

Trustee Annual Report

and financial statements

2021/2022

1 April 2021 to 31 March 2022

General information

Charity Name Barca - Leeds

Company Number 02949419

Charity Number 1048996

Trustees

Stewart Firth (Chair)
Dave Foxton (Vice Chair)
Robert Stubbs (Treasurer)
Sadiya Salim (resigned May 2022)
Sir John Battle
Barbara Newton
Doug Martin
Caroline Gruen
Dr Gordon Sinclair
Adam Smith (appointed July 2021)
Steven Stothart (appointed May 2022)

Chief Executive Helen Hart

Company Secretary Rachel Durham

Special Advisor to the Board Caroline Johnstone

Registered Office

Manor House
259 Upper Town Street
Bramley
Leeds
LS13 3JT

Auditors

HPH
54 Bootham
York
YO30 7XZ

Bankers

Unity Trust Bank plc
9 Brindleyplace
4 Oozells Square
Birmingham
B1 2HB



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Welcome from the Chair

Welcome to the 2021/22 Barca-Leeds Trustee Annual Report and Financial Statements.

At the conclusion of a year that sees the rules and restrictions relating to the pandemic recede, we anticipate another hugely challenging year for the disadvantaged communities that we serve, this time due to the cost of living crisis. We will, again, need to draw on the immense resilience of our staff group and the deep organisational strengths of the whole of Barca-Leeds.

On behalf of myself and the Board of Trustees I thank former CEO Mark Law for his contribution towards the development of Barca-Leeds which has grown incredibly over the last 27 years which is due to his leadership.

It has been a year of transition for our senior leadership and I am pleased to report that we have a strong new Senior Management Team in place expertly led by our new Chief Executive Officer, Helen Hart.

In this last year we have fully adapted to agile and blended working and we will keep our focus on supporting our staff to keep them in good shape to continue to respond to the ever-changing requirements of the public and voluntary sector.

Again, at the end of the second year of the pandemic, I am delighted to report that Barca-Leeds is in a healthy and sustainable financial position and has not needed to furlough staff or call upon resilience grants.

Please find a comprehensive financial report in accordance with SORPS in Part 2 of this report and in Part 3 the financial statements are available to access in the standard format.

Stewart Firth

**Chair of Trustees
Barca-Leeds**





PART 1

Impact Report

2021/2022

Welcome to Barca-Leeds

Barca-Leeds is an innovative multi-purpose charity in Leeds. Founded in 1994, we deliver transformational services to adults, children, young people & families.

Our services help people overcome the barriers they may face by delivering advice, support and guidance.

This includes people who may have complex needs, issues with housing and finances, and people with physical and mental health problems.

We also provide services to children, young people and adults affected by domestic abuse, drug and alcohol issues, as well as people struggling with employment or education.

This report reviews our year's activity and highlights our significant achievements through our four strategic objectives;

- Engaging Communities
- Unlocking Barriers
- Positive Futures
- Provide a Sustainable Organisation



Year in numbers



14,547

PEOPLE USED
OUR SERVICES



178

BARCA-LEEDS
EMPLOYEES

Our income



Review of the year

We are incredibly proud that during the last year we have continued to deliver all of our services whilst learning to adapt to new ways of working supporting communities to recover from the impact of the pandemic.

We remain focused on locally based support for communities and people of all ages who have experienced a number of challenges: including trauma, drug and/or alcohol addiction, mental health, vulnerable housing, issues with employment and/or education, debt and personal relationship breakdowns. This year we have worked with just under 14,547 children, young people and adults across Leeds.

Our values and culture are the heartbeat of our organisation helping us achieve our goals to be a creative, responsive and kind organisation.

When we consulted with people who use our services every single person said they understood our values and recognised them in their contact with us. This is the most heart-warming message of the whole year for me.

As a community organisation founded in Bramley, West Leeds we greatly value our connectivity to the community and listen closely to their issues, needs and priorities. We use this voice to create authentic and responsive services across the city that are also high performing and high quality.

I would like to take this opportunity to thank our trustees, staff and volunteers who selflessly remained resilient and focused on outcomes for those we are working with.

Developing our Strategic Plan 2022-2025

This year we have worked hard to develop our Strategic Plan for 2022-2025 through consultation.



We have developed an organisational theory of change to demonstrate of our impact - please see page 19.

Our work confirmed that our current objectives are strong, clear and fully embedded in our governance and operational delivery. Our new strategy will measure each objective and enable us to demonstrate our impact. These are listed towards the end of this document.

The Senior Management Team have responsibility for operational and core areas of work which will contribute to our outcomes and delivery on the strategy. They are: Core Team, Complex Needs and Health, Children Young People & Well-being, and Employability & Community Health.

Our new measures will enable us to provide and measure the impact of the whole organisation, provide a consistent experience for the people we work with, and will make our strategic plan accountable and effective.

Senior Leadership and Governance

This year ended with the successful completion of our Chief Executive Officer succession plan. Mark Law took early retirement after 30 years of working in the local area of Bramley and the city of Leeds, and I became only the second Chief Executive Officer at Barca-Leeds from 1st January 2022.

As the organisation's founder, it was always Mark's intention to leave the organisation in a strong position, which he certainly has done.

I have worked for Barca-Leeds for 20 years starting as a student on placement in 2001 and as a member of the Senior Management team since 2010, with my most recent role being Managing Director. I am looking forward to an exciting future as CEO leading a very skilled and experienced Senior Management Team.

We are so fortunate to have a highly skilled and passionate board of trustees. They ensure we are robustly governed through four meetings a year and a series of sub committees which include finance, human resources, quality assurance, health and safety and communications.

Our Services

In the first quarter of 2021, prior to the start of the year under review, we restructured our services portfolio and strengthened our Senior Management Team, gaining a full year effect from the new arrangements. This brought a valuable fresh perspective to our Children, Young People and Family Services where we managed several complicated contract and commissioning changes very effectively last year.

Our Complex Health and Housing portfolio continually improved quality and outcomes as our services expanded during the year. Our Employability and Community Health services were subject to considerable change during the second year of the pandemic and adapted to support grass roots community services and pop up vaccination services.

The Core Team continued to provide the foundations of our success: strengthening our quality, systems and processes including our IT infrastructure.

Collectively we developed internal staff led groups on important thematic issues including: Respect@Barca (equality, diversity and inclusion), Green Leads (climate change), Barca Minds (staff health and wellbeing). We also continued to develop our trauma informed organisational culture and practise, all of which are embedded in through our new three-year strategy.

