bradford BD1 2LU West Yorkshire England	
Auditor	Azets Audit Services Carlton House Grammar School Street Bradford BD1 4NS	
Bankers	The Co-operative Bank No 2 Cathedral Square The Cloth Market Newcastle upon Tyne NE1 1EE	

BRADFORD VCS ALLIANCE LIMITED

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BRADFORD VCS ALLIANCE LIMITED

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

Introduction from Chair of Trustees

As we moved into 2024/25 we knew that this year was going to be another challenging one, despite the election of a new government with a mandate to prioritise the NHS and halve the gap between healthy life expectancy between areas of highest and lowest deprivation as a key health mission. The cost-of-living crisis still impacting our poorest communities and the pressures in terms of delivery/demand management and financial strain on our health and care system remained at crisis point resulting in some extremely difficult decisions being taken within our health and care systems. Decision making at Whitehall has impacted deeply on the NHS at several levels, creating instability within health and care systems, which impact on the Voluntary, Community and Social Enterprise Sector (VCSE) and most importantly the communities they exist to serve.

Despite this, the VCS Alliance has managed to grow the number of contracts secured, including the redesign and development of the Activation Contract, a strategically important development for health VCSE providers across Bradford District and Craven (BDC). This report outlines areas of activity benefitting our diverse communities across our footprint

Our turnover in this year was £3,087,783. Most significantly we distributed 85% of this - £2,638,437 - to our VCSE delivery organisations to deliver health initiatives across BDC. As was the case in previous years, this is due to the hard work of the whole team in developing effective relationships and network especially the system leadership skills of CEO Sam Keighley and our Director of Development Kerrie- Lee Barr.

We continue to oversee the delivery of several significant, diverse and transformational partnerships across the system which have impacted over 11,228 individuals' health positively and supported 49 VCSE delivery organisations with investment to deliver this impact. The impressive detail and impact of this work is presented below.

The stable board of trustees remains a well-functioning team of individuals committed to the good governance of the VCS Alliance, operating within an established high support and high challenge paradigm. I thank the board for their work over the past 12 months.

Finally, I'd like to thank all the staff at the VCS Alliance for their hard work and commitment to the VCSE sector over the year and our health and care system partners who remain supportive and determined to work with us to achieve the transformation the health and care system needs. We know that the financial pressures on the system remain more challenging than ever and that our work is never more needed.

List of Acronyms

Acronym	Meaning
ABCD	Asset-Based Community Development
BDC	Bradford District and Craven
CP	Community Partners/Partnerships
ICB	Integrated Care Board
IG	Information Governance
PGM	Participatory Grant Making
RIC	Reducing Inequalities in Communities
SIP	Support and Improvement Programme
VCSA	The VCS Alliance
VCSE	Voluntary, Community, and Social Enterprise
WBA	Welfare Benefits Advice
WBN	Wellbeing Network

DocuSigned by:

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V Beere
Chair

Date: 6 November 2025

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "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).

Bradford VCS Alliance, working name the VCS Alliance, was incorporated on 2nd February 2017. This was at the behest of, and with investment from, Bradford and Bradford District Clinical Commissioning Group with the intention of it managing a range of health grants to VCSE organisations.

Over the years it has further developed its role. It covers Bradford District and Craven with the purpose of working in partnership to influence and transform health and care in its area of operation.

Principal activities are:

- Making grants to organisations
- Working collaboratively to transform health and social care
- Acting as an equal partner in the BDC Health and Social care system
- Co-ordinating VCSE voice and influence within the BDC Health and Social care system

The VCS Alliance cannot succeed alone. We believe that it is only by working together with our partners, in a concerted and focussed way to address health inequity, that we will achieve our purpose.

Objectives and activities

Objects and Mission

The VCS Alliance purpose is to transform health and social care.

The objects of the company are:

- a. Liaising between charities, voluntary organisations, government agencies, and other groups on relevant issues.
- b. Providing training, conferences, and seminars on subjects relevant to the efficiency of the voluntary sector.
- c. Identifying needs in the voluntary sector and establishing projects or policies to address them.
- d. Assisting in the administration of funding programmes to charities and voluntary organisations, monitoring for grants, recommending grants, assisting in applications for grants.
- e. Providing information to the press and the public on the operation of, or problems encountered by, the voluntary sector.
- f. Providing services such as legal, accountancy and management advice services to the voluntary sector.
- g. Providing advice and information on fund-raising techniques appropriate for voluntary organisations and charities.
- h. Acting as a representative of the voluntary sector in relation to government policies and legislation.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Values

The VCSA values drive the way we work with each other inside the organisation and externally with our partners.

The VCSA's values are:

- Demonstrating honesty, openness, and respect for everyone
- Challenging ourselves and being open to challenges from other
- Creating safe spaces where creativity can flourish
- Working in true partnership with communities
- Being forward-looking
- Working sustainably
- Doing the right thing

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

Principal Activity

Bradford VCS Alliance (VCSA), working name the VCS Alliance, was incorporated on 2nd February 2017. This was at the behest of, and with investment from, Bradford and Bradford District Clinical Commissioning Group with the intention of it managing a range of health grants to VCSE organisations. It was registered as a charity on 30th May 2022.

Over the years the VCSA has developed its role. It covers Bradford District and Craven (BDC) with the purpose of working in partnership to influence and transform health and care in its area of operation.

The VCSA's principal activities are:

- Making grants to organisations
- Working collaboratively to transform health and social care
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2024/25 Overview

The Board of Trustees recognises that this has been yet another year of financial uncertainty for Bradford District and Craven Health and Care Partnership and therefore the VCS Alliance. Despite this, trustees can report a turnover of £3,087,783. (a slight fall on the previous year) Of this, £2,638,437 was contracted to our VCSE delivery partners enabling them to deliver a range of services meeting the needs of our diverse communities

During this year we welcomed four new members of staff. Jess Seymour joined us on 3rd July as Communications Officer through TUPE; Ele Chioatto joined us on 2nd September as Impact and Insight Manager; Evie Kott joined us as Project Support Officer on 30th September and Nadine Osuji joined on 4th November as Relationship Manager, leading VCSE Sector Voice.

This year we also said goodbye to Joanne Nykol on 30th September and Helen Speight 31st December 2024. Board members would like to thank both Joanne and Helen for their contributions. And offer particular appreciation to Helen, who has been involved in the VCSA in various roles since its inception in 2017, including being Chair.

The board of Directors has welcomed some new members to further improve the balance of independent directors. Mohammed Akhlak Rauf, Lyn Sowray and Matthew Chandler all joined the board on 30th May 2024: during this year Mohammed Akhlak Rauf has become a member of People and OD subcommittee, Matt Chandler, Chair of Finance and Resource subcommittee and Lyn Sowray, Chair of Contract and Performance subcommittee.

We also said goodbye to Beverley Fearnley on 31st March 2025. the Board would like to thank Bev for her valuable contributions to the board both as Chair of Contract and Performance subcommittee and as deputy chair.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Activity Summary

Over the last fiscal year, the VCS Alliance has continued to strengthen the role of the VCSE sector within health and care. We have led 15 contracts, reaching over 11,000 people across Bradford District and Craven. In doing so, we have worked closely with more than 49 VCSE delivery partners VCSE organisations, supporting their collaboration, and their wider contribution to the health and wellbeing of our communities.

All of our work reflects the Alliance's objects and mission, and continues:

- Influencing the health and care system and the VCSE sector to work together and improve services and outcomes
- Providing resources and support for VCSE organisations
- Building community and fostering strong partnerships within the VCSE sector

This year, we have seen a significant 68% increase in our influence, highlighting the growing recognition of the Alliance as a trusted voice and partner.

Our community-focused outcomes include:

- Stronger connections between VCSE organisations and statutory partners
- Greater visibility and impact of VCSE contributions to health and care
- Enhanced opportunities for communities to have their voices heard in decision-making

Chapter 1: Voice and Influence

System Leadership

Narrative:

Sam Keighley as CEO of the VCS Alliance and the VCSE System Lead for Bradford District and Craven and Kerrie Lee Barr Development Director are responsible for:

- Acting as a bridge between the VCSE sector and the BDC H&C Partnership
- Contributing sector insight to conversations and decision that lead to better outcomes for our diverse communities
- Helping build better understanding and connectivity between the VCSE sector and the health and care system

VCSA Development Director Kerrie Lee Barr also contributes to this role.

The VCSA receives funding from BDCHCP to carry out this role and a survey was conducted to assess the effectiveness of the role. VCSE sector and H&C System colleagues provided feedback on the deliverables of the agreement:

1. Leadership
2. Partnership
3. Support
4. Advocacy
5. Representation
6. Feedback
7. Management

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Data:

From the voluntary sector (28 responses):

86% are aware of what the System lead role is

75% feel connected with the lead

75% feel they're able to contribute their insight to the VCSE system lead role

82% consider the information received effective information from the VCSE System Lead

82% consider the lead to be operate in an inclusive way valuing diversity.

79% appreciate the lead's collaborative efforts with VCSE organisations towards a strong, impactful, and sustainable sector.

For H&C system (13 responses):

92% believes the lead works collaboratively with them to ensure their needs are understood in the sector

83% believe the lead are 'excellent' and 'good' when contributing to strategic conversations.

92% believe there is a growing understanding of the VCSE sector

100% believe the lead is accessible and responsive

What's working well: Advocacy, leadership, relationship, committed, supporting, communication.

What should the lead continue doing: being a leader, challenging perspectives, supporting innovation

69% responded 'nothing' to what the lead should stop doing. The remaining said 'over-committing'

The VCSA funds and supports 13 VCSE Community Anchor organisations which play an important role as the bridge between grassroots VCSE organisations and local health and care systems i.e. multi agency Community Partnerships. Rooted in their neighbourhoods, they bring together the voices, strengths, and insights of smaller community groups, making sure these perspectives shape local priorities and decision-making. Rather than speaking on behalf of communities, VCSE anchor organisations support and connect hyperlocal VCSE organisations, helping them to be heard, collaborate effectively, and contribute to lasting change. They ensure that local intelligence and lived experience directly influence decisions about health, wellbeing, and community priorities. This connection helps strengthen collaboration between the VCSE sector and statutory partners, creating a more joined-up and community-led approach to local decision-making. Our thanks to our 13 partners for all their efforts.

Data:

Changes throughout the programme (from early stage anchors to established stage anchors)

88% increase in the number of VCSE orgs who feel better connected

11% increase in Anchors ability to influence meetings and shape discussions

66% increase in the ability to empower organisations to lead

44% increased ability to act as a leader and unify VCSE orgs

67% increase in ability to offer inclusive support to VCSE orgs

87% of established CAs frequently participate in meetings that create real opportunities for collaboration and actions.

34% increase in strong collaboration in place with the wider H&C system and regular engagement

100% increase in the ability to raise issues from VCSE organisations, bringing meaningful insights that drive changes

100% increase in ability to listen to VCSE concerns and create opportunities to action

25% increase in feelings about the network being recognised for its value due to evidence of positive community and sector impact.

On average, 59% increase for established anchors -> The Alliance promotes engagement and support amongst VCSE orgs.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

VCSA Appreciation event

Narrative:

An opportunity to share appreciation to our partners and provide feedback on how to improve our approach. We invited people from the sector and the system, and we shared our achievements of the FY 23-24.

Data

What do you appreciate of the VCSA?

- Influence & strategic voice – 16%
- Partnership and collaboration – 15%
- Funding & resource support – 14%
- Community voice & inclusion – 12%
- Leadership & trust – 10%
- System impact & value – 9%
- Support for smaller orgs & capacity building – 7%
- Communication & dialogue – 6%
- Network & connectivity – 6%
- Equity & opportunities – 5%

What would you like more of?

- Funding & resources – 20%
- Voice, Influence & representation 17%
- Community inclusion & visibility 14%
- System change & strategic role 12%
- Capacity & workforce 9%
- Communication & promotion 9%
- Relationships & collaboration – 8%
- Evidence & learning 6%
- Mental health & service gaps 5%

What would you like less of?

- Overemphasis on data/evidence requirements 19%
- Jargon & bureaucracy 19%
- System dominance & loss of identity 16%
- Funding processes & short-termism 16%
- Inequity in representation 13%
- Tokenism vs genuine co-production 10%
- Repetition/overlap in roles 6%

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Activation: Sector Voice

The Activation contract is held by the VCSA. It partners with local VCSE infrastructure organisations and aims to support the VCSE sector across Bradford District and Craven. Support is delivered to organisations who work around health and social care, adults and children's services.

The contract aims to strengthen the VCSE sector and also includes work around Sector Voice and Citizen Voice. The VCS Alliance leads work around Sector Voice and then we subcontract Strengthening the Sector work to Participate, Community Action Bradford and District, and subcontract Citizen's Voice work to Bradford Community Empowerment Network (CNet) .

Sector Voice: This year we were able to recruit 9 VCSE Sector advocates who lead voluntary and social enterprise organisations across Bradford District and Craven. The VCSE Sector advocates represent the diversity of the district and advocate for the sector in strategic system meetings to support the health and social care system and ensure that the voluntary sector becomes an equal partner within the system. The advocates have been involved in supporting to evaluate a tendering process and were able to feed their knowledge and experience about their work with communities, families and young people and healthy minds back in network meetings.

Sector voice:

- Organisations involved in sector voice – 158
- Orgs who feel they can advocate for their community 93%
- Orgs who feel confident they contribute to decision making 93%
- Orgs who feel representative of their community 80%
- Orgs who feel their input is valued 66%
- Orgs who are more aware of H&C system 66%
- Advocates confident in their ability to be heard and influence 100%
- Areas of support:
 - Children and young people
 - Victims of domestic violence
 - Refugees & asylum seekers
 - Roma & Travellers
 - Bangladeshi
 - Black communities
 - Mental health
 - Substance misuse
 - Social isolation
 - Long-term health conditions
 - Anti-racist activities
 - Education
 - Quality of life improvement
 - FGM
 - Women's health
 - Physical health/disabilities
 - Prevention
 - Poverty
 - LGBTQ+

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Young Lives Forum

The Young Lives Forum met 4 times over the last 12 months and currently has a total of 56 members. VCSE Sector advocates who are advocating within the Families and Young People space are part of the forum and were able to update the other members about meetings within the system. The forum also had the opportunity to get involved in the Early Help Prevention programme and the Children with Complex needs programme.

Infant Health

Narrative:

Low levels of early pregnancy bookings and infant immunisation uptake across many communities in Bradford prompted the ICB to launch targeted promotional work aimed at myth-busting and increasing participation.

The Infant Health Project began in December 2024 with the goal of engaging 500 women in conversations about early appointment booking during pregnancy, as well as the importance of immunisations for infants, children, and pregnant women. To achieve this, the project trained Infant Health Champions who cascaded key information within their communities while also gathering feedback on the reasons behind delayed bookings or missed immunisations.

A second phase introduced a train-the-trainer model, equipping those with more advanced knowledge to train professionals, thereby widening the project's reach and enabling more informed conversations with parents.

To date, the project has gathered over 300 responses from parents and remains ongoing, with further engagement planned to build on these early insights.

Data:

130 responses

Demographic:

- 11% pregnant, 31% have been in the last month, 16% is planning to be soon, 42% have kids under 3.
- Ethnicity: 11% Asian/Asian British, 18% Pakistani, 8% Bangladeshi, 7% Indian, 14% Black, 7% Other, 36% White British.

48% Have seen the campaign 'Help for you and baby'.

52% Extremely liked the resources provided and found them useful

93% Likely or very likely to book Maternity appointment through the hospital

90% Is likely or very likely to take up immunisation in pregnancy

98% is likely or very likely to have their child immunised

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Black Women's Health

Narrative:

Over the past 6–8 months, the Black Health Forum has gathered valuable insight and data from Black communities in Bradford about their birthing experiences. This work culminated in a report outlining key recommendations to improve maternity services and enhance survival outcomes for Black women.

Building on this foundation, a collaboration involving the Reducing Inequalities Alliance, The VCS Alliance, Black Health Forum, the University of Bradford, Better Start Bradford, and Bevan developed a set of proposals to explore outcomes and feedback in greater depth. These were submitted to the Burdett Trust to secure funding to continue the work and implement the recommendations. Please see below the recommendations submitted in the report.

