

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

CONTENTS

	Page
Chair's statement	1
Trustees report	2 - 22
Statement of Trustees responsibilities	23
Independent auditor's report	24 - 26
Statement of financial activities	27
Balance sheet	28
Statement of cash flows	29
Notes to the financial statements	30 - 46

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
- 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.

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.

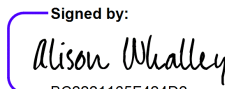
BRADFORD VCS ALLIANCE LIMITED

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

		2025	2024
	Notes	£	£
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:

 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)
	<p><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.</p> <p><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.</p> <p><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.</p> <p><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.</p> <p><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.</p> <p><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</p> <p><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.</p>	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15	Restricted funds	(Continued)
	<p><u>System Leadership</u></p> <p>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.</p> <p><u>Wellbeing Hub Network</u></p> <p>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.</p> <p><u>IG and Cyber Security</u></p> <p>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.</p> <p><u>Infant Health Campaign</u></p> <p>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.</p> <p><u>Participatory Grant Making</u></p> <p>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.</p> <p><u>The ICS REN Programme</u></p> <p>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.</p>	

BRADFORD VCS ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15	Restricted funds	(Continued)
	<p><u>Wellbeing Hub Affiliate Program</u></p> <p>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.</p> <p><u>VCSE Champions</u></p> <p>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.</p> <p><u>VCSE Mental Health Champions</u></p> <p>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.</p> <p><u>Women's Health Network</u></p> <p>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.</p>	

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

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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>