Representation, relationship and influence

We continue to deliver services in partnership with our colleagues in both statutory and voluntary sector organisations – we know that collaborative working and sharing of resources and expertise helps to provide the best outcomes for communities.

Our formal consortia partnerships (Forward Leeds, Linking Leeds and Engage Leeds) have continued to diversify and work in agile and creative ways to meet the needs of those requiring drug and alcohol, housing or social prescribing support.

***"Big Brain! Big Heart! Big Voice!
It reaches people other services
can sometimes struggle to
engage with. Barca-Leeds has
accurate street intelligence to
enable commissioners to make
the right policy decisions."***

Barca-Leeds stakeholder

We continue to align and co-ordinate our work with statutory partners including Leeds City Council and NHS providers ensuring that we can share learning and resources, avoid duplication and support the delivery of strategic objectives.

We work closely with Young Lives Leeds, Forum Central and Voluntary Action Leeds to share information, learn from others and fulfil representative roles including Chair of Young Lives Leeds, Child and Family Scrutiny Board, Trauma and Adversity Steering Group, Crime Reduction Network and Personalised Care.

As members of Locality, we are one of 1,400 organisations in the UK who meet nationally and regionally to share good practice and innovation on issues such as pandemic responses, staff well-being, recruitment and the unprecedented demand for services.

We are members of the International Federation Settlements and work with international partners on a collective approach to support Ukrainian refugees.

Staff Well Being and ways of working

Staff wellbeing and resilience remains a priority for us. We are continually working to ensure our staff feel valued, looked after and that they have space to look after their own well-being. Our monthly Acts of Kindness programme rewards staff with various offers including prize draws and wellbeing sessions.

The Barca Minds mental health peer support group meets regularly to promote self-care and staff activities such as sensory walks. We participated in the Kinder Leeds Festival which included staff yoga, a laughter workshop and prize draws for staff and

helped to deliver a Kinder Bramley Community celebration event.

Since the start of the pandemic our staff have had to work in a much more flexible manner and agile working will be a permanent feature.

Our new agile working policy was formed in response to staff feedback and experience of working in new ways. We have invested in our digital capacity in order to continue to deliver services in a flexible way, updated our IT infrastructure and increased training for staff.

We have recognised our need to have flexible and accessible space for the engagement of our clients and we are reviewing our future building requirements.

In the Next Year

All communities are experiencing unprecedented cost of living increases, impacting on difficult family decisions on how to spend household income and keep well.

We anticipate this will have a significant and disproportionate impact on disadvantaged communities and create extremely difficult decisions for families.

Child poverty and health inequalities will inevitably increase in our city and we endeavour to work collaboratively with those communities and with commissioners and partners to support those most in need.

Three primary needs we will focus on:

- People who need support to overcome trauma and negative life experiences
- Communities experiencing economic, social and health inequalities
- People impacted by mental or physical health needs

I am genuinely humbled by the trust placed in me as the new Chief Executive Officer of what is a truly remarkable organisation that I am completely and fully committed to. I will endeavour to make Barca-Leeds the best it can possibly be.

Helen Hart

**Chief Executive Officer
Barca-Leeds**



Engaging Communities

During the last year we:



Worked with people living in the most disadvantaged areas of the city via our Better Together service. The service engaged with over 4,000 people in West Leeds.



Had over 3,000 contacts with young people via our Youth Work service. The service provided group sessions which included football, boxing, arts and outdoor activities.



We're proud to be partners in Linking Leeds, the city's social prescribing service. Linking Leeds is consistently exceeding targets and has seen a 70% increase in referrals in the last year.



We supported grassroots community organisations to provide over 3,400 food parcels, hot meals and vouchers via our Community Hub, during the COVID-19 pandemic.



Engaged with over 40 socially isolated men across West Leeds, running three different weekly support groups, which included physical, social and cultural activities.



In focus

COVID-19 Response

The impact of COVID-19 had another huge impact on the communities we work with.

As well as adapting our services, we supported local contact tracing efforts through door knocking, leaflet drops and via conversations with local people.

As the national roll out of the vaccine began, we supported a number of vaccination drives, including hosting pop up clinics, designing leaflets and sharing information.

**359**

people attended clinics we supported

**1,286**

people were contacted by our team



we provided over 400 group sessions for young people



we supported local organisations with over £16,000 of ABCD grants and support



we made over 200 wellbeing calls via our Community Hub during the COVID pandemic

"Barca-Leeds' strong communications and subsequent precision of outreach resulted in over 94% of all attendees (to our pop up vaccination clinic) coming from our neighbourhoods of interest. This is a polished piece of partnership work which should be highly commended."

Unlocking Barriers

During the last year we:



Worked with people who have a high frequency of contact with urgent and emergency care services via our BOST service. The team saved 3,808 hours for clinicians in the A&E department.



We're proud to be partners in Engage, the city-wide housing support service. Over the last year we supported 924 people to access and maintain safe housing.



Established our Health & Wellbeing Navigators service supporting people who are experiencing homelessness to access the right health services.



Expanded our Housing Navigators service so that individuals who experience homelessness has a pathway to safe accommodation. We supported over 100 individuals via the service.



Provided free counselling groups and sessions across West Leeds via our trauma informed counselling service, Reclaim. The service also established strong partnerships with local Primary Care Network's.



In focus

Forward Leeds

Barca-Leeds are proud to be partners in Forward Leeds, the city's alcohol & drug service.

Our work includes supporting families and young people and providing help and advice via our Focused Intervention Team.

Thanks to the incredible work of our partners and the whole team, more people leave Forward Leeds having met their goals than any other alcohol & drug service in the country.

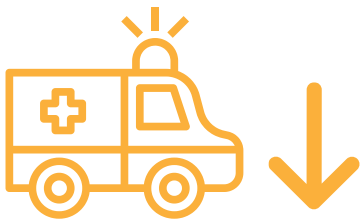


More people leave having met their goals than any other alcohol & drug service in the country



1,032

people supported by our FIT team



57% reduction in ambulance conveyances via our BOST service

24

individual sessions

of trauma informed counselling intervention is provided via Reclaim service



79% of people we supported by Housing Navigators reduced rough sleeping

"The past three months have been the start to my new life. I've done many firsts: sober parties, celebrations, mournings, dinner dates, NYE and Christmas, holidays, days alone, public transport and many more. You helped me get through each one, coming out stronger and I am now prepared to tackle what's next in life."