- Bring together black women's health organisations in a mutual environment on a regular basis to ensure a more joined up, cohesive approach.
- Develop Black women via the Community Leaders Programme to become advocates in arenas that are important and most influential in getting the healthcare and support that they deserve.
- Cultural competency training needs to be provided across the system to ensure that all environments are inclusive and supportive for Black women.
- Bi-monthly/quarterly meetings between the maternity EDI team, Race Equality Network (REN), Community Partnership and Community representation from Black led organisations and anyone else that has a vested interest in the maternal health of Black women.
- Create a maternity service user group to feed into Maternity Neonatal Voices.
- Develop and introduce maternity circles based on models that are currently successful across Bradford with representation that provides a welcoming experience. Midwives and health visitors should promote these circles through their services and record demographic data on attendance.
- A bigger effort to ensure the same midwife throughout the pregnancy.

Data:

Black women residing in Bradford 76.1% vs 68.5 (national average) -> 7.6% more

21% black women do not book their pregnancy (-14% compared to white women)

19% of black pregnancy result in emergency C sections (+8% compared to WW)

15% black women dealing with complex social factors (+6% compared to WW)

33% black women mortality rate (+21% compared to WW)

10 F2F conversations, 2 focus groups, 3 interviews with midwives, 19 outreach events. Findings:

- Biases influence how black women are treated
- Maternity services are outdated
- There are staff shortages and a lack of cultural sensitivity
- Women loved the opportunity to come together and shared stories
- Need to amplify BW voices + more empathy

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Women's Health movement

Narrative:

In the early stages, women from diverse backgrounds came together to explore what a women's health movement could and should look like. As part of a national initiative, the ICB received £75,000 to establish a Women's Hub. Recognising that this funding would be limited, discussions quickly turned towards the idea of creating an online hub that could serve as a trusted source of information for women.

In February 2025, a conference was launched under the banner "We Are Taking Women's Health Seriously". The event featured a range of guest speakers and generated significant enthusiasm around the shared importance of advancing women's health.

Following the conference, the next steps focused on providing grants to organisations supporting the women's health movement and delivering informative sessions for women. A total of 19 organisations were awarded funding, each with a six-month delivery timeframe. In addition, the Alliance received a further £20,000 to continue driving the campaign forward. This has involved streamlining information and projects that focus on women's health implicitly such as the Women's Health Network, Black Women's Maternal Health, Infant Health and MNVP. Ensuring that all the dots are joined and there is a seamless platform for us to hear women's voice to help shape future services.

Data:

23 participants to meetings

20 orgs awarded grants to increase representation

Campaigns & Events:

- Meeting about menstrual health on 11th of Dec
- Supported the Women's Health Movement campaign launch on 27th February
- Participated in the grants panel meeting on 24th March
- Supported International Women's Day stalls in Bradford (5th March) and Bingley (7th March)
- Attended two additional WHM events in Bradford and Shipley

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Chapter 2: Improving Health Outcomes

High Intensity Use

Narrative

The High Intensity Users (HIU) service brings together a multi-disciplinary team (MDT) to review patients who frequently attend A&E. The aim is to explore whether these individuals can be supported through community services or other interventions to reduce unnecessary hospital visits and improve their overall health and wellbeing.

During this year, the VCSA has led the 6-weekly HIU team meetings which review an updated list of individuals who frequently attend A&E. These meetings include staff from the NHS, emergency departments and community services involved in patient care. The sessions provide valuable insights and help ensure that all members of the team are informed about each person's support needs and progress.

Data

Number of patients: 161

Total attendance of patients: 646

Professionals involved: 23

The purpose of the meeting is for people from various organisations to discuss people and their presenting issues to understand what else they can do to prevent them from going to the A&E.

Enhanced Access

Narrative:

The Enhanced Access contract helps provide mental health services outside of regular working hours, making it easier for people to get support at times that suit them. It is funded by Modality, a group of local GP practices. Through this contract, the VCSA has worked with VCSE organisations including MIND, Step2 and Relationship Therapy North (RTN) to deliver these services. This partnership helps make mental health support more available and accessible to people who need it.

During this year, VCSA brought partners together quarterly to share case studies and celebrate successes from the delivery of the service. These regular meetings helped strengthen collaboration and highlight the positive impact of the work.

There was strong engagement throughout the year, with a good number of sessions delivered across the service. Our teams worked closely together to ensure support was accessible and meaningful, making a real difference to individuals and communities.

Data

The sessions are mental health support (1-1 talking therapy). Each session is 3 hours, but multiple people attend during that time.

Providers:

- Mind
- RTN
- Step2

Total sessions delivered: 777

Tot hours of support: 2331

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Wellbeing Network

Narrative:

The Wellbeing Network (WBN) has become a resource for vulnerable people from across our diverse communities, helping individuals who don't know where to go or how to find support. Navigating our complex system, travel costs, stigma, language, and knowledge of what is available are all barriers to accessing support. The WBN was and continues to be built through co-design, with 6 hubs based in health inequality hotspots across Bradford District and Craven. The WBN offers person-centred, local, sustained support to service users. Based in trusted community organisations, they are a one-stop-shop for wellbeing through an open access, 'tell-your-story-once' model. Every month, over 300 people are helped with complex, multi-faceted health and social needs. It has become an integral part of cross-sector efforts to tackle inequalities while reducing pressure on NHS services.

Phase 3 focuses:

1. Support people to get out and stay out of poverty
2. Connect people to support

3 locality based hubs:

1. Manningham Wellbeing hub (Equality Together)
2. Thornbury Wellbeing hub (Inspired Neighbourhoods)
3. Tong Wellbeing hub (Sutton Centre)

+ System Access Point (SAP) – The Bridge

Our model means we link people to a wider range of support from across our hubs and partners:

- Domestic Abuse
- Substance use
- Carers support
- Mental health
- Welfare Benefits advice
- Link into Family Hubs and local authority early help and prevention
- Housing and homelessness advice – links to social housing, housing associations and housing standards
- Social Care – community led support and Independent Advice Hub
- Baby Bank and maternity or infant health advice

Data:

68% previously had no support across all challenges – now have
1739 Fully triaged

Clients accessing the WBN 3567

Self-referrals 411 – 30%

Tot referrals 1350

Referrals per month (average) 112.5

Main presenting issue (mental health) 235 – 13%

Main presenting issue (welfare) 970 – 56%

More than 1 presenting issue 508 – 29%

Onward referrals 1338 – 77%

Average number of contacts per clients 1.8

Total number of contacts 2214

Completed interventions 57 – 3%

IMD 1 888 – 64%

IMD 2 199 – 14%

IMD other 290 – 21%

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2025***

Community Core

Narrative:

Core provides support for people in across Bradford District with severe mental illness (SMI), who are aged 16 and over. Our goal is to help you get the right care at the right time, supporting you to improve your mental health and wellbeing.

The Core service is delivered by community-based teams working in the voluntary and community sector and the NHS. The teams are familiar with your local area and the wide range of support available in the community. They can provide help directly where possible and connect you with additional support in your community if needed.

Data:

Users 832

Case closed 92

Tot referrals 431 – from primary care 260

Average n of weeks waited to have a first contact 2.5, and a second 3.3

Ppl who had 1 contact within 4 weeks 281

Ppl who had 2+ contacts within 4 weeks 239

Tot sessions 2161

Main reason of referrals:

- Anxiety 86 – 29%
- Depression 58 – 19%
- Isolation 57 – 19%

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Chapter 3: VCSE Infrastructure and Connectivity

Women in Governance

Narrative:

The Women in Governance project was established to increase women's participation and representation in decision-making spaces across Bradford District and Craven. The initiative set out to engage 100 women through a series of consultation events designed to introduce the concept of governance, explain how systems of power operate, and explore practical ways in which women's voices can be heard and acted upon. These sessions also encouraged participants to reflect on the role they could play in driving meaningful change within their communities and beyond.

From this initial cohort, 40 women were selected to undertake intensive training. This programme focused on building the knowledge, skills, and confidence required to take up governance roles, with particular emphasis on board membership. Training covered areas such as governance structures, strategic decision-making, accountability, and effective advocacy.

Of these 40 women, 15 have already been successfully matched with boards aligned to their interests and expertise. To ensure readiness on both sides, the participating boards also received training to strengthen inclusivity and create environments where women's contributions are genuinely valued. A reciprocal mentoring element was built into the project, pairing board chairs with their matched women to gain mutual learning, understanding, and support.

Leadership continuity has been embedded within the programme. The project lead has committed one day per week until October 2025 to provide ongoing support to both the women and the boards, ensuring that any challenges are addressed and progress is sustained.

An extensive evaluation report will be published in October 2025, setting out the full impact of the project. This will include lessons learned, case studies of women who have transitioned into governance roles, and recommendations for how the programme can be scaled and embedded more widely across the system.

Data:

After only a few months from the beginning of the survey we can see the following changes:

- +9% of participants serving on boards
- +142 hours of volunteering
- 76% completed all sessions
- Improvement in understanding in several fields:
 - Financial literacy (+14%)
 - Corporate governance (+7%)
 - Legal and regulatory compliance (+12%)
 - Conflict resolution (+7%)
 - Diversity and inclusion (+8%)
- 18% improvement in ability to contribute to a board
- +29% motivated to seek a board position
- +6% familiarity with roles of a board

82% found the programme useful

Women enjoyed the most:

- Feelings of empowerment and feeling united (76%)
- Learning opportunity (59%)

59% felt the number of sessions was enough.

88% would attend again.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Activation Contract : Strengthening the Sector and Citizen's Voice

Narrative:

The Activation contract is held by the VCSA. It partners with local VCSE infrastructure organisations and aims to support the VCSE sector across Bradford District and Craven. Support is delivered to organisations who work around health and social care, adults and children's services.

The contract aims to strengthen the VCSE sector and also includes work around Sector Voice and Citizen Voice. The VCS Alliance leads work around Sector Voice and then we subcontract Strengthening the Sector work to Participate, Community Action Bradford and District, and subcontract Citizen's Voice work to Bradford Community Empowerment Network (CNet).

Data:

Strengthening the sector:

- Number of organisations reviewed through MyCake – 550
- Number of organisations shortlisted for support – 83
- Number of organisations who have responded to the contact made with them – 49
- Number of organisations prioritised for support – 73
- Orgs with a completed development plan – 39
- Orgs signposted to get support – 22
- Orgs receiving development grants – 15
- Area of orgs support:
 - Business planning
 - Marketing
 - Financial support (access to funds, income development, fundraising strategy)
 - Impact measurement
 - Bid writing

Citizens voice:

- Forum meetings – 7
- Page views – 1007
- Orgs involved – 121
- Individuals involved (staff members + volunteers) – 118
- Members of MNVP (Maternity and Neonatal Voices Partnership) – 36
- Focuses:
 - MNVP
 - WHN
 - NoN
 - Closing the gap
 - Help for you and baby
 - Cancer screening
 - Women's Health

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Chapter 4: Grants

HPoC

Narrative:

The HPoC programme runs across West Yorkshire and engages all our Local Authorities in an ambitious programme of positive change. Bradford District and Craven, Leeds, Calderdale, and Kirklees are all working through the HPoC programme to improve outcomes for residents.

The aim of the HPoC is to reduce health inequalities and thus improve health and wellbeing outcomes by working in partnership with the Voluntary and Community Sector and communities.

Alongside a push to improve the wellbeing of all residents, it pays specific attention to Health Inclusion Groups: communities across our area that are most impacted by health inequalities and inequity.

This Participatory Grant Making (PGM) award ran alongside equity building work delivered in 4 highly deprived areas of Bradford as part of the HPoC Sustainability and Capacity Programme (SCP).

Through strategic investments and partnerships, the programme empowers a diverse set of initiatives to pilot new approaches, scale proven solutions, and ultimately improve service delivery and patient wellbeing.

Data:

£105k total pot distributed to multiple initiatives (strategic investment)

Main outcomes:

- Health promotion and early intervention (cancer screening, smoking cessation, chronic illnesses)
- Supporting vulnerable and diverse populations (asylum seekers, roma, learning disabilities...)
- Reducing transport-related exclusion
- Mental Health and wellbeing (therapeutic activities, domestic abuse)
- Community cohesion and social inclusion (Group session, digital inclusion)
- Lasting impact (building trust, securing additional funding)

1913 people engaged & 22 initiatives:

- Ethnicity - 28% Asian, 0.5% Black, 61% White, 0.3% Other
- Age – 25% 0-15, 26% 16-25, 35% 26-64, 13% 65+
- Disabilities – 16% Physical, 47% mental/cognitive, 21% neurodivergent, 15% prefer not to say
- Gender – 86% cis, 0.7% trans, 13% prefer not to say
- Sexuality – 69% hetero, 3% gay, 27% prefer not to say

30% stronger social connections

384 service linkages gained -> 19% more active in local activities

23% more capable of managing their own health

20% better connections to wider services

30% better mental health

22% improved physical health

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

ABCD Grants

Narrative:

ABCD is an approach to working with communities that focuses on strengths rather than problems. Instead of starting with what a community lacks or what is wrong, it starts with what is already there – the skills of local people, the knowledge and experience of community groups, and the resources in the local area.

The idea is that when people's talents, ideas, and connections are recognised and brought together, communities become stronger, more resilient, and better able to solve their own challenges. Outside organisations and services then work alongside the community, supporting and connecting, rather than doing things *to* or *for* them.

Data

Community Partnership areas covered:

- Wharfedale 56.5%
- Horton and City Health Collaboration 30.4%
- Central 13%

Tot people benefitted from the project: 4562

Demographics:

- Gender:
 - Male 36.2%
 - Female 57.1%
 - Other 6.5%
- Age
 - 0-10 24.6%
 - 11-18 11.3%
 - 19-30 9.4%
 - 31-50 15.9%
 - 51-65 14.4%
 - 65+ 24.1%

How have the projects helped people's well-being? (main themes)

- Practical support (19.8%)
- Social connection (19%)
- Mental health improvement (16.4%)
- Physical health & activity (12.9%)
- Enjoyment and fun (11.2%)
- Learning & skill development (10.3%)
- Confidence and self-esteem (5.2%)
- Access to new opportunities (5.2%)

What was the reason the participant joined the project? (main themes)

- Physical health improvement 42.9%
- Mental health & emotional wellbeing 50%
- Social connection & reduced isolation 78.6%
- Access to specialised or otherwise unavailable support 42.9%
- Learning & skill development 50%
- Enjoyment, purpose & personal fulfilment 21.4%

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

How did the project go?

- Key successes
 - Improved physical & mental health 23.4%
 - Social connection & peer support 10.6%
 - Skill-building & empowerment 6.4%
 - Targeted outreach 17%
 - Partnerships & sustainability 4.3%
- Challenges & lessons learned:
 - Engagement barriers 6.4%
 - Access & logistics 17%
 - Promotion gaps 4.3%
 - Diversity 6.4%
 - Timing 4.3%
- Future plans:
 - Expand programmes with further funding
 - Adapt delivery based on lessons learned
 - Keep building partnerships to reach wider and more diverse communities

Alleviating Pressure on NHS Services

The work co-ordinated the VCSA improves lives, reduces health disparities and promotes health equality. It also, in the short, medium and long term, alleviates pressure on NHS front line services.

A few examples from this report -

90% of the women connecting with the 'Help for you and baby' campaign were very likely to take up immunisation during pregnancy. Immunisations will lead to reduced use of health services in the long term

Thanks to the HIU service, we supported 161 frequent A&E attendees in addressing their needs and lowering their A&E attendance. in the short and medium term

Through the Enhanced Access contract, VCSE delivery partners delivered 2331 hours of mental health support, alleviating the pressure on GP and statutory mental health services. The Wellbeing Network also supported this mission, as 13% or more of clients accessing the service had a mental health concern.

We have also seen a diversion from the NHS services through the CORE contract. It delivered a total of 2161 sessions, all aimed at people with severe mental illness. 60% of Community Core service users have been referred from primary care, indicating that more than half of the service users would have continued their journey through the NHS without these VCSE services

The Activation Contract has supported more than 160 organisations, many of which deliver mental health, physical health, substance misuse, and long-term health condition support. By supporting these organisations in being more sustainable, we have ensured that the support in these areas could be provided long-term, further improving health outcomes across the district.

Through our small grants investments, we distributed £105k to organisations that mainly focused on cancer screening, smoking cessation, chronic illnesses, therapeutic activities, and other health promotion and early intervention initiatives. 99% of the people engaged through these initiatives had at least one disability, whether physical, mental, or cognitive. After the programmes, 23% of participants were better able to manage their own health, whilst 52% had an improvement in their physical and mental health, reducing the need to reach out to primary care establishments.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Thanks to ABCD grants, 2203 people have received help for their mental and physical health. 43% of participants reported an improvement in their physical health, whilst 50% after the intervention had better mental health. Similarly, 78.6% report heightened social connections and reduced isolation, which can further exacerbate mental health and increase the need to reach out to GPs and mental health services.

We can only **estimate** the full impact of work in this report. Preventative interventions and their outcomes remain complex. It is also important to acknowledge that improvements in the conditions of people supported could impact positively for others that we also cannot measure. Those who are near the service user such as partners, family members, and friends, may have been impacted indirectly. In addition, some individuals do not recognise whether their condition is physical/mental and might hold back from reaching out until said condition is so severe that it requires intensive care from hospitals. This means we may have **underrepresented in our benefit estimates**.

Acknowledgments – Thank you!

A huge thanks as always to the organisations that continue to invest in the VCSA to enable it to do the work we do – Bradford Care Alliance, Bradford Culture Company, Bradford District Care NHS Foundation Trust, Community Action Bradford & District, Modality Partnership, and NHS West Yorkshire ICB.

And to the VCSE delivery partners who continue to deliver the vital support needed by our communities and our health partners:

- African Caribbean Achievement Project
- Bevan
- Black African Community
- Black Health Forum Bradford
- Bradford and Airedale Citizen's Advice and Law Centre
- Bradford Trident
- The Bridge Project
- Cancer Support Yorkshire
- The Cellar Trust
- Community Action Bradford and District
- Diocese of Leeds
- Dominica Association
- Eden Community Association
- Equality Together
- Gillingham Community Centre
- Happy Healthy You
- Holmewood Family Centre
- Inspired Neighbourhoods
- The Karmand Centre
- Keighley Healthy Living
- Maternity Neonatal Voices Partnership
- Millside Community Centre
- Mind Bradford District and Craven
- Peacemaker International
- Prime Time Bradford
- Primrose Consultancy (Kaneez Khan)
- Reducing Inequalities Alliance
- Relationship Therapy North
- Race Equality Network
- Shine Project
- Skills House
- Step2
- The Sutton Centre
- Wellsprings Together
- WomenZone

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Also, to our Infrastructure support partners, particularly Community Action Bradford and District, Cnet, and Participate Projects, for the collaborative approach we have developed to deliver the Activation contract. And to the Race Equality Network for playing their part in ensuring investment reaches our racially minoritised communities. And to Community First Yorkshire, who support our connection with VCSE organisations in Craven.

As always, we are grateful to BDC Health and Care system for the confidence it continues to show and the investment it has made in the VCS Alliance, which enables us to work collaboratively with the wider VCSE sector to deliver outcomes that improve population health, particularly health equity outcomes. In addition, we appreciate the efforts to invest in our staffing structure, which enables our CEO to engage strategically with the health and care system on behalf of the VCSE sector and allows us to develop VCSE provider communities to deliver outcomes that support our shared ambitions.

Without our investors, we would be unable to work with our VCSE partners to deliver with and for our diverse communities.

We would also like to thank the staff members and directors who joined us, and those who left for their continuous effort.

Finally, we would like to take this opportunity to celebrate the work of our VCSE partners who deliver transformative services leading to better outcomes for our diverse communities who need them most.

Financial review

The income for the year amounted to £3,087,783 (2024 £3,194,556) with expenditure amounting to £3,208,191 (2024 £2,856,001) resulting in a net expenditure of £120,408 (2024 £338,555 net income) .
The funds held at 31 March 2025 were £498,255.

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's of essential operational expenditure, (£39,000 and £79,000). The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised.

Plans for future periods

Looking Ahead

At the time of writing, the financial position of our all our health and care partners - Acute trusts, Bradford District Care Trust, the ICB and Bradford Council - continue to be severely challenged. This means that the VCSA, and the VCSE sector across Bradford District and Craven, continues to operate in an environment of financial uncertainty. Against this backdrop, the brave decision taken by directors to create the post of Development Director in the autumn of 2023, is beginning to be paying off. With the additional capacity to seek out new investment to benefit our sector and diverse communities, at the end of this year we have been able to step forward to act as the Lead Accountable Body for the VCSE for the Accelerator national pilot programme, a bio-social model, which combines interventions that address health and social risk factors for economic inactivity. In just 8 weeks we have mobilised 7 VCSE partners ready to start delivery from April 1st, 2024. This, and other emerging investment opportunities, mean, despite the financial uncertainty, 86% of investment flowing into VCSE organisations, this is also positive for the wider VCSE sector and the support they provide for and with our diverse communities

Strategically, there are also reasons to be optimistic, the emerging Health, Care and Wellbeing Strategy is likely to focus on tackling health inequalities and being led by data and patient experience. This can only be delivered with the VCSE as key delivery partner in communities. The new health and care governance arrangements developing to deliver strategy ambitions include roles for the VCSA and wider VCSE sector in all layers meaning 2025/26 will be a year of developing structures and support for all VCSE advocates to be connected to the sector, to co-ordinate our effort and be as effective as we can to support our sector and communities.

Directors continue to have confidence that the VCSA is well positioned to continue our core purpose of transforming health and social care.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

The Charity is a company limited by guarantee governed by its Memorandum and Articles of Association, incorporated on 2 February 2017 and registered as a charity on 30 May 2022 in England and Wales.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V Beere	
B Fearnley	(Resigned 31 March 2025)
W Graham	
J Royle	
M Liaqat	(Resigned 22 September 2025)
P Essler	
M Chandler	(Appointed 30 May 2024)
M Rauf	(Appointed 30 May 2024)
L Sowray	(Appointed 30 May 2024)

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the company at the year end were equivalent to 10 day's purchases, based on the average daily amount invoiced by suppliers during the year.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

The Trustees report was approved by the Board of Trustees.

DocuSigned by:

48D4F6FD8E42454...
V Beere

6 November 2025

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also the directors of Bradford VCS Alliance Limited for the purpose 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 which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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
- 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 adequate accounting records that 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.

BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Opinion

We have audited the financial statements of Bradford VCS Alliance Limited (the 'Charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework 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, 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 Charity 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 Charity'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 auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the Charity for the purpose 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 Charity'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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

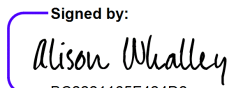
BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Use of our report

This report is made solely to the charity’s trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity’s trustees 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 charity and the charity’s trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:

BC2221165F424D2
Alison Whalley (Senior Statutory Auditor)
For and on behalf of Azets Audit Services, Statutory Auditor
Accountants

Carlton House
Grammar School Street
Bradford
BD1 4NS

18 November 2025 | 10:11 GMT
Date:

Azets Audit Services is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
Income from:							
Donations and legacies	3	-	593,082	593,082	10,096	476,813	486,909
Charitable activities	4	344,136	2,146,718	2,490,854	628,181	2,074,807	2,702,988
Investments	5	3,847	-	3,847	4,659	-	4,659
Total income		347,983	2,739,800	3,087,783	642,936	2,551,620	3,194,556
Expenditure on:							
Charitable activities	6	292,411	2,915,780	3,208,191	639,998	2,216,003	2,856,001
Net income/(expenditure)		55,572	(175,980)	(120,408)	2,938	335,617	338,555
Transfers between funds		(40,635)	40,635	-	(23,833)	23,833	-
Net movement in funds		14,937	(135,345)	(120,408)	(20,895)	359,450	338,555
Reconciliation of funds:							
Fund balances at 1 April 2024		56,153	562,510	618,663	77,048	203,060	280,108
Fund balances at 31 March 2025		71,090	427,165	498,255	56,153	562,510	618,663

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

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

BRADFORD VCS ALLIANCE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	11		3,955		5,190
Current assets					
Debtors	12	601,942		415,081	
Cash at bank and in hand		591,405		1,183,183	
		1,193,347		1,598,264	
Creditors: amounts falling due within one year	13	(699,047)		(984,791)	
Net current assets			494,300		613,473
Total assets less current liabilities			498,255		618,663
The funds of the Charity					
Restricted income funds	15	427,165		562,510	
Designated funds	16	17,325		-	
Unrestricted funds		53,765		56,153	
		498,255		618,663	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 6 November 2025

DocuSigned by:

 Victoria Beere
 48D4F6FD8E42454...
 V Beere
Trustee

Company registration number 10597133

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	20		(595,032)		(125,312)
Investing activities					
Purchase of tangible fixed assets		(593)		(1,521)	
Proceeds from disposal of tangible fixed assets		-		(189)	
Investment income received		3,847		4,659	
Net cash generated from investing activities			3,254		2,949
Net cash generated from financing activities			-		-
Net decrease in cash and cash equivalents			(591,778)		(122,363)
Cash and cash equivalents at beginning of year			1,183,183		1,305,546
Cash and cash equivalents at end of year			591,405		1,183,183

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Bradford VCS Alliance Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Perkin House, 82 Grattan Road, Bradford, West Yorkshire, BD1 2LU, England.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, . The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (Continued)

1.5 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.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers	25% Straight Line
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Restricted funds	Unrestricted funds	Restricted funds	Total
	2025 £	2024 £	2024 £	2024 £
Grant income	593,082	10,096	476,813	486,909

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3 Donations and legacies

(Continued)

	Restricted funds	Unrestricted funds	Restricted funds	Total
	2025	2024	2024	2024
	£	£	£	£
Grants receivable for core activities				
Access to Care	178,167	10,096	-	10,096
Community Links Care Home Project	-	-	109,091	109,091
Community Partnerships	79,000	-	79,000	79,000
IG and Cyber Security Project	36,000	-	-	-
Health Network Officer	8,558	-	32,955	32,955
System Leadership	89,775	-	89,775	89,775
Wellbeing Hub Affiliate Programme	40,582	-	14,250	14,250
Participatory Grant Making	118,000	-	115,450	115,450
The ICS REN Programme	6,000	-	20,000	20,000
Infant Health Campaign	10,000			
VCSE Champions	17,000			
VCSE Mental Health Champions	10,000			
Harnessing Power of Communities	-	-	16,292	16,292
	<u>593,082</u>	<u>10,096</u>	<u>476,813</u>	<u>486,909</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	2025 £	2024 £
Management fees	29,349	13,983
Performance related grants	2,461,505	2,689,005
	<u>2,490,854</u>	<u>2,702,988</u>
Analysis by fund		
Unrestricted funds	344,136	628,181
Restricted funds	2,146,718	2,074,807
	<u>2,490,854</u>	<u>2,702,988</u>
Performance related grants		
Enhanced Access	151,602	297,333
RIC contract income	163,185	316,865
Wellbeing Hub Network	825,455	2,005,005
DWP - Flexible Support Fund	-	17,302
Community Mental Health Transformation	850,000	52,500
Woment's Health Hub Programme	109,763	-
Activation Contract	361,500	-
	<u>2,461,505</u>	<u>2,689,005</u>

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	3,847	4,659
	<u>3,847</u>	<u>4,659</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure on charitable activities

	2025 £	2024 £
Direct costs		
Staff costs	380,842	308,867
Room hire	-	1,863
Contract delivery costs	2,693,836	2,421,008
Recruitment	1,473	6,000
Training	6,872	7,632
Travel and subsistence	1,566	993
	<u>3,084,589</u>	<u>2,746,363</u>
Share of support and governance costs (see note 7)		
Support	110,932	94,211
Governance	12,670	15,427
	<u>3,208,191</u>	<u>2,856,001</u>
Analysis by fund		
Unrestricted funds	292,411	639,998
Restricted funds	2,915,780	2,216,003
	<u>3,208,191</u>	<u>2,856,001</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Support costs

	Support costs	Governance costs	2025	Support costs	Governance costs	2024
	£	£	£	£	£	£
Rent	15,370	-	15,370	8,680	-	8,680
Administrative expenses	4,449	-	4,449	5,042	-	5,042
Printing, Postage and stationery	1,183	-	1,183	2,390	-	2,390
Telephone and internet	1,991	-	1,991	1,405	-	1,405
Professional fees	900	-	900	8,040	-	8,040
Bookkeeping and payroll fees	46,411	-	46,411	21,039	-	21,039
Consultancy fees	4,800	-	4,800	12,253	-	12,253
IT Maintenance and Support	10,696	-	10,696	12,152	-	12,152
Marketing	6,429	-	6,429	695	-	695
Depreciation	1,827	-	1,827	1,380	-	1,380
Dues and subscription	798	-	798	667	-	667
Equipment rental	540	-	540	432	-	432
Insurance	10,205	-	10,205	12,300	-	12,300
Meeting Catering	4,819	-	4,819	3,758	-	3,758
Bank charges	514	-	514	567	-	567
Profit or (Loss) on disposal of fixed assets	-	-	-	(189)	-	(189)
Human resource costs	-	-	-	3,600	-	3,600
Audit fees	-	10,920	10,920	-	12,530	12,530
Legal and professional	-	1,750	1,750	-	1,590	1,590
Consultancy	-	-	-	-	1,307	1,307
	<u>110,932</u>	<u>12,670</u>	<u>123,602</u>	<u>94,211</u>	<u>15,427</u>	<u>109,638</u>
Analysed between Charitable activities	<u>110,932</u>	<u>12,670</u>	<u>123,602</u>	<u>94,211</u>	<u>15,427</u>	<u>109,638</u>

Governance costs includes payments to the auditors of £10,920 (2024- £12,530) for audit fees.

8 Trustees

No trustees claimed expense reimbursements during the year. No other remuneration or benefits were paid (2024: None).

9 Employees

The average monthly number of employees during the year was:

2025 Number	2024 Number
<u>11</u>	<u>9</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Employees (Continued)

Employment costs	2025 £	2024 £
Wages and salaries	337,075	279,475
Social security costs	27,967	21,433
Other pension costs	15,800	7,959
	<u>380,842</u>	<u>308,867</u>

Retirement benefit schemes

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 - £70,000	1	-
£70,001 - £80,000	1	1
	<u>1</u>	<u>1</u>

10 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11 Tangible fixed assets

	Computers £
Cost	
At 1 April 2024	13,640
Additions	593
	<u>14,233</u>
At 31 March 2025	
Depreciation and impairment	
At 1 April 2024	8,451
Depreciation charged in the year	1,827
	<u>10,278</u>
At 31 March 2025	
Carrying amount	
At 31 March 2025	3,955
	<u>5,190</u>
At 31 March 2024	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

12 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	505,735	35,580
Other debtors	1,415	32,032
Prepayments and accrued income	94,792	347,469
	<u>601,942</u>	<u>415,081</u>

13 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Deferred income	14	546,212	722,974
Trade creditors		94,938	72,990
Other creditors		41,421	33,291
Accruals		16,476	155,536
		<u>699,047</u>	<u>984,791</u>