Person helped by Forward Leeds services

Positive Futures

During the last year we:



Supported 433 young people across schools in Leeds via our School Clusters Counselling service, whilst also strengthening our multi-agency partnerships.



Worked with young people to improve their behaviour and increase their confidence via our Emotional Health and Well-being service. 89% of young people did not need further counselling following our support.



Supported families to address their trauma and complex needs problems via our innovative FDAC service. The service recently celebrated 5 years of delivery and worked with 29 families, with no contested hearings.



Proudly delivered our highly successful youth crime prevention initiative, YIP, which completed service after over 10 years. In the last year, we supported 124 young people.



Provided 230 one to one sessions for children, young people & families impacted by parental drug & alcohol use via our Targeted Family Support service.

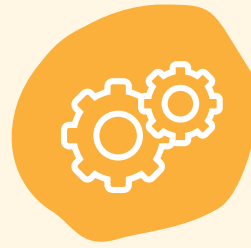


In focus

Employability

Over the last year, Barca-Leeds have provided services to help people get back on track, improving employment opportunities and increasing access to training.

Our new service Work Well was set up to support young people's progress into work or training, at an important time when young people's mental health has been negatively impacted by the pandemic. This service works alongside our existing employability services Stronger Families and Activ-8.

**562**

people used our employability services

**66%**

of Work Well participants progressed on their pathway



81% of young people decreased their anti-social behaviour via our YIP service

53%

reunification rate

Our FDAC service achieved a family reunification rate of up to 53%



we provided 84 street detached sessions for young people

"I couldn't see anything changing before Stronger Families came along but now I do, I know there's still a long road but it helps knowing I have support."

Family using Stronger Families

Sustainable Organisation

During the last year we:



Refreshed our HR policies, reviewed and improved staff retention and undertook a staff lockdown consultation, identifying areas of success and improvement



Successfully implemented our communications strategy, creating the foundations to maximise our reach. We also ensured key internal messages and documents can be shared via our new Sharepoint



Ensured that our procurement approach follows the LCC contracting and tendering good practice and in particular we will focus on areas of the supply chain most at risk of Modern Slavery to manage these effectively



Restructured our Quality Assurance Group, a board chaired committee, following an effectiveness review . Our new structure encourages greater participation and knowledge sharing in our leadership group.



Carried out pen testing on our ICT to identify vulnerabilities in our systems. Our testing indicates we have improved security by 90%. We have also invested in a new server for the organisation



In focus

Feedback from the people we work with

ACCESS TO SERVICES



84%

ACCESS TO SERVICES

of service users rated our access to services as EXCELLENT

COMMUNICATION



84%

COMMUNICATION

of our service users rated our communication as EXCELLENT

INVOLVEMENT

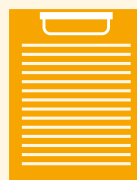


75%

INVOLVEMENT

of our service users rated involvement in our services as EXCELLENT

OUTCOMES



68%

OUTCOMES

of our service users rated their outcomes from our services as EXCELLENT

"My worker was amazing. She listened to my needs and did exactly what she said she would. She was friendly, caring and genuine. I have needed help for years and this service has made more of a difference in one month than my GP service has in 5 years. I can't recommend this service enough."

Person supported by Linking Leeds

Celebrating our Staff

Staff at Barca-Leeds have co-produced organisational development groups on issues that are important to them with the full support and backing of the Board and Senior Management Team.

The groups meet regularly and are open for any staff member to join and input their ideas.

Key Stats Staff Survey 2021



99%

of respondents

RATED THE FOLLOWING

'I share the same values as my organisation' - 8 or higher (out of 10).



98%

of respondents

RATED THE FOLLOWING

'My day to day behaviour reflects my organisational values' - 8 or higher (out of 10).



95%

of respondents

RATED THE FOLLOWING

'I am trusted to make decisions in my role' - 8 or higher (out of 10).

"Initiatives such as the Acts of Kindness and Barca Minds really help towards feeling valued and in boosting staff morale."

Barca-Leeds staff member

Respect at Barca

Respect@Barca is our staff group around equality, diversity and inclusion. The group helps to develop and deliver on all aspects of our EDI related policy, strategy and work plan and helps raise awareness of EDI issues and calendar events by providing a link between the group and the wider staff teams.



Green Leads

Our Green Leads group supports our organisational commitment to minimising our impact upon the environment and developing a more sustainable approach to delivering our services.



Barca Minds

Barca Minds is our employee group focusing on different aspects of Wellbeing; Social, Physical and Psychological. There is no hierarchy to the group, we are all equal, supporting and learning from each other's experiences.



Theory of Change

Needs

To solve the problem we have identified three priority needs for those we work with:

1.

Some communities experience economic, social and health inequalities.

2.

People need support to overcome trauma and negative life experiences.

3.

People impacted by mental or physical health needs are less likely to achieve their potential.



Strategic Themes

Barca-Leeds will address these needs through our strategic themes:

Engaging Communities

Engaging people in communities to connect them to services that will improve their physical, mental and economic health.

Unlocking Barriers

Unlock the barriers that prevent people from achieving their aspirations.

Positive Futures

Enable and empower people to make positive plans, achieve their goals and look after their well being.

Sustainable Organisation

Ensure we are a financially sustainable organisation valued by stakeholders, staff and the people we work with.

Sustainable Outcomes

Our aim and mission longer term will lead to sustainable outcomes:

1.

Have improved physical and mental health.

2.

Have improved life skills.

3.

Reduce risk taking behaviours and more positive choices.



Goals

Barca-Leeds short term goals

1.

People have a voice and feel their views matter.

2.

People can cope with personal barriers and can identify change.

3.

People have increased confidence and resilience.



Please visit bit.ly/barcaleedsstrategy to see the full version of our Strategic Plan for 2022-2025.

Strategy for 2022/2023

Engaging Communities



People we work with will:

- feel supported, connected and that their views matter.
- Have improved physical and mental health

Unlocking Barriers



People we work with will:

- Reduce risk taking behaviours and make positive choices
- Have improved physical and mental health

Positive Futures



People we work with will:

- Improve life skills
- Have improved physical and mental health

Sustainable Organisation



We will:

- Have a robust and financially sustainable organisation.
- Ensure staff, stakeholders and people we work with trust and value our organisation.



Scan to see the full version
of our Strategic Plan for
2022-2025





Thank you

to all our partners, funders,
staff and the people we work
with!



Barca-Leeds

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Barca
LEEDS

PART 2

Report of the Trustees

2021/2022

Report of the Trustees

The Directors and Trustees present their report and the audited financial statements for the year ended 31 March 2022. The Trustees of the charity, who are also Directors of the company, and who served during the year, are shown on page one in part one of this report.

RESPONDING TO THE CHALLENGES OF THE PANDEMIC

Organisationally, Barca-Leeds proved to be very robust, enabling us to emerge from the last two years without having to furlough staff.

Our annual business continuity planning exercises held in previous years with the whole leadership team have proved to be exceptionally useful enabling us to provide agile responses.

Our staff group maintained their agile working approaches and our services continued to innovate and provide new responses such as supporting community pop-up vaccination centres. Staff welfare was, and remains, a major organisational priority to ensure they feel supported and stay resilient.

We provided services for 4,555 additional people, when compared to a non-pandemic year. Our services continued to provide blended online and in person service delivery to meet the new emerging needs and changing operating environment with the permission of funders who gave clear messages to respond to the continually changing situation.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Barca-Leeds is a registered charity, constituted as a company limited by guarantee. The governing document of the charitable company is the Memorandum and Articles of Association.

Recruitment and appointment of Trustees

The Articles of Association state that the number of trustees shall be not less than three and there is no maximum number. In accordance with the Articles of Association, a number of the trustees will be asked if they would like to retire or if their preference is to be re-elected. If they choose re-election, this is subject to a voting process by existing trustees.

Our Trustee recruitment strategy aims to maintain a balance of experience, skills and local representation from the trustees on our board to ensure effective governance. All trustees give their time voluntarily. Last year we recruited one new trustee who has brought additional skills to the board of trustees and we continue to expand our board.

Trustee Appraisals

Annual trustee appraisal meetings were conducted in June 2021 and we have committed to ensuring these are carried out on a regular basis.

Trustee Skills Audit

The last Trustee Skills Audit was completed in October 2021 which captured the wealth of skills our trustees currently hold. The audit highlighted potential areas for development and/or training for existing trustees. The findings of the audit will be presented to the board of trustees and recommendations/options will be provided for the trustees to consider either as whole board approach or as part of personal development plan.

Board Effectiveness Evaluation

The last board effectiveness evaluation was completed in June 2019 in which all trustees were asked to provide their feedback in relation to the form and function of the Board and this exercise will be completed again this year.

Organisational Structure

The full Board has met four times over the past year and in addition, these meetings are supported by Finance, Human Resources, Quality Assurance Group, Health and Safety and Communications Committees, which are all chaired by a trustee or Board appointed Special Advisor.

The SMT is responsible for the day to day running of the organisation. Mark Law (CEO) retired from the organisation on 31st March 2022 and his successor is Helen Hart who brings a wealth of knowledge and experience, having worked for Barca-Leeds for over 20 years and has been part of the Senior Management Team since 2010.

Mark Law – CEO to 31st December 2021
Helen Hart – Managing Director to 31st December 2021 then CEO from 1st January 2022

Sue Dean – Director of Finance and HR

Paula Gardner – Operations Director (Complex Health & Housing)

Laura Whitaker – Operations Director (Children, Young People & Families)

Bill Owen – Operations Director (Employability and Community Health)

The SMT is supported by the Leadership Team which comprises the Quality Assurance Manager, Finance Manager, Human Resources Manager, Company Secretary, Business Development Manager and Project Managers.

The Leadership Team and SMT meet regularly to review operational and policy issues. They are responsible for ensuring information is passed on to their teams through team meetings. This process also allows for information to flow from team meetings into the committees and to the Board. The Board delegates responsibility for the review of SMT remuneration to the Chair, Vice Chair and Treasurer.

Risk Management and Safeguarding

A risk management policy is in place and regularly reviewed. It states:

“Barca-Leeds will develop an organisational culture that optimises our ability to achieve our strategic objectives while ensuring appropriate management of risks”.

The aim of the risk management policy is to:

- Promote employee, stakeholder and public safety;
- Protect personnel, assets and intellectual property;
- Encourage better quality service delivery; minimise loss; and
- Contingency planning for dealing with risks and their impact.

Identifying and managing risk is part of our mandatory training programme.

Standardised risk assessments are in place across services for all staff and this year were moved to BarcaBase - our internal data management system. As part of this policy, an organisational Risk Register is in place which is a working document reviewed by the Quality and Performance Manager, Managing Director and Quality Assurance Group, with 6 monthly reviews by the SMT and Board.

Our safeguarding practices for adults at risk and children are reviewed and evaluated on a quarterly basis and all staff receive mandatory safeguarding training on internal policies and procedures and are required to attend the Leeds Safeguarding Children Board and local authority Adult Safeguarding training. The outcome of all risk evaluations, complaints, compliments and any critical incidents are reported directly to our Quality Assurance Group.

BarcaBase has been used for a year to centrally record and monitor all safeguarding concerns raised across the organisation.

This system change has seen several tangible improvements:

- Efficiency across the organisation
- Security of the data
- Quality of the data and information (case-audit scores have significantly improved)
- Monitoring and trends analysis
- Benchmarking, learning and improvement

Quarterly information governance audits are completed to ensure compliance with data protection requirements.

The audits are unannounced and any failures noted are directly addressed, logged with the Quality Assurance Manager and reported at the Quality Assurance Group.

Quality Standards

We strive for excellence and monitor our compliance through the following quality standards:

- We Invest In People, Standard Accreditation
- British Association of Counselling and Psychotherapy (BACP) accredited organisational service
- Your Data Matters (ICO)
- Mindful Employer
- Safer Leeds Domestic Violence Quality Mark
- Fostering Friendly Charter Mark

Following an effectiveness review we restructured our Quality Assurance Group, a board chaired committee. Our new structure encourages greater participation and knowledge sharing to create a stronger learning culture across our leadership team supported by a resource library on our new Sharepoint site.

OBJECTIVES AND ACTIVITIES

Objectives

Our objective is the promotion of any charitable purpose for the benefit of the public including, but not limited to, the inhabitants of Bramley and Rodley and surrounding area. We will assist and enable families, children, young people and adults to develop to their full potential for the benefit of themselves and the community. Our focus is breaking inter-generational cycles of deprivation, violence, addiction, poor physical and mental health, low aspiration and achievement, in particular, the preservation and protection of good health by the provision of support and information relating to health issues.