14 Deferred income

	2025 £	2024 £
Other deferred income	<u>546,212</u>	<u>722,974</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	<u>546,212</u>	<u>722,974</u>
Movements in the year:		
Deferred income at 1 April 2024	722,974	1,297,884
Released from previous periods	(722,974)	(1,023,717)
Resources deferred in the year	<u>546,212</u>	<u>448,807</u>
Deferred income at 31 March 2025	<u>546,212</u>	<u>722,974</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Balance at 1 April 2023 £	Movement in funds			Transfers £	Balance at 1 April 2024 £	Movement in funds			Transfers £	Balance at 31 March 2025 £
		Incoming resources £	Resources expended £				Incoming resources £	Resources expended £			
Access to Care	-	-	-	-	-	-	178,167	(78,167)	-	-	100,000
Community Links Care Home Project	34,184	109,091	(105,613)	-	-	37,662	-	(37,662)	-	-	-
Community Partnerships	-	79,000	(79,000)	-	-	-	79,000	(118,044)	39,044	-	-
Activation contract	-	-	-	-	-	-	361,500	(287,247)	-	-	74,253
DWP - Flexible Support Fund	-	17,302	(36,017)	18,715	-	-	-	-	-	-	-
Bradford City of Culture	-	-	-	-	-	-	108,000	(108,564)	564	-	-
Health Network Officer	-	32,955	(32,955)	-	-	-	8,558	(8,558)	-	-	-
System Leadership	-	89,775	(89,775)	-	-	-	89,775	(90,802)	1,027	-	-
Wellbeing Hub Network	168,876	2,005,005	(1,689,971)	-	-	483,910	825,455	(1,096,993)	-	-	212,372
IG and Cyber Security	-	-	-	-	-	-	36,000	(36,000)	-	-	-
Infant Health Campaign	-	-	-	-	-	-	10,000	(160)	-	-	9,840
Community Mental Health Transformation	-	52,500	(21,562)	-	-	30,938	850,000	(880,938)	-	-	-
Harnessing Power of Communities	-	16,292	(16,292)	-	-	-	-	-	-	-	-
Participatory Grant Making	-	115,450	(118,175)	2,725	-	-	10,000	(3,405)	-	-	6,595
The ICS REN Programme	-	20,000	(10,000)	-	-	10,000	6,000	(16,000)	-	-	-
WellBeing Hub Affiliate Programme	-	14,250	(16,643)	2,393	-	-	40,582	(40,582)	-	-	-
VCSE Champions	-	-	-	-	-	-	17,000	(17,000)	-	-	-
VCSE Mental Health Champions	-	-	-	-	-	-	10,000	-	-	-	10,000
Women's Health Network	-	-	-	-	-	-	109,763	(95,658)	-	-	14,105
	203,060	2,551,620	(2,216,003)	23,833		562,510	2,739,800	(2,915,780)	40,635		427,165

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15	Restricted funds	(Continued)
	<u>Access to Care</u> Funds are used to improve access to health services and outcomes for people experiencing the greatest inequalities across Bradford District and Craven. This includes working with communities most at risk, supporting inclusive approaches, and strengthening connections between VCSE organisations and health providers. <u>Community Links Care Home Project</u> Voluntary Community Sector Anchors will engage with Care Homes to share project details, foster idea exchange, and pinpoint priorities for effective delivery. They'll map local assets for collaborative opportunities, facilitate inter-organisational connections, co-develop delivery plans, and determine success metrics. <u>Community Partnerships</u> Examine and report on the current involvement of VCS organisations in Community Partnerships and their contribution to the sector. Assess the role of the VCSA in aiding this participation and provide suggestions for its future function. <u>Activation Contract</u> Funds are used to support citizens and VCSE organisations in delivering the Health and Care Partnership's vision to keep people 'happy, healthy and at home'. This is achieved through a data-driven, asset-based approach that promotes organisational stability and growth, enables people to take control of their health and wellbeing, and enhances our collective insight into local communities. <u>DWP – Flexible Support Fund</u> Aim to engage and assist approximately 360 individuals who are most distant from employment, enabling them to benefit from Job Centre Plus services and facilitating their access or re-entry into the job market. <u>Bradford 2025</u> Funds support the Health Potential of Communities (HPoC) programme, which works across West Yorkshire to reduce health inequalities and improve health and wellbeing in partnership with the VCSE sector. In Bradford, this includes participatory grant making and equity-building activity in deprived areas, with a particular focus on inclusion groups most affected by health inequities <u>Health Network Officer</u> Bradford Metropolitan District Council's Department of Place seeks an agent to administer a transformative VCSE Support and Improvement Programme, aiming to enhance community impact through strategic, collaborative approaches. This initiative, developed in consultation with key stakeholders, aims to bolster the resilience and adaptability of the VCSE sector, ensuring efficient, impactful service delivery in response to community needs.	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15	Restricted funds	(Continued)
	<u>System Leadership</u> The VCS Alliance collaborates with local statutory bodies, funders, and community groups to foster a dynamic third sector in Bradford and Craven, focusing on mutual support, system improvement, and resource acquisition. The postholder will spearhead this alliance, ensuring a strong and sustainable sector through leadership within the Partnership Leadership Executive and effective partnerships with VCSE leaders. <u>Wellbeing Hub Network</u> To establish psychosocial wellbeing hubs across the district, offering services for mental health, alcohol, domestic violence, carers support, physical health, and welfare benefits. These hubs will serve as accessible local resources for immediate health and social needs, providing an alternative to traditional care facilities like A&E, and will integrate with the health and care system through established referral pathways. <u>IG and Cyber Security</u> For our IG and Cyber Security project, we ensure robust data protection and compliance across the organisation. We complete the annual submission of the Data Security and Protection Toolkit (DSPT) and provide guidance and support to smaller organisations undertaking the same process. Staff compliance with mandatory Information Governance and Cyber Security training is actively monitored, and we have developed sector-specific guidance to promote best practice across the VCS Sector. <u>Infant Health Campaign</u> Funds support the Infant Health Campaign, training community champions to promote early booking and immunisations for pregnant women and children. Remaining funds are used to run maternity circles and train-the-trainer sessions, enabling knowledge to be cascaded through VCSE colleagues and volunteers. <u>Participatory Grant Making</u> Participatory Grant Making (PGM) is a philanthropic approach that empowers communities impacted by specific issues to make key funding decisions. This inclusive model enhances transparency and empowerment by allowing those with lived experience to guide how resources are allocated. By democratising the grant-giving process, PGM increases the relevance and effectiveness of funded projects, while also fostering greater community engagement and ownership. <u>The ICS REN Programme</u> The West Yorkshire REN funding has facilitated a VCSE-led project, engaging 12 trained community research champions to work with underserved communities across five local areas. These champions have conducted over 640 conversations at more than 30 events between January and March 2024, aiming to expand to over 1000 conversations and 50 events with continued resources. The project focuses on understanding and addressing barriers to research participation, promoting the NIHR CRN research-ready communities programme, and ensuring that the patient voice is heard. Insights gathered are shared with the Health Research Authority and other local research networks to improve communication, access, and community engagement in research. Collaboration with statutory and non-statutory services, universities, and the NHS continues to strengthen the project, with champions contributing to research bids and representing REN at key conferences.	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15	Restricted funds	(Continued)
	<u>Wellbeing Hub Affiliate Program</u> The Wellbeing Network (WBN) has introduced an affiliate model that allows organisations to enhance their existing services by establishing a Mini-Hub on their premises. By partnering with WBN, organisations gain access to the expertise of one of our experienced Hub Leads, who will oversee the coordination of the new Mini-Hub and ensure its alignment with the best practices of the wider WBN. Additionally, organisations can introduce further services from our established Delivery Providers to meet specific local needs. <u>VCSE Champions</u> Funds support the Power of Communities Programme and the development of VCSE Champion projects across the five Places of West Yorkshire. Through single grant agreements with local VCSE infrastructure organisations, this approach streamlines contracting and payments, provides management support, and enables VCSE Champions to connect with existing networks, co-design projects, and distribute funding locally. <u>VCSE Mental Health Champions</u> Funds are used to support the West Yorkshire VCSE Mental Health Champions project, which increases awareness and accessibility of the Staff Mental Health and Wellbeing Hub among VCSE staff and volunteers. Local Champions are identified through Place infrastructure organisations to promote the Hub, co-design communications, capture feedback, and provide a link between the Hub and the VCSE sector. <u>Women's Health Network</u> Funds have been repurposed from the Ageing Well budget to support wider sector work aligned with the priorities and enablers of the Health and Care Partnership. This includes women's health initiatives to deliver health messaging, support services and signposting for inclusion health and BAME groups, as well as funding the Chair of the Women's Health Network.	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

16 Designated funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at 1 April 2023 £	Resources expended £	Balance at 1 April 2024 £	Transfers £	Balance at 31 March 2025 £
RIC - Health Messaging	10,608	(10,608)	-	-	-
Staff Fund	-	-	-	17,325	17,325
	<u>10,608</u>	<u>(10,608)</u>	<u>-</u>	<u>17,325</u>	<u>17,325</u>

RIC Health Messaging

Enhance awareness among individuals in the Bradford (RIC) areas about their health and wellbeing through diverse communication strategies. This initiative, a partnership between the CCG and entities like Living Well and CBMDC Public Health, aims to empower people to make informed, positive health decisions.

Staff Fund

This fund has been designated by the Trustees to cover potential staffing costs in the event of organisational closure or restructure. Whilst there are currently no plans to make any staff redundant, the Trustees consider it prudent to set aside resources to ensure that the charity could meet its legal and contractual obligations to employees should such circumstances arise in the future. This forms part of the organisation's ongoing commitment to sound financial management and sustainability planning.

BRADFORD VCS ALLIANCE LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

17	Funds																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			</
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BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	158,911	156,177

Transactions with related parties

During the year, the charity received income of £42,829 (2024: £105,980) from Community Action Bradford & District, for whom P Essler is a trustee. The charity also incurred expenditure of £64,468 (2024: £109) which related to delivery partner payments. At the year end £Nil (2024: £2,500) was due from Community Action Bradford & District,

The charity had incurred expenditure of £15,515 (2024: £5,658) from Keighley Healthy Living, for whom P Essler is also a trustee. At the year the charity owed £Nil (2024: £ NIL) to Keighley Healthy Living,

The charity received income of £6,196 (2024: £nil) and incurred expenses of £110,432 (2024: £206,881) from Project 6, for whom V Beere is the CEO.

The charity received income £122,875 (2024: £112,918) from Modality Partnership, whom W Graham is an employee.

The chairy received income £25,134 (2024: £96) and incurred expenditure of £150,438 (2024: £343,731) from the Bridge Project, whom J Roye is the CEO.

The charity received income of £8,978 (2024: £8,978) from Airedale NHS Foundation Trust, whom M Chandler is the Depty Director of Finance.

BRADFORD VCS ALLIANCE LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2025

20	Cash absorbed by operations	2025	2024
		£	£
	(Deficit)/surplus for the year	(120,408)	338,555
	Adjustments for:		
	Investment income recognised in statement of financial activities	(3,847)	(4,659)
	Depreciation and impairment of tangible fixed assets	1,828	1,380
	Movements in working capital:		
	(Increase)/decrease in debtors	(186,861)	474,702
	(Decrease) in creditors	(108,982)	(360,380)
	(Decrease) in deferred income	(176,762)	(574,910)
		<u> </u>	<u> </u>
	Cash absorbed by operations	(595,032)	(125,312)
		<u> </u>	<u> </u>

BRADFORD VCS ALLIANCE LIMITED

England & Wales - Charity number 1199129

Accounts

BRADFORD VCS ALLIANCE LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Charity registration number 1199129

Company registration number 10597133 (England and Wales)

BRADFORD VCS ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	V Beere B Fearnley W Graham J Royle M Liaqat P Essler M Chandler M Rauf L Sowray	(Appointed 30 May 2024) (Appointed 30 May 2024) (Appointed 30 May 2024)
Secretary	K Barr	
Charity number	1199129	
Company number	10597133	
Registered and principal office	Perkin House 82 Grattan Road Bradford BD1 2LU West Yorkshire England	
Auditor	Azets Audit Services Carlton House Grammar School Street Bradford BD1 4NS	
Bankers	The Co-operative Bank No 2 Cathedral Square The Cloth Market Newcastle upon Tyne NE1 1EE	

BRADFORD VCS ALLIANCE LIMITED

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Statement of Trustees responsibilities	13
Independent auditor's report	14 - 16
Statement of financial activities	17
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Statement of cash flows	19
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BRADFORD VCS ALLIANCE LIMITED

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2024

Introduction from Chair of Trustees

As we moved into 2023/2024 we knew that this year was going to be a challenging one. The cost of living crisis was far from over for the people who live in our poorest communities and the pressures in terms of both delivery/demand management and financial on our health and care system hit crisis point resulting in some extremely difficult decisions being taken. At times, it has felt like we have gone backwards in terms of achieving the left shift to investing in prevention which has been frustrating, but we have never given up hope. The paradox being that the more difficult it is, the more it is needed which is what continues to drive us. However, despite this, the VCS Alliance has managed to maintain stability, excellent delivery and even grow in these circumstances. This is due to the hard work of the team in developing effective relationships and network especially the leadership of CEO Sam Keighley and our Director of Development Kerrie- Lee Barr across the health and care system.

We have remained true to our purpose which is to transform health and social care. We are now delivering four significant and transformational partnerships across the system which have impacted over 7,500 individuals' health positively and supported 49 organisations with funding to deliver this impact. The detail and impact of these projects is presented below.

We completed the board development we set out to achieve through our Governance Action Plan in this year. The board now consists of 88% independent trustees (i.e. not from VCSE organisations delivering in BDC) and the feedback from our external independent observer was that the board was operating well within the organisations values, decision making was effective and we were operating effectively within a framework of high support and high challenge. I thank David Harries for his work on this over the year and for all the Board Members for their commitment to this work.

Finally, I'd like to thank all the staff at the VCS Alliance for their hard work and commitment to the sector over the year and our system partners who remain supportive and determined to work with us to achieve the transformation the health and care system needs. We know that, despite the recent changes in government, the financial pressures on the system remain more challenging than ever and that our work is never more needed.

Key Points

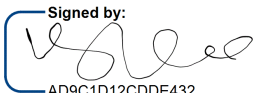
- The VCSA purpose is to transform health and social care by leading a consortium of VCSE organisations.
- In November, the Senior Leadership Team was restructured due to growing financial pressure.
- The VCSA is now involved in the following programmes: The WBN, the RIC Project, the Enhanced Access, and the ABCD Grants.
- Over 7,500 individuals have been supported through the WBN and the ABCD grants.
- Clients reported improved personal resilience and sense of belonging.
- As over 50% of clients choose the WBN instead of NHS service, the pressure on the NHS has been highly reduced.
- The RIC projects have supported 95 community groups, with 142 people signposted to health and wellbeing activities or services.
- We provided fundings to 49 organisations.
- We appreciate the efforts of support of those who invest in the VCSE sector and of our partners. In the next year we aim to gather more investments to ensure a more health and care-focused future.

BRADFORD VCS ALLIANCE LIMITED

CHAIR'S STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

List of Acronyms

Acronym	Meaning
ABCD	Asset-Based Community Development
BDC	Bradford District and Craven
CP	Community Partners/Partnerships
ICB	Integrated Care Board
IG	Information Governance
PGM	Participatory Grant Making
RIC	Reducing Inequalities in Communities
SIP	Support and Improvement Programme
VCSA	The VCS Alliance
VCSE	Voluntary, Community, and Social Enterprise
WBA	Welfare Benefits Advice
WBN	Wellbeing Network

Signed by:

AD9C1D12CDDE432...
V Beere
Chair

Date: 20 November 2024

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's [governing document], the Companies Act 2006 and "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).

Bradford VCS Alliance, working name the VCS Alliance, was incorporated on 2nd February 2017. This was at the behest of, and with investment from, Bradford and Bradford District Clinical Commissioning Group with the intention of it managing a range of health grants to VCSE organisations.

Over the years it has further developed its role. It covers Bradford District and Craven with the purpose of working in partnership to influence and transform health and care in its area of operation.

Principal activities are:

- Making grants to organisations
- Working collaboratively to transform health and social care
- Acting as an equal partner in the BDC Health and Social care system
- Co-ordinating VCSE voice and influence within the BDC Health and Social care system

The VCS Alliance cannot succeed alone. We believe that it is only by working together with our partners, in a concerted and focussed way to address health inequity, that we will achieve our purpose.

Objectives and activities

Objects and Mission

The VCS Alliance purpose is to transform health and social care.

The objects of the company are:

- a. Liaising between charities, voluntary organisations, government agencies, and other groups on relevant issues.
- b. Providing training, conferences, and seminars on subjects relevant to the efficiency of the voluntary sector.
- c. Identifying needs in the voluntary sector and establishing projects or policies to address them.
- d. Assisting in the administration of funding programmes to charities and voluntary organisations, monitoring for grants, recommending grants, assisting in applications for grants.
- e. Providing information to the press and the public on the operation of, or problems encountered by, the voluntary sector.
- f. Providing services such as legal, accountancy and management advice services to the voluntary sector.
- g. Providing advice and information on fund-raising techniques appropriate for voluntary organisations and charities.
- h. Acting as a representative of the voluntary sector in relation to government policies and legislation.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2024***

Values

The VCSA values drive the way we work with each other inside the organisation and externally with our partners.

The VCSA's values are:

- Demonstrating honesty, openness, and respect for everyone
- Challenging ourselves and being open to challenges from other
- Creating safe spaces where creativity can flourish
- Working in true partnership with communities
- Being forward-looking
- Working sustainably
- Doing the right thing

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

2023/24 Overview

The board of trustees recognises that this has been another year of financial uncertainty for Bradford District and Craven Health and Care Partnership and therefore the VCS Alliance. Despite this, trustees are delighted to report that the VCSA's turnover grew slightly on the previous year to £3,194,566. Of this, £2,339,678 was contracted to our VCSE delivery partners enabling them to deliver a range of services meeting the needs of our diverse communities.

During this year we welcomed two new members of staff. One of these is **Natalie Woodley**, who joined us on 23rd April '23 to co-ordinate the Alliance's contributions to the VCSE Support and Improvement Programme (SIP contract) i.e. VCSE sector voice and influence in the health and care system.

On 4th March '24 we also welcomed **Nick Rogers** as our Operations Director. This role was created as we deleted the Chief Operating Officer role and Kerrie Lee Barr moved into a new role as Development Director in November '23.

We also said goodbye to several staff during the year:

- Donna Manuel who left in January '24
- Saadiqah Begum in May '23
- and Naz Sheikh in July '23

The latter two moving into exciting roles with one of our delivery partners.

The Board would like to thank these staff for their excellent service and to Andy Hemming who joined us in a consultancy capacity between November '23 and March '24, to plug the gap in our operational management before Nick joined.

The following directors retired during this period –

N Qureshi (resigned 26th April 2023)

M Zia-Ur-Rahman (resigned 25th July 2023)

Chris Whiley (resigned 28th February 2024)

Trustees would like to thank all these directors for their commitment and support for the Alliance.

Since the end of the year and the publication of these accounts, we have further strengthened the experience and diversity of our Board through the appointment of three new directors on the 30th of May '24:

- Mohammed Akhlak Rauf
- Lyn Sowry
- Matthew Chandler

We are always on the lookout for new trustees, particularly if you add to our experience and you help us better reflect the diversity of the communities we serve. Please visit our website if you are interested <https://www.thevcsalliance.org.uk/vacancy-listings-3-3-2/>

Once you've completed a short application (in writing or by video) we'll invite you for a conversation with Sam our Chief Executive and me as Chair. We'll also invite you to be an observer at one of Board meetings to help you see if together we are the right fit. After that, if everyone is happy, you will be voted onto the board at a subsequent board meeting.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Activity

Strategic role of the VCSA

Through investment from West Yorkshire Health and Care Partnership, the VCSA has led a consortium of VCSE infrastructure organisations – Community Action, Community First Yorkshire, Participate Projects, Race Equality Network, HALE and Cnet – to deliver support to develop stability for VCSE organisations and influence mainstream services to adapt to meet the needs of target populations communities. With investment from West Yorkshire ICB, we have been able to support VCSE organisations and communities most in need, including the small neighbourhood of Crag and Black women who experience the worst maternity outcomes of anyone.

As part of the programme, the VCSA ran a Participatory Grant Making programme to deliver the small grants element of this work. West Yorkshire ICB investment in this was **£50,000**. Through a small amount of VCSA investment and working collaboratively with other infrastructure organisations, the Inequalities Alliance and Yorkshire Sport Foundation, we were able to increase the budget to **£106,000.00**.

Participatory Grant Making (PGM) is an equity-based approach to grant making that cedes decision-making power to the communities affected by the issues at hand. This inclusive model promotes transparency and empowerment, ensuring that those with lived experience guide resource allocation. PGM democratises grant giving, enhancing the relevance and impact of funded projects while fostering community engagement and ownership, helping to build connections across different communities.

The focus of this PGM process was to improve access to health services for communities most in need of them. Using data, health inclusion groups targeted were:

- Learning disabilities and health
- Black women's health and pregnancy outcomes
- Transport related social exclusion
- Homelessness and health
- Asylum seeker and migrant health
- Roma and health
- Gypsy and Travelers' health

The PGM event took place in November 2023. **24** projects were funded, including 2 which were sponsored through already funded organisations putting some of what they had been awarded back in the funding pot.

Also, as part of this West Yorkshire funded work, the VCSA has led the Black Women's Maternity Project, in partnership with the Black Health Forum. The aim of this initiative is to gather the experience of Black women's experience of maternity services and use this insight to influence the way maternity services are delivered to achieve better maternity outcomes for Black women.

During this year, the VCSA has further developed its role as convenor and influencer in our Bradford District and Craven health and care partnership. Sam's role is to contribute to strategic health and care fora, including BDC health and care partnership board, the Wellbeing Board, and Partnership Leadership Executive, to help ensure the VCSE role in keeping people happy and healthy at home is understood and considered as part of strategic plans. Her role also involves acting as system partner in these forums and priority boards. Kerrie's role is to influence in the spaces that translate this strategic ambition into reality. During this year, we have been able to agree a joint plan with the Health and Care Partnership and Bradford Council to strengthen VCSE organisations. This has resulted in a joint funding forum aiming to work collaboratively to bring extra investment to the district and added VCSE stability on the ICB system risk register and its 4 components:

- Financial sustainability
- Workforce
- Organisational sustainability
- Secure IG systems

We have also supported the integration of VCSE community anchor organisations into Community Partnership structures, ensuring VCSE is seen as part of local solutions and bringing resident voice to those conversations.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

In November, in response to growing financial pressures in the health system and the fact that a large proportion of VCSA income comes from here, the board decided to restructure the Senior Leadership Team. The restructure created a full time Development Director role, 50% of which is dedicated to securing investment from outside our local health and care system. This is to help create future sustainability for the organisation.

Towards the end of this year, the financial position of Bradford Council resulted in the decision to cut the VCSE Support and Improvement Programme (SIP) Contract. The VCSA has played a lead role in convening conversations between our VCSE infrastructure colleagues, Council and ICB commissioners to codesign what will be a reduced and more focused contract which will run from 1st July 2024. The focus will be on diverting people away from front-line health and care services.

Wellbeing Network

The Wellbeing Network (WBN) comprises of 27 VCSE providers and operates in 6 geographical locations across BDC, where people are experiencing some of the widest health inequalities. The network provides an open door to anyone who needs help to overcome the challenges they face. It is an ever-growing network which at its core has locality based VCSE Hubs with onsite access to a range of delivery providers and Out of Hours provision. People using the Wellbeing Network say they have regained their hope, rebuilt trust, and become able to face life's challenges again through the sustained support of the programme.

Types of individuals that reach out to the WBN:

- 74% of people are facing financial exclusion, which is the main issue across clients
- 28% of people identified mental health (anxiety/stress/isolation/loneliness/depression) as their main or secondary issue, alongside other presenting issues such as finances/domestic abuse/substance use
- 59% of people live in the lowest 10% IMD areas (73% in the lowest 20% overall IMD)
- Ethnicity of clients:
 - EU/Roma clients – 16%
 - South Asian clients – 32%
 - Black (African/Caribbean) – 2%
 - White British – 38%
 - Other – 12%

Some of WBN achievements include:

- Supporting over 4,182 individuals
- Over 16,700 contacts, with the majority of these being face to face
- Accessing over £540,000 unclaimed benefit entitlements over this period of the provision
- Reducing pressure on the NHS with over 54% of attendees with non-clinical issues choosing the WBN instead of hitting crisis and going to an NHS service

Reducing Inequalities in Communities (RIC) Projects

There are significant health inequalities in communities across BDC regarding how long people will be, which inspired the establishment of Reducing Inequalities in Communities (RIC) Projects.

People in the most deprived areas of BDC are living with more ill health and dying earlier. Starting in the least deprived area, Wharfedale, life expectancy is 87 years for women and 84 years for men. Moving into central Bradford, this dramatically reduces. In the most deprived area, Manningham, people's life expectancy here is around 10 years less than Wharfedale. If we subtract the time people are living with poor mental wellbeing and ill health, we get what is known as healthy life expectancy. The gap gets wider when considering clients living in Manningham, as they have 20 years less of healthy life expectancy, compared to people from Wharfedale.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2024**

To address this stark inequality, the RIC programme was established in 2019 as a five-year programme to test out various interventions in central Bradford (Community Partnership areas 4,5 & 6). The programme has been overseeing the delivery of **21** projects, involving a range of partners to support people in our communities to be Happier and Healthier at Home. We achieve this goal by using a population health management approach, using data and knowledge about our local communities to identify where there are the greatest inequalities. It involves identifying groups of people at risk of ill health and then focusing on what can be done to prevent it or help manage it at different stages of life.

The VCS Alliance has been responsible for 3 RIC project contracts:

- RIC Community Development
- RIC Volunteering
- RIC Welfare Benefits Advice

RIC Community Development

This project adopts an asset-based community development approach to reduce health inequalities, mobilising the power of communities to improve health and wellbeing. The project strengthens social networks, social support, and community capacity.

Achievements during this year include:

- 95 community groups supported
- 39 new groups established
- Ethnic groups supported:
 - Asian – 86%
 - White - 3%
 - Other ethnic groups – 9%

RIC Volunteering

Achievements during this year include:

- 41 new volunteers recruited
- 142 people signposted to health and wellbeing activities or services
- 52 volunteers participated, led, or established a health and wellbeing activity or group

RIC Welfare Benefits Advice (WBA)

The WBA VCSE delivery partners are trusted community-based organisations with significant experience and expertise in supporting vulnerable people with complex issues in relation to welfare advice.

Achievements during this year include:

- 1,562 cases
- £435,677.81 known financial gain
- Support provided in over 27 languages

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2024***

Enhanced Access

The VCSA is contracted by Bradford Care Alliance (Bradford) and Modality Partnership (Airedale, Wharfedale and Craven) to subcontract Enhanced Access Mental Health support for registered patients. There are 3 service providers:

- Mind in Bradford
- Step 2
- Relate Cross Pennine

These are all providing early intervention or counselling support for adults, young people, and children aged 11 and older.

ABCD Grants

Asset-Based Community Development (ABCD) grants focus on empowering communities by leveraging their existing strengths and resources. These grants support projects that utilise local talents, skills, and assets to address community needs and foster sustainable development. Rather than imposing external solutions, ABCD grants encourage communities to build on what they already have, promoting self-reliance and long-term positive change.

This year the VCSA has delivered ABCD grants for 7 Community Partnerships:

- Together4Health
- Central 5
- Horton and City Health Collaboration
- WOW (Working on Wellbeing)
- Affinity
- Wharfedale
- Craven

These are the achievements of the grant during this financial year:

- 54 organisations applied
- 49 organisations obtained fundings
- £128,576.14 total funding available across all CPs
- £107,196.10 total value of grants awarded
- The number of people supported is 3,895

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

VCS Link

This is a High Intensity Use programme which offers assertive outreach to support patients attending Urgent and Emergency care most frequently. There is a clear link between high intensity use of emergency services and wider inequalities. HIU services can support urgent and emergency care (UEC) pathway pressures whilst at the same time addressing health inequalities, with a focus on support with non-medical factors including age, housing instability, social isolation, loneliness, deprivation, as well as poor physical and mental health. Outcomes include reducing health inequalities and a reduction in avoidable emergency department attendances and non-elective admissions.

In this year the VCS Links team worked with Bradford Teaching Hospital and made initial contacts with 105 people

- 34 People have engaged with the service, 47 people we were unable to engage, 24 declined the service offer
- 75% of people discharged have been positive, showing improved 5WW scores
- 80% people have been discharged positively

Of the people supported, there was a 50% or larger decrease in the average number of attendances at BRI, with 8 patients not returning to hospital at all during the time VCS links were working with them.

This programme can also demonstrate noncash releasing savings -

- 544 Attendances with savings falling between, Emergency Medicine, Category 1 -2 £88 x 544 = £47,872 - £302 x 544 = £164,288
- 69 unrealised Admissions – Regular day or night Admission £406 x 69 = £28,014
- 289 Conveyances – Ambulance (See & Convey) £390.08 x 289 = £112,733.12

This totals non-cash releasing Savings of between £188,619 - £305,035 (range dependent on level of ED treatment)

Acknowledgments – Thank you!

Thanks to those who continue to invest in the VCS Alliance and the wider VCSE sector.

As always, we are grateful to BDC Health and Care system for the confidence it continues to show and the investment it has made in the VCS Alliance, which has enabled us to work collaboratively with the wider VCSE sector to deliver outcomes that improve population health, particularly health equity outcomes. In addition, we appreciate the efforts to invest in our staffing structure, which enables our CEO to engage strategically with the health and care system on behalf of the VCSE sector and allows us to develop VCSE provider communities to deliver outcomes that support our shared ambitions.

Many thanks also to West Yorkshire ICB for investing in BDC VCSE infrastructure organisations, including the VCSA and the other four West Yorkshire places, (Leeds, Wakefield, Calderdale and Kirklees) to test out ways of building towards sustainability of the VCSE, particularly in places with little VCSE infrastructure. Amongst other things, this enabled the VCSA to pilot the innovative Participatory Grant Making process providing small grants to grassroots organisations working with our most marginalised communities.

Without our investors, we would be unable to work with our VCSE partners to deliver with and for our diverse communities.

We would also like to thank the staff members who joined us, and those who left for their continuous support. In addition, we would like to take this opportunity to celebrate the work of our VCSE partners who deliver transformative services leading to better outcomes for our diverse communities who need them most.

Financial review

The income for the year amounted to £3,194,556 (2023 £2,972,779) with expenditure amounting to £2,856,001 (2023 £2,769,598) resulting in a net income of £338,555 (2023 £203,181). The funds held at 31.03.2024 were £618,663.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's of essential operational expenditure, (£36,000 and £72,000). The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. The level of reserves are slightly under the target.

Plans for future periods

Looking Ahead

At the time of writing the financial position of our health and care partners and therefore the VCS Alliance still looks challenging. However, against this backdrop we know that transformational projects like the Wellbeing network and RIC projects are still needed and have been funded for a further period. We are also in conversations with health partners about additional contracts. With a now more stable staff and governance team in place we are optimistic for a year of consolidation for the Alliance. Our directors are confident that the organisation remains a going concern and is well positioned to continue our core purpose of transforming health and social care.

Structure, governance and management

The Charity is a company limited by guarantee governed by its Memorandum and Articles of Association, incorporated on 2 February 2017 and registered as a charity on 30 May 2022 in England and Wales.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V Beere	
B Fearnley	
W Graham	
M Zia-Ur-Rahman	(Resigned 25 July 2023)
N Qureshi	(Resigned 26 April 2023)
C Whiley	(Resigned 28 February 2024)
J Royle	
M Liaqat	
P Essler	
M Chandler	(Appointed 30 May 2024)
M Rauf	(Appointed 30 May 2024)
L Sowray	(Appointed 30 May 2024)

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the company at the year end were equivalent to 10 day's purchases, based on the average daily amount invoiced by suppliers during the year.

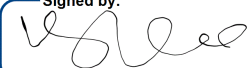
BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2024*

Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

The Trustees report was approved by the Board of Trustees.

Signed by:

AD9C1D12CDDE432...
V Beere

20 November 2024

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also the directors of Bradford VCS Alliance Limited for the purpose 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 which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; and
- 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 adequate accounting records that 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.

BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Opinion

We have audited the financial statements of Bradford VCS Alliance Limited (the 'Charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework 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 2024 and of its incoming resources and application of resources, 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 Charity 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 Charity'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 auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
 - sufficient accounting records have not been kept; or
 - the financial statements are not in agreement with the accounting records; or
 - we have not received all the information and explanations we require for our audit.
-

BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the Charity for the purpose 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 Charity'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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

BRADFORD VCS ALLIANCE LIMITED

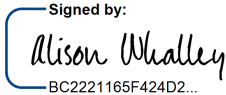
INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:



BC2221165F424D2...

Alison Whalley (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

20 November 2024

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

Azets Audit Services is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and legacies	3	10,096	476,813	486,909	27,202	279,508	306,710
Charitable activities	4	628,181	2,074,807	2,702,988	674,497	1,982,346	2,656,843
Investments	5	4,659	-	4,659	9,226	-	9,226
Total income		642,936	2,551,620	3,194,556	710,925	2,261,854	2,972,779
Expenditure on:							
Charitable activities	6	639,998	2,216,003	2,856,001	710,804	2,058,794	2,769,598
Net incoming resources before transfers		2,938	335,617	338,555	121	203,060	203,181
Gross transfers between funds		(23,833)	23,833	-	-	-	-
Net (expenditure)/income for the year/							
Net movement in funds		(20,895)	359,450	338,555	121	203,060	203,181
Fund balances at 1 April 2023		77,048	203,060	280,108	76,927	-	76,927
Fund balances at 31 March 2024		56,153	562,510	618,663	77,048	203,060	280,108

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

All income and expenditure derive from continuing activities.