We are committed to partnership working and work closely with other service providers, statutory and non-statutory, but crucially we remain independent in order to focus on the needs of the people who access our service.

We continue to provide strategic support for our partners ranging from smaller community organisations to departments within Leeds City Council, and a range of NHS providers.

We actively participate in the work of strategic partnerships, including Third Sector Leeds and the Crime Reduction Network and this year we participated in partnerships responding to the COVID-19 pandemic at leadership and grass roots levels to support a coordinated response.

We are recognised as a 'Community Anchor' organisation for West Leeds whilst remaining an important deliverer of services throughout the city.

Details of the main activities, achievements and performance for the year are provided in our 'Impact Report'.

Public Benefit

The Board recognise their duties under the Charities Act 2011 and have referred to the Charity Commission's guidance on public benefit when reviewing their activities and compiling this report. The activities described above and in the following sections are consistent with the charity's values and aims which, in turn, derive from its charitable objectives. All new and potential developments are assessed for consistency with the strategic business plan and, therefore, for their contribution to public benefit.

Volunteers

Volunteers in our Reclaim counselling have continued to provide their expertise and we have benefitted from volunteers in youth work and Engage housing services. This year we have reviewed our procedures and improved the process for recruiting and on-boarding of volunteers to provide a better induction experience for new volunteers.

In 2022 we will assign a senior post to lead on volunteer recruitment and support.

FINANCIAL REVIEW

The Statement of Financial Activities shows net surplus for the year, after transfers, of £206,842 made up of net income of £36,825 on unrestricted funds and net income of £170,017 on restricted funds. Total funds at 31 March 2022 were £1,809,552, of which £539,262 were restricted.

Reserves Policy

The board has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be equivalent to three months of the running costs, which equates to approximately £267,179 in unrestricted funds and £1,303,546 across all charitable activities.

At 31 March 2022, the charity had £546,000 in free reserves, after deducting designated funds, restricted funds and funds held in fixed assets. Designated funds at 31 March 2022 totaled £696,138, which included the Manor House property and a fund for future investment in infrastructure.

Investment Policy

The investment policy was reviewed and adopted by the Board in 2020, the Board have invested in a CCLA 5 year investment COIF. The remainder of the funds are invested in Higher Rate deposit accounts for short term investment.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

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 company as at the end of the financial year and of the surplus or deficit of the company for that period.

In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the company and hence for taking steps for the prevention and detection of fraud and other irregularities.

STATEMENT DISCLOSURE OF INFORMATION TO AUDITORS

The trustees of the company who held office at the date of approval of this annual report confirm that:

- so far as they are aware, there is no relevant audit information, information needed by the company's auditors in connection with preparing their report, of which the company's auditors are unaware;
- and they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of this information.

Small company rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

It was approved by the Board on the 11th August 2022 and signed on its behalf by:

Stewart Firth

Stewart Firth
Chair

PART 3

Financial Statements

Independent Auditors Report

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BARCA - LEEDS**

OPINION

We have audited the financial statements of Barca - Leeds for the year ended 31 March 2022, which comprise the Statement of Financial Activities and Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the related notes, 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 2022 and of the 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 OF OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BARCA - LEEDS**

OTHER INFORMATION

The trustees/directors are responsible for the other information contained within the annual report. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF DIRECTORS

As explained more fully in the Trustees' responsibilities statement on page 29, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

BARCA - LEEDS

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: timing of recognition of commercial income, posting of unusual journals along with complex transactions and manipulating the charitable company's key performance indicators to meet targets. We discussed these risks with client management, designed audit procedures to test the timing of commercial revenue, tested a sample of journals to confirm they were appropriate and reviewed areas of judgement for indicators of management bias to address these risks.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members for our audit work, for this report, or for the opinions we have formed.



.....
A C Rodaway (Senior Statutory Auditor)

For and on behalf of HPH, Statutory Auditor

54 Bootham
York
YO30 7XZ

11 August 2022

Financial Statements

Accounts
up to
31 March 2022



BARCA - LEEDS

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

| | Note | Unrestricted funds £ | Restricted funds £ | Total 2022 £ | Total 2021 £ |
|---|------|----------------------------|--------------------------|--------------------|--------------------|
| INCOME | | | | | |
| Donations and legacies | 3 | 16,174 | 1,442,341 | 1,458,515 | 861,700 |
| Charitable activities | | | | | |
| Grants and Contracts | 4 | 979,778 | 2,963,104 | 3,942,882 | 3,915,270 |
| Other trading activities | | | | | |
| Fundraising | | 3,776 | 582 | 4,358 | 3,936 |
| Investments | | 2,669 | - | 2,669 | 5,678 |
| TOTAL INCOME | | 1,002,397 | 4,406,027 | 5,408,424 | 4,786,584 |
| EXPENDITURE | | | | | |
| Charitable activities | 6 | 1,068,715 | 4,145,470 | 5,214,185 | 4,588,524 |
| TOTAL EXPENDITURE | | 1,068,715 | 4,145,470 | 5,214,185 | 4,588,524 |
| Net (expenditure) / income before gains on investments | | (66,318) | 260,557 | 194,239 | 198,060 |
| Net gains on investments | | 12,603 | - | 12,603 | - |
| Net income | | (53,715) | 260,557 | 206,842 | 198,060 |
| Transfers between funds | 14 | 90,540 | (90,540) | - | - |
| Net movement in funds | | 36,825 | 170,017 | 206,842 | 198,060 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | 14 | 1,233,465 | 369,245 | 1,602,710 | 1,404,650 |
| Total funds carried forward | 14 | £ 1,270,290 | £ 539,262 | £ 1,809,552 | £ 1,602,710 |

All activities derive from continuing operations.
The notes on pages 39 to 51 form part of the accounts.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

BARCA - LEEDS

(A company limited by guarantee)