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

BRADFORD VCS ALLIANCE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	11		5,190		4,860
Current assets					
Debtors	12	415,081		889,783	
Cash at bank and in hand		1,183,183		1,305,546	
		<u>1,598,264</u>		<u>2,195,329</u>	
Creditors: amounts falling due within one year	13	<u>(984,791)</u>		<u>(1,920,081)</u>	
Net current assets			613,473		275,248
Total assets less current liabilities			<u>618,663</u>		<u>280,108</u>
Income funds					
Restricted funds	15		562,510		203,060
<u>Unrestricted funds</u>					
Designated funds	16	-		10,608	
General unrestricted funds		<u>56,153</u>		<u>66,440</u>	
			56,153		77,048
			<u>618,663</u>		<u>280,108</u>

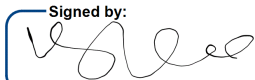
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 20 November 2024

Signed by:

 V Beere
 Trustee

Company registration number 10597133

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash absorbed by operations	20		(125,312)		(1,511,660)
Investing activities					
Purchase of tangible fixed assets		(1,521)		(5,267)	
Proceeds from disposal of tangible fixed assets		(189)		170	
Investment income received		4,659		9,226	
Net cash generated from investing activities			2,949		4,129
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(122,363)		(1,507,531)
Cash and cash equivalents at beginning of year			1,305,546		2,813,077
Cash and cash equivalents at end of year			1,183,183		1,305,546

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Bradford VCS Alliance Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Perkin House, 82 Grattan Road, Bradford, West Yorkshire, BD1 2LU, England.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, . The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 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.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers	25% Straight Line
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £
Grant income	10,096	476,813	486,909	27,202	279,508	306,710
	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £
Grants receivable for core activities						
Core services	10,096	-	10,096	27,202	-	27,202
Care Navigators	-	-	-	-	147,728	147,728
Community Links Care Home Project	-	109,091	109,091	-	40,909	40,909
Community Partnerships	-	79,000	79,000	-	9,720	9,720
Diabetes Awareness Raising	-	-	-	-	49,662	49,662
Health Network Officer	-	32,955	32,955	-	8,132	8,132
System Leadership	-	89,775	89,775	-	22,444	22,444
Wellbeing Hub Affiliate Programme	-	14,250	14,250	-	913	913
Participatory Grant Making	-	115,450	115,450	-	-	-
The ICS REN Programme	-	20,000	20,000	-	-	-
Harnessing Power of Communities	-	16,292	16,292	-	-	-
	10,096	476,813	486,909	27,202	279,508	306,710

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

4 Charitable activities

	2024 £	2023 £
Management fees	13,983	18,194
Performance related grants	2,689,005	2,638,649
	<u>2,702,988</u>	<u>2,656,843</u>
Analysis by fund		
Unrestricted funds	628,181	674,497
Restricted funds	2,074,807	1,982,346
	<u>2,702,988</u>	<u>2,656,843</u>
Performance related grants		
Extended access	-	101,371
Enhanced Access	297,333	112,929
RIC contract income	316,865	543,374
Wellbeing Hub Network	2,005,005	1,706,089
DWP - Flexible Support Fund	17,302	174,886
Community Mental Health Transformation	52,500	-
	<u>2,689,005</u>	<u>2,638,649</u>

5 Investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>4,659</u>	<u>9,226</u>

BRADFORD VCS ALLIANCE LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024**6 Charitable activities**

	2024	2023
	£	£
Staff costs	308,867	201,306
Room hire	1,863	-
Contract delivery costs	2,421,008	2,441,354
Recruitment	6,000	8,767
Redundancy	-	18,574
Training	7,632	5,839
Travel and subsistence	993	327
	<u>2,746,363</u>	<u>2,676,167</u>
Share of support costs (see note 7)	94,211	70,454
Share of governance costs (see note 7)	15,427	22,977
	<u>2,856,001</u>	<u>2,769,598</u>
Analysis by fund		
Unrestricted funds	639,998	710,804
Restricted funds	2,216,003	2,058,794
	<u>2,856,001</u>	<u>2,769,598</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

7 Support costs

	Support costs	Governance costs	2024	Support costs	Governance costs	2023
	£	£	£	£	£	£
Rent	8,680	-	8,680	9,252	-	9,252
Administrative expenses	5,042	-	5,042	496	-	496
Printing, Postage and stationery	2,390	-	2,390	700	-	700
Telephone and internet	1,405	-	1,405	1,215	-	1,215
Professional fees	8,040	-	8,040	-	-	-
Bookkeeping and payroll fees	21,039	-	21,039	15,912	-	15,912
Consultancy fees	12,253	-	12,253	24,130	-	24,130
IT Maintenance and Support	12,152	-	12,152	7,474	-	7,474
Marketing	695	-	695	1,860	-	1,860
Depreciation	1,380	-	1,380	581	-	581
Dues and subscription	667	-	667	230	-	230
Equipment rental	432	-	432	432	-	432
Insurance	12,300	-	12,300	4,318	-	4,318
Meeting Catering	3,758	-	3,758	3,381	-	3,381
Bank charges	567	-	567	303	-	303
Profit or (Loss) on disposal of fixed assets	(189)	-	(189)	170	-	170
Human Resource Costs	3,600	-	3,600			
Audit fees	-	12,530	12,530	-	8,950	8,950
Legal and professional	-	1,590	1,590	-	14,027	14,027
Consultancy	-	1,307	1,307	-	-	-
	<u>94,211</u>	<u>15,427</u>	<u>109,638</u>	<u>70,454</u>	<u>22,977</u>	<u>93,431</u>
Analysed between Charitable activities	<u>94,211</u>	<u>15,427</u>	<u>109,638</u>	<u>70,454</u>	<u>22,977</u>	<u>93,431</u>

Governance costs includes payments to the auditors of £12,530 (2023- £8,950) for audit fees.

8 Trustees

No trustees claimed expense reimbursements during the year. No other remuneration or benefits were paid (2023: None).

9 Employees

The average monthly number of employees during the year was:

2024 Number	2023 Number
<u>9</u>	<u>8</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

9 Employees (Continued)

Employment costs	2024 £	2023 £
Wages and salaries	279,475	184,487
Social security costs	21,433	11,725
Other pension costs	7,959	5,094
	<u>308,867</u>	<u>201,306</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£70,001 - £80,000	<u>1</u>	<u>-</u>

10 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11 Tangible fixed assets

	Computers £
Cost	
At 1 April 2023	12,882
Additions	1,521
Disposals	(762)
At 31 March 2024	<u>13,641</u>
Depreciation and impairment	
At 1 April 2023	8,022
Depreciation charged in the year	1,380
Eliminated in respect of disposals	(951)
At 31 March 2024	<u>8,451</u>
Carrying amount	
At 31 March 2024	<u>5,190</u>
At 31 March 2023	<u>4,860</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

12 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	35,580	657,553
Other debtors	32,032	2,738
Prepayments and accrued income	347,469	229,492
	<u>415,081</u>	<u>889,783</u>

13 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Deferred income	14	722,974	1,297,884
Trade creditors		72,990	392,095
Other creditors		33,291	147,312
Accruals and deferred income		155,536	82,790
		<u>984,791</u>	<u>1,920,081</u>

14 Deferred income

	2024 £	2023 £
Other deferred income	<u>722,974</u>	<u>1,297,884</u>

Deferred income is included in the financial statements as follows:

	2024 £	2023 £
Deferred income is included within:		
Current liabilities	<u>722,974</u>	<u>1,297,884</u>
Movements in the year:		
Deferred income at 1 April 2023	1,297,884	2,790,768
Released from previous periods	(1,023,717)	(1,553,723)
Resources deferred in the year	<u>448,807</u>	<u>60,839</u>
Deferred income at 31 March 2024	<u>722,974</u>	<u>1,297,884</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds			
	Incoming resources	Resources expended	Transfers	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Balance at 31 March 2024
	£	£	£	£	£	£	£	£
Care Navigators	147,728	(147,728)	-	-	-	-	-	-
Community Links Care Home Project	40,909	(6,725)	-	34,184	109,091	(105,613)	-	37,662
Community Partnerships	9,720	(9,720)	-	-	79,000	(79,000)	-	-
Diabetes Awareness Raising	41,024	(49,662)	8,638	-	-	-	-	-
DWP - Flexible Support Fund	162,614	(174,886)	12,272	-	17,302	(36,017)	18,715	-
Extended Access	101,371	(101,371)	-	-	-	-	-	-
Health Network Officer	8,132	(8,132)	-	-	32,955	(32,955)	-	-
System Leadership	22,444	(22,444)	-	-	89,775	(89,775)	-	-
Wellbeing Hub Network	1,706,089	(1,537,213)	-	168,876	2,005,005	(1,689,971)	-	483,910
Ageing Well	-	(913)	913	-	-	-	-	-
Community Mental Health Transformation Project	-	-	-	-	52,500	(21,562)	-	30,938
Harnessing Power of Communities	-	-	-	-	16,292	(16,292)	-	-
Participatory Grant Making	-	-	-	-	115,450	(118,175)	2,725	-
The ICS REN Programme	-	-	-	-	20,000	(10,000)	-	10,000
WellBeing Hub Affiliate Program	-	-	-	-	14,250	(16,643)	2,393	-
	<u>2,240,031</u>	<u>(2,058,794)</u>	<u>21,823</u>	<u>203,060</u>	<u>2,551,620</u>	<u>2,216,003</u>	<u>23,833</u>	<u>562,510</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15 Restricted funds

(Continued)

Care Navigators

Evaluate the effects of integrating Personal Support Navigator and Carer Support Navigator roles within community nursing teams, concentrating specifically on the immediate influence on the demand for and reliance upon these teams.

Community Links Care Home Project

Voluntary Community Sector Anchors will engage with Care Homes to share project details, foster idea exchange, and pinpoint priorities for effective delivery. They'll map local assets for collaborative opportunities, facilitate inter-organisational connections, co-develop delivery plans, and determine success metrics.

Community Partnerships

Examine and report on the current involvement of VCS organisations in Community Partnerships and their contribution to the sector. Assess the role of the VCSA in aiding this participation and provide suggestions for its future function.

Diabetes Awareness Raising

Offer training to community members and volunteers to enhance their understanding of diabetes and boost their confidence in discussing it. Additionally, organise events and sessions to deepen the general awareness and comprehension of diabetes.

DWP – Flexible Support Fund

Aim to engage and assist approximately 360 individuals who are most distant from employment, enabling them to benefit from Job Centre Plus services and facilitating their access or re-entry into the job market.

Extended Access

To deliver up to 81 hours weekly of Extended Access services from 18:30 to 21:30, offering counselling and mental health support to Bradford's patient population. Additional hours, subject to demand, will be confirmed and compensated at standard rates. Due to COVID-19, services are currently remote, transitioning to face-to-face when safe.

Health Network Officer

Bradford Metropolitan District Council's Department of Place seeks an agent to administer a transformative VCSE Support and Improvement Programme, aiming to enhance community impact through strategic, collaborative approaches. This initiative, developed in consultation with key stakeholders, aims to bolster the resilience and adaptability of the VCSE sector, ensuring efficient, impactful service delivery in response to community needs.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15 Restricted funds

(Continued)

System Leadership

The VCS Alliance collaborates with local statutory bodies, funders, and community groups to foster a dynamic third sector in Bradford and Craven, focusing on mutual support, system improvement, and resource acquisition. The postholder will spearhead this alliance, ensuring a strong and sustainable sector through leadership within the Partnership Leadership Executive and effective partnerships with VCSE leaders.

Wellbeing Hub Network (Formerly Winter Pressures)

To establish psychosocial wellbeing hubs across the district, offering services for mental health, alcohol, domestic violence, carers support, physical health, and welfare benefits. These hubs will serve as accessible local resources for immediate health and social needs, providing an alternative to traditional care facilities like A&E, and will integrate with the health and care system through established referral pathways.

Participatory Budgeting

Participatory Grant Making (PGM) is a philanthropic approach that empowers communities impacted by specific issues to make key funding decisions. This inclusive model enhances transparency and empowerment by allowing those with lived experience to guide how resources are allocated. By democratising the grant-giving process, PGM increases the relevance and effectiveness of funded projects, while also fostering greater community engagement and ownership.

The ICS REN Programme

The West Yorkshire REN funding has facilitated a VCSE-led project, engaging 12 trained community research champions to work with underserved communities across five local areas. These champions have conducted over 640 conversations at more than 30 events between January and March 2024, aiming to expand to over 1000 conversations and 50 events with continued resources. The project focuses on understanding and addressing barriers to research participation, promoting the NIHR CRN research-ready communities programme, and ensuring that the patient voice is heard. Insights gathered are shared with the Health Research Authority and other local research networks to improve communication, access, and community engagement in research. Collaboration with statutory and non-statutory services, universities, and the NHS continues to strengthen the project, with champions contributing to research bids and representing REN at key conferences.

Wellbeing Hub Affiliate Program

The Wellbeing Network (WBN) has introduced an affiliate model that allows organisations to enhance their existing services by establishing a Mini-Hub on their premises. By partnering with WBN, organisations gain access to the expertise of one of our experienced Hub Leads, who will oversee the coordination of the new Mini-Hub and ensure its alignment with the best practices of the wider WBN. Additionally, organisations can introduce further services from our established Delivery Providers to meet specific local needs.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

16 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds				
	Incoming resources £	Resources expended £	Balance at 1 April 2023 £	Resources expended £	Balance at 31 March 2024 £
RIC - Health Messaging	46,800	(36,192)	10,608	(10,608)	-
	<u>46,800</u>	<u>(36,192)</u>	<u>10,608</u>	<u>(10,608)</u>	<u>-</u>

RIC Health Messaging
Enhance awareness among individuals in the Bradford (RIC) areas about their health and wellbeing through diverse communication strategies. This initiative, a partnership between the CCG and entities like Living Well and CBMDC Public Health, aims to empower people to make informed, positive health decisions.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

17 Funds

	Movement in funds				Movement in funds				
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Balance at 31 March 2024
	£	£	£	£	£	£	£	£	£
Restricted	-	2,261,854	(2,058,794)	-	203,060	2,551,620	(2,216,003)	23,833	562,510
Designated	-	46,800	(36,192)	-	10,608	-	(10,608)	-	-
General	76,927	664,125	(674,612)	-	66,440	642,935	(629,389)	(23,833)	56,153
	<u>76,927</u>	<u>2,972,779</u>	<u>(2,769,598)</u>	<u>-</u>	<u>280,108</u>	<u>3,194,555</u>	<u>(2,856,000)</u>	<u>-</u>	<u>618,663</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

18 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total Unrestricted funds 2024 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 March 2024 are represented by:					
Tangible assets	5,190	-	5,190	4,860	4,860
Current assets/(liabilities)	50,962	562,511	613,473	275,248	275,248
	<u>56,152</u>	<u>562,511</u>	<u>618,663</u>	<u>-</u>	<u>280,108</u>

19 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2024 £	2023 £
Aggregate compensation	<u>156,177</u>	<u>81,290</u>

Transactions with related parties

During the year, the charity received income of £105,980 (2023: £8,839) from Community Action Bradford & District, for whom P Essler is a trustee. The charity also incurred expenditure of £109 (2023: £63,659) which related to delivery partner payments. At the year end £2,500 (2023: £Nil) was due from Community Action Bradford & District,

The charity had incurred expenditure of £5,658 (2023: £18,671) from Keighley Healthy Living, for whom P Essler is also a trustee. At the year the charity owed £Nil (2023: £31,629) to Keighley Healthy Living,

Also, the charity had incurred expenditure of £5,500 (2023:£Nil) which related to delivery partner payments from European Drom C.I.C, for whom M Rauf is also trustee.