BALANCE SHEET AS AT 31 MARCH 2022 Company registration number: 02949419

| | Note | 2022 | | 2021 | |
|--|------|------------------|--------------------|------------------|--------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible Assets | 8 | | 424,152 | | 432,504 |
| Investments | 9 | | 112,603 | | 100,000 |
| | | | <u>536,755</u> | | <u>532,504</u> |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 539,478 | | 427,998 | |
| Cash at Bank and in Hand | 17 | 1,292,570 | | 1,156,965 | |
| | | <u>1,832,048</u> | | <u>1,584,963</u> | |
| LIABILITIES | | | | | |
| Creditors: amounts falling due within one year | 11 | 463,251 | | 439,757 | |
| NET CURRENT ASSETS | | | <u>1,368,797</u> | | <u>1,145,206</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | <u>1,905,552</u> | | <u>1,677,710</u> |
| Provisions for liabilities and charges | 12 | | (96,000) | | (75,000) |
| TOTAL NET ASSETS | | | <u>£ 1,809,552</u> | | <u>£ 1,602,710</u> |
| THE FUNDS OF THE CHARITY | | | | | |
| Restricted Funds | 14 | | 539,262 | | 369,245 |
| Unrestricted Funds | | | | | |
| - Designated Funds | 14 | | 696,138 | | 687,331 |
| - Undesignated Funds | 14 | | 574,152 | | 546,134 |
| TOTAL FUNDS | | | <u>£ 1,809,552</u> | | <u>£ 1,602,710</u> |

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

The notes on pages 39 to 51 form part of the accounts.

These financial statements were approved by the trustees on 11 August 2022 and signed on its behalf by:

Stewart Firth
Chair of Trustees



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

BARCA - LEEDS

(A company limited by guarantee)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

| | 2022 | | 2021 | |
|---|----------|-------------|-----------|-------------|
| | £ | £ | £ | £ |
| Net cash provided by operating activities (Note 16) | | 150,000 | | 399,054 |
| Cash flows from investing activities | | | | |
| Interest received | 2,669 | | 5,678 | |
| Purchase of property, plant and equipment | (17,064) | | (8,400) | |
| Purchase of investments | - | | (100,000) | |
| Net cash used in investing activities | | (14,395) | | (102,722) |
| Change in cash and cash equivalents in the year | | 135,605 | | 296,332 |
| Cash and cash equivalents at beginning of the year | | 1,156,965 | | 860,633 |
| Cash and cash equivalents at end of the year (Note 16) | | £ 1,292,570 | | £ 1,156,965 |

The notes on pages 39 to 51 form part of the accounts.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.02949419).

The address of its registered office is 259 Upper Town Street, Bramley, Leeds, LS13 3JT.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

Barca - Leeds meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

2.2 Going Concern policy

The Trustees have prepared financial projections, taking into consideration the current economic climate and its potential impact on the sources of income and planned expenditure. They have a reasonable expectation that adequate financial resources are available to enable the charity to continue in operational existence for the foreseeable future, and have adequate contingency plans in the event that income streams are reduced. Consequently the financial statements have been prepared on the basis that the charity is a going concern.

2.3 Income

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

Voluntary income

Voluntary income is received by way of donations and gifts and is included in the Statement of Financial Activities ("SOFA") when receivable.

Grants receivable

Where entitlement is not conditional on the delivery of a specific performance by the charity, the income is recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities

This income is included at the value to the charity where this can be quantified. The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with the Charities SORP (FRS102), the economic contribution of general volunteers is not recognised in the accounts.

Where income is received specifically for expenditure in a future accounting period that amount is deferred.



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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

2 ACCOUNTING POLICIES (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes attributable VAT which cannot be recovered.

Charitable expenditure comprises those costs incurred by the charity in the deliverance of its activities and services for its beneficiaries. It includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Governance costs, included in support costs, include those costs incurred in the governance of the charity and its assets. They are primarily associated with constitutional and statutory requirements, and are allocated to charitable activities.

All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis.

2.5 Operating leases

Rentals applicable to operating leases are charged to the SoFA on a straight line basis over the term of the lease.

2.6 Staff costs

The costs of short term employee benefits are recognised as a liability and an expense where settlement of obligations does not fall within the same period.

2.7 Tangible fixed assets and depreciation

Fixed assets for charity use are capitalised at cost, for items above £2,000. Donated assets are valued at market value on donation. They are stated in the accounts at cost/original value less depreciation.

Depreciation is calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

| | |
|-----------------------|----------------------------------|
| Freehold buildings | 50 years straight line basis |
| Fixtures and fittings | 3 years straight line basis |
| Motor vehicles | 5 years straight line basis |
| Computer equipment | 3 years straight line basis |
| Other equipment | 3 to 5 years straight line basis |

2.8 Fixed asset investments

Quoted investments are included at closing mid-market value at the balance sheet date. Unquoted investments are stated at cost less any permanent diminution in the value. Any gain or loss on revaluation is taken to the SOFA. Investment income is accounted for in the period in which the Charity is entitled to receipt.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and any short-term deposit accounts with a maturity of three months or less from the date of opening.



BARCA - LEEDS

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

2 ACCOUNTING POLICIES (continued)

2.11 Creditors

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

2.12 Fund accounting

The trustees have a defined policy for identification of different types of income:

- Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- Restricted funds are only to be used for the specific purpose laid down by the donor. Expenditure which meets this criteria is charged to the fund, together with a fair allocation of management and support costs.
- Unrestricted funds are the residue of income receivable or generated from the objects of the charity without further specified purposes and are available as general funds.

2.13 Pension costs

The charity operates a defined contribution scheme for its employees. The charity also contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Committee by the Scheme Administrator. The Scheme is a multi employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the charity. The Scheme is therefore accounted for as a defined contribution scheme. Contributions to both schemes are charged to the Statement of Financial Activities as they become payable.

2.14 Financial Instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

3 INCOME FROM DONATIONS AND LEGACIES

| | Unrestricted Funds 2022 £ | Restricted Funds 2022 £ | Total Funds 2022 £ | Total Funds 2021 £ |
|---------------------------------|------------------------------------|----------------------------------|--------------------------|--------------------------|
| Donations | 5,824 | 79,275 | 85,099 | 68,298 |
| Non-performance grants | | | | |
| Children, youth & Families | - | 749,701 | 749,701 | 471,538 |
| Health, wellbeing & Adults | - | 269,014 | 269,014 | 249,314 |
| Complex Needs | - | 337,751 | 337,751 | 62,200 |
| Support | - | - | - | - |
| Donated services and facilities | 10,350 | 6,600 | 16,950 | 10,350 |
| | <u>£ 16,174</u> | <u>£ 1,442,341</u> | <u>£ 1,458,515</u> | <u>£ 861,700</u> |

Donated services and facilities represent the use of various premises occupied by the charity during the year donated by Leeds City Council.

Included in Non-performance grants is £837,279 (2021 - £375,191) of Government Grants.



BARCA - LEEDS

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

4 INCOME FROM CHARITABLE ACTIVITIES

| | Unrestricted Funds 2022 £ | Restricted Funds 2022 £ | Total Funds 2022 £ | Total Funds 2021 £ |
|-----------------------------------|------------------------------------|----------------------------------|--------------------------|--------------------------|
| Performance grants and contracts | | | | |
| Children, young people & Families | - | 340,000 | 340,000 | 661,363 |
| Health, wellbeing & Adults | - | 1,186,162 | 1,186,162 | 867,516 |
| Complex needs | 979,778 | 1,436,942 | 2,416,720 | 2,386,391 |
| | <u>£ 979,778</u> | <u>£ 2,963,104</u> | <u>£ 3,942,882</u> | <u>£ 3,915,270</u> |

Included in Performance grants and contracts is £1,394,943 (2021 - £1,288,373) of Government Grants.

5 TOTAL STAFF COSTS

| | 2022 £ | 2021 £ |
|--------------------------------|--------------------|--------------------|
| Wages and Salaries | 3,936,920 | 3,447,649 |
| Severance costs | 5,000 | 10,901 |
| Social Security Costs | 350,275 | 294,938 |
| Other Pension Costs (Employer) | 144,529 | 131,482 |
| Other Benefits | 444 | 838 |
| | <u>£ 4,437,168</u> | <u>£ 3,885,808</u> |

Included in the severance costs are statutory redundancy payments of £5,000.

Employees earning £60,000 or more per annum

| | 2021 | 2020 |
|-------------------|----------|----------|
| £60,000 - £69,999 | <u>1</u> | <u>1</u> |

1 employee above has retirement benefits accruing under a defined benefit scheme.

The average number of employees for the year was 170 (2021 - 153).

The key management personnel of the charity comprise the trustees and the senior management team. The total employee benefits of the key management personnel, with only senior management team members being paid, were £377,323 (2021 - £284,083).



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

6 ANALYSIS OF TOTAL EXPENDITURE

| | Children, Young People & Families 2022 £ | Health Wellbeing and Adults 2022 £ | Complex Needs 2022 £ | Total 2022 £ | Total 2021 £ |
|---|---|--|-------------------------------|--------------------|--------------------|
| 6.1 Charitable activities | | | | | |
| Staff costs | 670,178 | 1,009,385 | 2,075,311 | 3,754,874 | 3,431,036 |
| Training, clinical supervision and volunteer expenses | 7,151 | 30,246 | 13,648 | 51,045 | 47,812 |
| Recruitment | 1,345 | 5,731 | 7,131 | 14,207 | 19,955 |
| Activities | 106,541 | 93,997 | 103,153 | 303,691 | 249,172 |
| Travel | 14,127 | 6,219 | 30,301 | 50,647 | 31,676 |
| Premises | 31,853 | 56,818 | 99,025 | 187,696 | 155,434 |
| Vehicle costs | 341 | 544 | 1,055 | 1,940 | 1,890 |
| Depreciation | 1,405 | 3,924 | 20,087 | 25,416 | 25,716 |
| Insurance | 4,151 | 6,956 | 12,853 | 23,960 | 21,107 |
| Support costs (note 6.2) | 151,371 | 224,430 | 424,908 | 800,709 | 604,726 |
| | <u>£ 988,463</u> | <u>£ 1,438,250</u> | <u>£ 2,787,472</u> | <u>£ 5,214,185</u> | <u>£ 4,588,524</u> |
| 6.2 Support costs | | | | | |
| Support staff | 112,480 | 179,641 | 348,312 | 640,433 | 413,405 |
| Support staff - governance | 7,352 | 11,742 | 22,767 | 41,861 | 41,367 |
| Office costs | 29,683 | 30,082 | 48,081 | 107,846 | 139,767 |
| Professional fees | 1,515 | 2,420 | 4,692 | 8,627 | 8,481 |
| Bank charges | 341 | 545 | 1,056 | 1,942 | 1,706 |
| | <u>£ 151,371</u> | <u>£ 224,430</u> | <u>£ 424,908</u> | <u>£ 800,709</u> | <u>£ 604,726</u> |
| Included in support costs is: | | | | | |
| Auditor's remuneration | | | | | |
| Audit fees | | | | 3,500 | 3,500 |
| Accountancy fees | | | | 4,942 | 4,495 |
| | | | | <u>£ 8,442</u> | <u>£ 7,995</u> |

The Charity benefits greatly from the involvement and support of its volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP FRS 102, the economic contribution of general volunteers is not recognised in the accounts.



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2021 - £nil).

There were no related party transactions in the reporting period which require disclosure (2021 - none).

8 TANGIBLE FIXED ASSETS

| | Freehold land & Buildings £ | Fixtures, fittings & Equipment £ | Motor Vehicles £ | Total £ |
|-------------------------|-----------------------------------|--|------------------------|------------|
| Cost | | | | |
| At 1 April 2021 | 551,828 | 230,900 | 23,107 | 805,835 |
| Additions | - | 17,064 | - | 17,064 |
| At 31 March 2022 | 551,828 | 247,964 | 23,107 | 822,899 |
| Depreciation | | | | |
| At 1 April 2021 | 147,828 | 202,396 | 23,107 | 373,331 |
| Charge for year | 8,000 | 17,416 | - | 25,416 |
| At 31 March 2022 | 155,828 | 219,812 | 23,107 | 398,747 |
| Net Book Amounts | | | | |
| At 31 March 2022 | £ 396,000 | £ 28,152 | £ - | £ 424,152 |
| At 31 March 2021 | £ 404,000 | £ 28,504 | £ - | £ 432,504 |

Freehold land with a historic cost of £151,828 (2021 - £151,828) is not depreciated.

| | 2022 £ | 2021 £ |
|-------------------------------|-----------|-----------|
| 9 INVESTMENTS | | |
| Market value at 1 April 2021 | 100,000 | 100,000 |
| Net gains | 12,603 | - |
| Market value at 31 March 2022 | £ 112,603 | £ 100,000 |

| | 2022 £ | 2021 £ |
|-------------------|-----------|-----------|
| 10 DEBTORS | | |
| Trade debtors | 352,157 | 307,314 |
| Accrued income | 845 | 1,638 |
| Prepayments | 46,418 | 31,915 |
| Grants receivable | 139,705 | 85,497 |
| Other debtors | 353 | 1,634 |
| | £ 539,478 | £ 427,998 |