BRADFORD VCS ALLIANCE LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024

20	Cash generated from operations	2024	2023
		£	£
	Surplus for the year	338,555	203,181
	Adjustments for:		
	Investment income recognised in statement of financial activities	(4,659)	(9,226)
	Depreciation and impairment of tangible fixed assets	1,380	-
	Movements in working capital:		
	Decrease/(increase) in debtors	474,702	(563,695)
	(Decrease)/increase in creditors	(360,380)	350,383
	(Decrease) in deferred income	(574,910)	(1,492,884)
	Cash absorbed by operations	(125,312)	(1,512,241)

BRADFORD VCS ALLIANCE LIMITED

England & Wales - Charity number 1199129

Accounts

BRADFORD VCS ALLIANCE LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Charity registration number 1199129

Company registration number 10597133 (England and Wales)

BRADFORD VCS ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	V Beere	
	B Fearnley	(Appointed 1 March 2023)
	W Graham	
	C Whiley	
	J Royle	
	M Liaqat	(Appointed 1 March 2023)
	P Essler	(Appointed 1 March 2023)
Secretary	K Barr	
Charity number	1199129	
Company number	10597133	
Registered and principal office	Perkin House 82 Grattan Road Bradford BD1 2LU	
Auditor	Azets Audit Services Carlton House Grammar School Street Bradford BD1 4NS	
Bankers	The Co-operative Bank No 2 Cathedral Square The Cloth Market Newcastle upon Tyne NE1 1EE	
	TSB Bank plc Henry Duncan House 120 George Street Edinburgh EH2 4LH	

BRADFORD VCS ALLIANCE LIMITED

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BRADFORD VCS ALLIANCE LIMITED

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2023

Introduction from Chair of Trustees

This has been a challenging year for everyone working in health and social care, coming out of Covid and straight into a cost-of-living crisis. Health and social care staff have worked phenomenally hard during this period to provide support to some of the most vulnerable people in our society and the Alliance staff are no exception.

This has also been the year when the VCS Alliance transformed itself in to a serious and genuine partner in the work of transforming health and social care. Whilst working hard to stabilise the organisation in the face of significant internal and staffing change, we have made significant strides in improving our governance and also our system leadership.

Highlights have included:

- Reinforcing and developing our values and strategic objectives
- Recruiting a new independent board with over 50% of members being from outside our sector, with particular focus in increasing racial diversity and entrepreneurial skills
- Developing our board reporting, risk management and sub committee structures
- Working on and improving our internal reporting functions
- Working with the health and care system to co-design a post that straddles the health and care system and the VCSE whilst ensuring effective leadership of the Alliance.
- Recruiting a new Chief Executive in to post and creating a Chief Operating Officer post to stabilise the internal functions of the organisation.
- Registering as a charity

I want to thank Kerrie Lee and the team for their work over what has been a challenging year and keeping on delivering for the people, communities and organisations that need our support. I welcome Sam into the role as Chief Executive/ system leader and look forward to working alongside her to achieve the Alliance's purpose that we can transform health and social care. We know the next year is going to be more challenging than ever, but alongside this challenge comes the opportunity to create meaningful and sustainable system change which has the potential to improve the lives of people living with the biggest health inequalities across Bradford and Craven.

In May we said goodbye to Ben Cross who was the previous Director of the VCS Alliance and also the previous Chair Helen Speight who stepped down 9th June 2022. We thank them both for their hard work for the Alliance in its earlier days, building the foundations of the organisation which we now have the opportunity to grow and develop. Thanks to Vicki Beere for stepping into the interim Chair role. And a warm welcome to Beverley Fearnley, Pamela Essler, Mohammed Zafran Liaqat who all joined us on 1st March 2023 as Directors to help further strengthen our governance.

DocuSigned by:

48D4F6FD8E42454...

V Beere

Chair

Date: 22 November 2023

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's [governing document], the Companies Act 2006 and "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).

Bradford VCS Alliance, working name the VCS Alliance, was incorporated on 2nd February 2017. This was at the behest of, and with investment from, Bradford and Bradford District Clinical Commissioning Group with the intention of it managing a range of health grants to VCSE organisations.

Over the years it has further developed its role. It covers Bradford District and Craven with the purpose of working in partnership to influence and transform health and care in its area of operation.

Principal activities are:

- Making grants to organisations
- Working collaboratively to transform health and social care
- Acting as an equal partner in the BDC Health and Social care system
- Co-ordinating VCSE voice and influence within the BDC Health and Social care system

The VCS Alliance cannot succeed alone. We believe that it is only by working together with our partners, in a concerted and focussed way to address health inequity, that we will achieve our purpose.

Objectives and activities

Objects and Mission

The VCS Alliance purpose is to transform health and social care

The objects of the company are:

- a. Liaising between charities, voluntary organisations, government agencies and other groups on relevant issues.
- b. Providing training, conferences and seminars on subjects relevant to the efficiency of the voluntary sector.
- c. Identifying needs in the voluntary sector and establishing projects or policies to address them.
- d. Assisting in the administration of funding programmes to charities and voluntary organisations, monitoring for grants, recommending grants, assisting in applications for grants.
- e. Providing information to the press and the public on the operation of, or problems encountered by, the voluntary sector.
- f. Providing services such as legal, accountancy and management advice services to the voluntary sector.
- g. Providing advice and information on fund-raising techniques appropriate for voluntary organisations and charities
- h. Acting as a representative of the voluntary sector in relation to government policies and legislation.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2023**

Values

The VCS Alliance values drive the way we work with each other inside the organisation and externally with our partners. They are.

- We demonstrate honesty, openness, and respect for everyone.
- We challenge ourselves and are open to challenge from others.
- We create safe spaces where creativity can flourish.
- We work in true partnership with communities.
- We are forward-looking.
- We work sustainably.
- We do the right thing.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

2022/23 Overview

The Board of Trustees recognise that this has been a year of transition for the Alliance in many ways which at times has caused some challenge, particularly for our senior staff and Board. In May we said goodbye to Ben Cross who was the previous Director of the VCS Alliance and also the previous Chair Helen Speight who stepped down the following month. We thank them both for their hard work for the Alliance in its earlier days, building the foundations of the organisation which we now have the opportunity to grow and develop. We'd particularly like to thank Kerrie-Lee Barr for stepping into the interim leadership position during this time. She demonstrated great courage and leadership to stabilise the organisation for a period of 9 months. And, to Vicki Beere for stepping into the interim Chair role for demonstrating similar.

In January 2023 we were delighted to welcome Sam Keighley as the organisation's new Chief Executive and also the VCSE Health and Care System Lead. Other staffing changes during the year were Saadiqah Begum who joined as an intern and was successful in securing a role of Project Support Officer for the Wellbeing Network and Achieve Project, Naz Sheikh who joined as Project Manager for the Achieve Project, Margaret Waugh who joined as Assurance Manager, Carmen Holden who joined as Executive Assistant and Helen Speight who joined as Project Manager for the Wellbeing Network. During the year we also said goodbye to Sian Ayling, Sally St Clair and Atika Hai. We thank all staff past and present for their hard work during this transitional and busy year.

Comings and goings of directors

On the 1st March 2023, we welcome

Helen Speight resigned as Chair on 9 June 2002, she joined the Board 2 February 2017.

In line with the increase in staff numbers, both activity and financial turnover grew in this year.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Activity

This section will outline the key workstreams and projects of the VCS Alliance in this period.

Wellbeing Network

The Well Being Network was born from discussions at the then A&E Delivery Board (now UECB) about the pressures on ED departments and primary care and how winter pressures money could be invested in a different way. The model was based on Keighley Pathways developed by the VCSA with AWC CCG and primary care.

Its original aims were to:

- Build an operating model to allow MAST, MH liaison staff and others to refer into 'psychosocial' hubs/staff. This could support ED staff/others to refer away from ED but know people will be followed up in the community.
- Coordinate early help and prevention and waiting list management through active involvement of community staff working in neighbourhoods being linked into statutory services and vice versa.
- Focus on enablement, positive risk taking and working together with communities.
- Accelerate/support our Act as One plans to include community mental health transformation, locality working etc around multi-agency/multi-disciplinary teams and co-location.

The Well Being Network provides a single point of access, support at the time of need, service and walks alongside people to navigate wider health and care needs.

The Wellbeing Network comprises of 27 VCSE providers and operate in 6 geographical locations where people are experiencing some of the widest health inequalities. The network provides an open door to anyone who needs help to overcome the challenges they face. It is an ever-growing network which at its core has locality based VCSE Hubs with onsite access to a range of delivery providers it also includes a range of Out of Hours provision. People using the Wellbeing Network say they have regained their hope, rebuilt trust and through the sustained support found they are able to face life's challenges again

- Between May 22 and March 23 3187 people were supported
- There were 8453 contacts– many people returning over extended periods. The highest number of contacts for one individual is over 100 and the average is 5
- People often attend with one presenting issue – main issue financial exclusion 43%. 21% of people identified mental health (anxiety/stress/isolation/loneliness/ depression) as their main or alongside other presenting issues such as finances/domestic abuse/ substance use
- 57% of people live in the lowest 20% IMD areas
- 58% would have gone to their GP if the WBN hadn't been available •
- Ethnicity of people:
 - EU/Roma clients 19%
 - South Asian origin 24%
 - Black (African/Caribbean) 2%
 - White British 39%
- There is a 3.4 improvement in personal resilience due to involvement in the network
- People who have been bounced around the system have found a place of hope and safety, with people they can trust

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Reducing Inequalities in Communities (RIC) Projects

Across Bradford District and Craven, there are significant health inequalities in communities and the gap in how long people will live is stark. People in the most deprived areas of BDC are living with more ill health and dying earlier.

Starting in the least deprived area, Wharfedale, life expectancy is 87 years for women and 84 years for men. Moving into central Bradford, this dramatically reduces. In the most deprived area, Manningham, people's life expectancy here is around 10 years less than Wharfedale.

If we take away the time people are living with poor mental wellbeing and ill health – we get what is known as **healthy life expectancy**. And the gap gets even wider – people living in Manningham have 20 years less **healthy life expectancy** than people from Wharfedale.

To address this stark inequality, the [Reducing Inequalities in Communities](#) (RIC) programme was established in 2019 as a five-year programme to test out various interventions in central Bradford (Community Partnership areas 4,5&6). The programme has been overseeing the delivery of 21 projects, involving a range of partners to support people in our communities to be *Happier and Healthier at Home*. We do this by using a population health management approach, using data and knowledge about our local communities to identify where there are the greatest inequalities. It involves identifying groups of people at risk of ill health and then focusing on what can be done to prevent it or help manage it, at different stages of life.

The VCS Alliance has been responsible for 4 RIC project contracts;

RIC Community Development

This project adopts an asset-based community development approach to reduce health inequalities, mobilising the power of communities to improve health and wellbeing. The project strengthens social networks, social support and community capacity. Achievements include –

- 304 first contact forms completed
- 127 community groups supported
- 36 new groups established
- Ethnic groups support - 75% Asian, 14% White, 6% other ethnic groups

RIC Volunteering

- 57 new volunteers recruited
- 501 people signposted to health and wellbeing activities or services
- 87 volunteers participated, led or established a health and wellbeing activity or group

RIC Welfare Benefits Advice

The WBA VCSE delivery partners are trusted community-based organisations with significant experience and expertise in supporting vulnerable people with complex issues in relation to welfare advice.

- 1,999 cases
- £725,609.20 known financial gain
- Support provided in over 27 languages

RIC Health Messaging Campaigns 2, 3 & 4

Health Messaging works with communities less likely to pick up on generic health messaging and develop messaging that is more likely to engage with diverse communities.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2023**

Campaign 2 - Cervical Screening and HPV Awareness

To provide training to delivery provider partners that would enable them to support parents and children to make informed choices about engaging in the cervical screening programme, and HPV immunisation.

Impact:

- Delivery provider partners worked with 10,906 people across CP's 4, 5 and 6.
- 26% more adults reported they would respond and engage with Cervical screening invitations as a result of the health messaging work.
- 50% more young people said they would now be willing to have the HPV vaccination.

Campaign 3 - Diabetes Awareness Raising

To provide training for delivery provider partners, community members and volunteers to increase their knowledge and awareness of Type 1, Type 2, and Gestational diabetes, how to manage and live well with diabetes, & give people the confidence to talk about diabetes.

Impact:

- 12 new diabetes champions trained in the community across CP's 4,5 and 6.
- Delivered 10 outreach events across all community partnerships.
- Delivery provider partners worked with 3450 community members.
- Delivered 10 training sessions to staff, volunteers and community members.

Campaign 4 - Mental Health and Suicide Awareness

Covid had placed increasing pressure on workers in the sector, impacting their mental health and wellbeing, as well as community members. This health message sought to support a number of sector workers to undertake Mental Health First aid training to support themselves, VCSE colleagues and community members in CP's 4, 5 and 6.

Impact:

- 10 newly qualified Mental Health First Aiders in CP's 4, 5, and 6.
- They have supported 259 VCSE colleagues and community members.
- All those supported have reported increased confidence talking about the mental health and wellbeing.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

RIC Social Prescribing / Community Connectors (SPx)

This service is a key component of the wider Central Locality Integrated Care Service (CLICS).

CLICS integrates clinical and non-clinical services to support people's needs in a holistic way. GP practices are able to provide their patients with tailored, asset based personalised care which in turn reduces reliance on reactive health care.

This intervention is designed to involve people in developing their own care plan, by focusing on what is important to them. By combining health and community development input into the development of the care plan, it is anticipated that community based, culturally appropriate support can be included in plans.

This service employs VCS Community Connectors (social prescribers) from the three VCS anchor organisations for Community Partnerships (CPs) 4,5 and 6. Staff work alongside the main HALE Community Connector service and form part of the wider CLICS team. In partnership with HALE, The VCS Alliance developed systems and processes to ensure that staff from all four organisations work together seamlessly to meet the needs of the CLICs pathway. The service delivers one to one support with people who have social, emotional, or practical needs.

Although it was identified that SPx is an integral element of the CLICS service, significant challenges arose, pertaining to data sharing / access that we understood to have direct impact upon patients. The partnership between HALE and the VCSA was strong, however it was recognised that without VCSA access to Patient data this was creating duplication, inefficiencies and ultimately increasing referral wait times and as such the project was given in full to HALE to deliver 31st July 2022

RIC End of life (EOL)

This intervention uses a holistic approach to end-of-life care, adding to the range of EOL care options available in the central locality. The intervention provides support for those people approaching the end of their life who need help and support, but do not require specific health or social care input.

It provides dedicated resource to support people on a one-to-one basis and/or through group support, resulting in greater opportunities for personalised care. This approach means that support can be adapted to reflect the cultural needs and preferences of the individual. This could be a combination of 'being with' and 'doing for'.

Embedding this service within clinical pathways was difficult and delivery partners experienced significant challenges and barriers which we were unable to navigate, highlighting concerns around System readiness. This was brought to the attention of commissioners and a series of multidisciplinary meetings were held, resulting in a decision to terminate the project 30th June 2022, The VCS Alliance procured an independent in-depth service evaluation in response.

RIC Smoking Cessation in Pregnancy Insight

The VCS Alliance worked alongside Crellin Consultancy on in-depth insight project to better understand the reasons for smoking during pregnancy, specifically within marginalised and ethnically diverse groups, to develop culturally appropriate cessation interventions in response.

Enhanced Access Mental Health Support

The VCS Alliance is contracted by Bradford Care Alliance (BCA) and Modality Partnership to subcontract Enhanced Access Mental Health support for registered patients. There are 3 providers Mind in Bradford, Step 2 and Relate Cross Pennine that provide early intervention or counselling support for adults and children aged 11 and over. Modality activity started in October 2022, so these figures have been achieved over 6 months.

- 639 hours of support was provided to Modality patients
- 4,406 hours of support was provided to GP Practices in Bradford via BCA
- 5,045 hours of Enhanced Access Mental Health early intervention or counselling support was provided for adults and children aged 11 and over to patients in Bradford and Modality Partnership patients

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2023**

ABCD and Health Messaging Micro Grants overview

During 2022-2023, The VCS Alliance has distributed £141,277,10 in micro grants to 141 grassroots VCSE projects across the Bradford District and Craven. This money has enabled organisations to support approximately 37,708 residents around a range of health and community-based issues that has led to improved health outcomes across Inclusion groups and other overlooked groups within our communities.

- 52.94% of projects supporting people from specific ethnic groups/ communities of interest
- 76% to support young people under 25 to people over 65
- 35.29% of projects were in support of people with disabilities including physical or mental disabilities and long term health conditions

Diabetes Awareness Raising

The VCS Alliance, working in partnership with Bradford NHS and Diabetes UK delivered a Diabetes Awareness Raising programme across the District that has trained up 47 new Diabetes Champions to support people diagnosed with Type 1 / 2 and Gestational Diabetes.

Department of Work and Pensions (DWP) Achieve project.

To reach and support people furthest from employment to become engaged and benefit from Job Centre Plus (JCP) provision, with a view to accessing or re-integrating with the job market. This project is delivered by 9 VCSE delivery partners to provide intensive assertive outreach, 1:2:1 navigator/and coaching, supporting individuals the wider determinants of health that directly impact the ability to seek or be in employment.

Delivery providers have created a strong partnership in support of communities served.

Thanks to our VCSE Delivery Partners

Without their expertise and connections with communities couldn't achieve. define role of Alliance securing resource building a collaboration of VCSE delivery partners to define outcomes and service design and support delivers to achieve their ambitions.

During this busy year the VCS Alliance also found time to register as a charity (registration 30th May 2022) and to re-sign the Shared Partnership Agreement on behalf of the VCSE with all other strategic partners. We have also taken time to further strength our policies, procedures and governance arrangements.

Thanks to those who invest in the VCS Alliance and the wider VCSE sector

As always, we are grateful to BDC Health and Care system for the confidence it has shown and the investment it has made in the VCS Alliance which has enabled us to work collaboratively with the wider VCSE sector to deliver outcomes which improve population health, particularly health equity outcomes. And also, for investing in our staffing structure which enables our CEO to engage strategically with the health and care system on behalf of the VCSE sector and for us to develop VCSE provider communities to deliver outcomes that support our shared ambitions.

Much thanks also to the Government's Levelling Up Department which funded (via West Yorkshire ICB) the PFPP that enhanced our Tong and Manningham Wellbeing hubs.

Without our funders, we would be unable to work with our VCSE partners to deliver with and for our diverse communities.

Financial review

The income for the year amounted to £2,972,779 (2022 £924,773) with expenditure amounting to £2,769,598 (2022 £924,773) resulting in a net income of £203,181 (2022 £nil).

The funds held at 31.03.2023 were £280,108.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

Plans for future periods

Looking Ahead

At the time of writing the financial position of our health and care partners and therefore the VCS Alliance still looks challenging. However, against this backdrop we know that transformational projects like the Wellbeing network and RIC projects are still needed and have been funded for a further period. We are also in conversations with health partners about additional contracts. With a now more stable staff and governance team in place we are optimistic for a year of consolidation for the Alliance. Our directors are confident that the organisation remains a going concern and is well positioned to continue our core purpose of transforming health and social care.

Structure, governance and management

The Charity is a company limited by guarantee

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V Beere	
B Fearnley	(Appointed 1 March 2023)
W Graham	
M Zia-Ur-Rahman	(Resigned 25 July 2023)
B Speight	(Resigned 9 June 2022)
N Qureshi	(Resigned 26 April 2023)
B Cross	(Resigned 15 June 2022)
C Whiley	
J Royle	
M Liaqat	(Appointed 1 March 2023)
P Essler	(Appointed 1 March 2023)

[Details of method of recruitment and appointment of trustees.]

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the company at the year end were equivalent to XX day's purchases, based on the average daily amount invoiced by suppliers during the year.

Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

BRADFORD VCS ALLIANCE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2023***

The Trustees report was approved by the Board of Trustees.

V Beere

22 November 2023

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees, who are also the directors of Bradford VCS Alliance Limited for the purpose 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 which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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.

BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Opinion

We have audited the financial statements of Bradford VCS Alliance Limited (the 'Charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework 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 2023 and of its incoming resources and application of resources, 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 Charity 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 Charity'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 auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
 - sufficient accounting records have not been kept; or
 - the financial statements are not in agreement with the accounting records; or
 - we have not received all the information and explanations we require for our audit.
-

BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the Charity for the purpose 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 Charity'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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

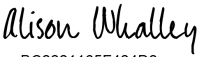
BRADFORD VCS ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD VCS ALLIANCE LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

BC2221165F424D2...

Alison Whalley (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

22 November 2023

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

Azets Audit Services is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BRADFORD VCS ALLIANCE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Unrestricted funds 2023 £	2022 £
<u>Income from:</u>					
Donations and legacies	3	27,202	279,508	306,710	122,717
Charitable activities	4	674,497	1,982,346	2,656,843	801,988
Investments	5	9,226	-	9,226	68
Total income		710,925	2,261,854	2,972,779	924,773
<u>Expenditure on:</u>					
Charitable activities	6	710,804	2,058,794	2,769,598	924,773
Net income for the year/ Net movement in funds		121	203,060	203,181	-
Fund balances at 1 April 2022		76,927	-	76,927	76,927
Fund balances at 31 March 2023		77,048	203,060	280,108	76,927

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

All income and expenditure derive from continuing activities.

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

BRADFORD VCS ALLIANCE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	11		4,860		344
Current assets					
Debtors	12	889,783		326,088	
Cash at bank and in hand		1,305,546		2,813,077	
		2,195,329		3,139,165	
Creditors: amounts falling due within one year	13	(1,920,081)		(3,062,582)	
Net current assets			275,248		76,583
Total assets less current liabilities			280,108		76,927
Income funds					
Restricted funds	15		203,060		-
<u>Unrestricted funds</u>					
Designated funds	16	10,608		-	
General unrestricted funds		66,440		76,927	
			77,048		76,927
			280,108		76,927

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 22 November 2023

DocuSigned by:

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 Trustee

Company registration number 10597133

BRADFORD VCS ALLIANCE LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	19	(1,511,660)		2,415,206	
Income taxes paid		-		(2,547)	
Investing activities					
Purchase of tangible fixed assets		(5,267)		-	
Proceeds from disposal of tangible fixed assets		170		-	
Investment income received		9,226		68	
Net cash generated from investing activities			4,129		68
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents		(1,507,531)		2,412,727	
Cash and cash equivalents at beginning of year		2,813,077		400,350	
Cash and cash equivalents at end of year		1,305,546		2,813,077	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Bradford VCS Alliance Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Carlton House, Grammar School Street, Bradford, BD1 4NS.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.5 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.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers	25% Straight Line
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total Unrestricted funds	
	2023 £	2023 £	2023 £	2022 £
Grant income	27,202	279,508	306,710	122,717

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies

(Continued)

	Unrestricted funds	Restricted funds	Total Unrestricted funds	
	2023	2023	2023	2022
	£	£	£	£
Grants receivable for core activities				
Core services	27,202	-	27,202	41,814
Care Navigators	-	147,728	147,728	-
Community Links Care Home Project	-	40,909	40,909	-
Community Partnerships	-	9,720	9,720	10,410
Diabetes Awareness Raising	-	49,662	49,662	-
Health Network Officer	-	8,132	8,132	-
System Leadership	-	22,444	22,444	-
Ageing Well	-	913	913	46,011
Harnessing Power of Communities	-	-	-	6,817
Test and trace	-	-	-	17,665
	<u>27,202</u>	<u>279,508</u>	<u>306,710</u>	<u>122,717</u>

4 Charitable activities

	2023	2022
	£	£
Management fees	18,194	4,021
Performance related grants	2,638,649	797,967
	<u>2,656,843</u>	<u>801,988</u>
Analysis by fund		
Unrestricted funds	674,497	801,988
Restricted funds	1,982,346	-
	<u>2,656,843</u>	<u>801,988</u>
Performance related grants		
Extended access	101,371	156,593
Enhanced Access	112,929	-
RIC contract income	543,374	641,124
Winter pressures	1,706,089	250
DWP - Flexible Support Fund	174,886	-
	<u>2,638,649</u>	<u>797,967</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

5 Investments

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Interest receivable	9,226	68

6 Charitable activities

	2023	2022
	£	£
Staff costs	201,306	96,982
Contract delivery costs	2,435,120	799,311
Recruitment	8,767	2,267
Redundancy	18,574	-
Training	5,839	1,200
Travel and subsistence	327	149
Consultancy fees	6,234	-
	2,676,167	899,909
Share of support costs (see note 7)	70,454	24,864
Share of governance costs (see note 7)	22,977	-
	2,769,598	924,773
Analysis by fund		
Unrestricted funds	710,804	924,773
Restricted funds	2,058,794	-
	2,769,598	924,773

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

7 Support costs

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Rent	9,252	-	9,252	5,692	-	5,692
Administrative expenses	496	-	496	122	-	122
Printing, Postage and stationery	700	-	700	795	-	795
Telephone and internet	1,215	-	1,215	459	-	459
Audit and accountancy fees	-	-	-	1,615	-	1,615
Bookkeeping and payroll fees	15,912	-	15,912	893	-	893
Consultancy fees	24,130	-	24,130	-	-	-
IT Maintenance and Support	7,474	-	7,474	8,196	-	8,196
Legal and professional fees	-	-	-	2,642	-	2,642
Marketing	1,860	-	1,860	456	-	456
Depreciation	581	-	581	362	-	362
Dues and subscription	230	-	230	-	-	-
Equipment rental	432	-	432	-	-	-
Insurance	4,318	-	4,318	3,286	-	3,286
Meeting Catering	3,381	-	3,381	35	-	35
Bank charges	303	-	303	311	-	311
Profit or (Loss) on disposal of fixed assets	170	-	170	-	-	-
Audit fees	-	8,950	8,950	-	-	-
Legal and professional	-	14,027	14,027	-	-	-
	<u>70,454</u>	<u>22,977</u>	<u>93,431</u>	<u>24,864</u>	<u>-</u>	<u>24,864</u>
Analysed between Charitable activities	<u>70,454</u>	<u>22,977</u>	<u>93,431</u>	<u>24,864</u>	<u>-</u>	<u>24,864</u>

Governance costs includes payments to the auditors of £8,950 (2022- £Nil) for audit fees.

8 Trustees

No trustees claimed expense reimbursements during the year. No other remuneration or benefits were paid (2022: None).

9 Employees

The average monthly number of employees during the year was:

2023 Number	2022 Number
8	4

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

9 Employees	(Continued)	
Employment costs	2023 £	2022 £
Wages and salaries	184,487	90,245
Social security costs	11,725	4,154
Other pension costs	5,094	2,583
	<u>201,306</u>	<u>96,982</u>

There were no employees whose annual remuneration was more than £60,000 in the current or prior year.

10 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11 Tangible fixed assets

	Computers £
Cost	
At 1 April 2022	8,305
Additions	5,267
Disposals	(690)
At 31 March 2023	<u>12,882</u>
Depreciation and impairment	
At 1 April 2022	7,961
Depreciation charged in the year	581
Eliminated in respect of disposals	(520)
At 31 March 2023	<u>8,022</u>
Carrying amount	
At 31 March 2023	<u>4,860</u>
At 31 March 2022	<u>344</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

12 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Trade debtors	657,553	283,782
Other debtors	2,738	6,023
Prepayments and accrued income	229,492	36,283
	<u>889,783</u>	<u>326,088</u>

13 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Deferred income	14	1,297,884	2,790,768
Trade creditors		392,095	136,775
Other creditors		147,312	133,599
Accruals and deferred income		82,790	1,440
		<u>1,920,081</u>	<u>3,062,582</u>

14 Deferred income

	2023 £	2022 £
Other deferred income	<u>1,297,884</u>	<u>2,790,768</u>

Deferred income is included in the financial statements as follows:

	2023 £	2022 £
Deferred income is included within:		
Current liabilities	<u>1,297,884</u>	<u>2,790,768</u>
Movements in the year:		
Deferred income at 1 April 2022	2,790,768	313,551
Released from previous periods	(1,553,723)	2,790,768
Resources deferred in the year	<u>60,839</u>	<u>(313,551)</u>
Deferred income at 31 March 2023	<u>1,297,884</u>	<u>2,790,768</u>

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds		Movement in funds			
	Incoming resources	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£	£
Care navigators	-	-	147,728	(147,728)	-	-
Community Links Care Home Project	-	-	40,909	(6,725)	-	34,184
Community partnerships	-	-	9,720	(9,720)	-	-
Diabetes Awareness Raising	-	-	41,024	(49,662)	8,638	-
DWP - Flexible Support Fund	-	-	162,614	(174,886)	12,272	-
Extended Access	-	-	101,371	(101,371)	-	-
Health Network Officer	-	-	8,132	(8,132)	-	-
System Leadership	-	-	22,444	(22,444)	-	-
Winter pressures	-	-	1,706,089	(1,537,213)	-	168,876
Ageing Well	-	-	-	(913)	913	-
	-	-	2,240,031	(2,058,794)	21,823	203,060

Care Navigators

Evaluate the effects of integrating Personal Support Navigator and Carer Support Navigator roles within community nursing teams, concentrating specifically on the immediate influence on the demand for and reliance upon these teams.

Community Links Care Home Project

Voluntary Community Sector Anchors will engage with Care Homes to share project details, foster idea exchange, and pinpoint priorities for effective delivery. They'll map local assets for collaborative opportunities, facilitate inter-organisational connections, co-develop delivery plans, and determine success metrics.

Community Partnerships

Examine and report on the current involvement of VCS organisations in Community Partnerships and their contribution to the sector. Assess the role of the VCSA in aiding this participation and provide suggestions for its future function.

Diabetes Awareness Raising

Offer training to community members and volunteers to enhance their understanding of diabetes and boost their confidence in discussing it. Additionally, organise events and sessions to deepen the general awareness and comprehension of diabetes.

DWP – Flexible Support Fund

Aim to engage and assist approximately 360 individuals who are most distant from employment, enabling them to benefit from Job Centre Plus services and facilitating their access or re-entry into the job market.

Extended Access

To deliver up to 81 hours weekly of Extended Access services from 18:30 to 21:30, offering counselling and mental health support to Bradford's patient population. Additional hours, subject to demand, will be confirmed and compensated at standard rates. Due to COVID-19, services are currently remote, transitioning to face-to-face when safe.

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

15 Restricted funds

(Continued)

Health Network Officer

Bradford Metropolitan District Council's Department of Place seeks an agent to administer a transformative VCSE Support and Improvement Programme, aiming to enhance community impact through strategic, collaborative approaches. This initiative, developed in consultation with key stakeholders, aims to bolster the resilience and adaptability of the VCSE sector, ensuring efficient, impactful service delivery in response to community needs.

System Leadership

The VCS Alliance collaborates with local statutory bodies, funders, and community groups to foster a dynamic third sector in Bradford and Craven, focusing on mutual support, system improvement, and resource acquisition. The postholder will spearhead this alliance, ensuring a strong and sustainable sector through leadership within the Partnership Leadership Executive and effective partnerships with VCSE leaders.

Winter Pressures

To establish psychosocial wellbeing hubs across the district, offering services for mental health, alcohol, domestic violence, carers support, physical health, and welfare benefits. These hubs will serve as accessible local resources for immediate health and social needs, providing an alternative to traditional care facilities like A&E, and will integrate with the health and care system through established referral pathways.

16 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds		Movement in funds		
	Incoming resources £	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 March 2023 £
RIC - Health Messaging	-	-	46,800	(36,192)	10,608
	-	-	46,800	(36,192)	10,608

RIC Health Messaging

Enhance awareness among individuals in the Bradford (RIC) areas about their health and wellbeing through diverse communication strategies. This initiative, a partnership between the CCG and entities like Living Well and CBMDC Public Health, aims to empower people to make informed, positive health decisions.

17 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £
Fund balances at 31 March 2023 are represented by:				
Tangible assets	4,860	-	4,860	344
Current assets/(liabilities)	275,248	-	275,248	76,583
	280,108	-	280,108	76,927

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

18 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	81,290	64,072

19 Cash generated from operations

	2023 £	2022 £
Surplus for the year	203,181	-
Adjustments for:		
Investment income recognised in statement of financial activities	(9,226)	(68)
Depreciation and impairment of tangible fixed assets	-	363
Movements in working capital:		
(Increase) in debtors	(563,695)	(305,425)
Increase in creditors	350,383	243,119
(Decrease)/increase in deferred income	(1,492,884)	2,477,217
Cash (absorbed by)/generated from operations	(1,512,241)	2,415,206

20 Analysis of changes in net funds

The charity had no debt during the year.