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

| | 2022 | 2021 |
|--|------------------|------------------|
| | £ | £ |
| 11 CREDITORS: Amounts falling due within one year | | |
| Trade creditors | 37,858 | 45,544 |
| Deferred income | 222,805 | 146,220 |
| Grants repayable | 49,766 | 96,087 |
| Social security and other taxes | 86,923 | 74,495 |
| Pension | 845 | 1,103 |
| Accruals | 62,311 | 52,449 |
| Other creditors | 2,743 | 23,859 |
| | <hr/> | <hr/> |
| | £ 463,251 | £ 439,757 |
| | <hr/> | <hr/> |

| | 2022 | 2021 |
|---|------------------|------------------|
| | £ | £ |
| Deferred income | | |
| As at 1 April | 146,220 | 111,475 |
| Released to the Statement of Financial Activities | (146,220) | (111,475) |
| Amount deferred in the year | 222,805 | 146,220 |
| | <hr/> | <hr/> |
| As at 31 March | £ 222,805 | £ 146,220 |
| | <hr/> | <hr/> |

At the balance sheet date the charity was holding funds received in advance of providing services to customers, which is fully released in the following financial year.

| | 2022 | 2021 |
|----------------------|-----------------|-----------------|
| | £ | £ |
| 12 PROVISIONS | | |
| As at 1 April | 75,000 | 59,000 |
| Charge in the year | 21,000 | 16,000 |
| | <hr/> | <hr/> |
| As at 31 March | £ 96,000 | £ 75,000 |
| | <hr/> | <hr/> |

There are two provisions made in the year, buildings dilapidations and redundancies where projects may not be renewed.



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

13 ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Unrestricted | | Restricted Funds £ | Total Funds £ |
|-------------------------|----------------------------|--------------------------|--------------------------|---------------------|
| | Undesignated Funds £ | Designated Funds £ | | |
| Current year | | | | |
| Tangible Fixed Assets | 28,152 | 396,000 | - | 424,152 |
| Investments | 112,603 | | | 112,603 |
| Current Assets | 992,648 | 300,138 | 539,262 | 1,832,048 |
| Current Liabilities | (463,251) | - | - | (463,251) |
| Provisions | (96,000) | - | - | (96,000) |
| At 31 March 2022 | £ 574,152 | £ 696,138 | £ 539,262 | £ 1,809,552 |
| | | | | |
| | Unrestricted | | Restricted Funds £ | Total Funds £ |
| | Undesignated Funds £ | Designated Funds £ | | |
| Comparative year | | | | |
| Tangible Fixed Assets | 28,504 | 404,000 | - | 432,504 |
| Investments | 100,000 | - | - | 100,000 |
| Current Assets | 932,387 | 283,331 | 369,245 | 1,584,963 |
| Current Liabilities | (439,757) | - | - | (439,757) |
| Provisions | (75,000) | - | - | (75,000) |
| At 31 March 2021 | £ 546,134 | £ 687,331 | £ 369,245 | £ 1,602,710 |



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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

14 FUNDS

Current year

| | Balance at 1 April 2021 £ | Income £ | Expenditure £ | Investment Gains £ | Transfers £ | Balance at 31 March 2022 £ |
|-----------------------------------|---------------------------------|-------------|------------------|--------------------------|----------------|----------------------------------|
| Restricted Funds | | | | | | |
| Children, young people & families | 68,093 | 1,096,826 | (1,014,629) | - | (8,524) | 141,766 |
| Health, wellbeing & adults | 144,061 | 1,534,509 | (1,443,272) | - | 14,217 | 249,515 |
| Complex needs | 157,091 | 1,774,692 | (1,680,080) | - | (103,722) | 147,981 |
| Core | - | - | (7,489) | - | 7,489 | - |
| | 369,245 | 4,406,027 | (4,145,470) | - | (90,540) | 539,262 |
| Unrestricted Funds | | | | | | |
| Designated | | | | | | |
| Fixed Assets - Manor House | 404,000 | - | (8,000) | - | - | 396,000 |
| Investment in Infrastructure | 283,331 | - | (168,955) | - | 185,762 | 300,138 |
| | 687,331 | - | (176,955) | - | 185,762 | 696,138 |
| Undesignated | | | | | | |
| Free reserves | 546,134 | 1,002,397 | (891,760) | 12,603 | (95,222) | 574,152 |
| Total Unrestricted Funds | 1,233,465 | 1,002,397 | (1,068,715) | 12,603 | 90,540 | 1,270,290 |
| Total Funds | £ 1,602,710 | £ 5,408,424 | £ (5,214,185) | £ 12,603 | £ - | £ 1,809,552 |

Comparative year

| | Balance at 1 April 2020 £ | Incoming Resources £ | Outgoing Resources £ | Investment Gains £ | Transfers £ | Balance at 31 March 2021 £ |
|-----------------------------------|---------------------------------|----------------------------|----------------------------|--------------------------|----------------|----------------------------------|
| Restricted Funds | | | | | | |
| Children, young people & families | 57,163 | 1,130,238 | (1,081,068) | - | (38,240) | 68,093 |
| Health, wellbeing & adults | 221,891 | 1,159,906 | (1,141,413) | - | (96,323) | 144,061 |
| Complex needs | 64,251 | 1,468,815 | (1,328,654) | - | (47,321) | 157,091 |
| | 343,305 | 3,758,959 | (3,551,135) | - | (181,884) | 369,245 |
| Unrestricted Funds | | | | | | |
| Designated | | | | | | |
| Fixed Assets - Manor House | 412,000 | - | (8,000) | - | - | 404,000 |
| Investment in Infrastructure | 138,404 | - | (47,073) | - | 192,000 | 283,331 |
| | 550,404 | - | (55,073) | - | 192,000 | 687,331 |
| Undesignated | | | | | | |
| Free reserves | 510,941 | 1,027,625 | (982,316) | - | (10,116) | 546,134 |
| Total Unrestricted Funds | 1,061,345 | 1,027,625 | (1,037,389) | - | 181,884 | 1,233,465 |
| Total Funds | £ 1,404,650 | £ 4,786,584 | £ (4,588,524) | £ - | £ - | £ 1,602,710 |



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

BARCA - LEEDS

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

14 FUNDS continued

Transfers

The transfer from restricted funds is the remaining balance after the project has finished and has been agreed with the donor to move to unrestricted funds.

The transfers in the year were to designated funds explained under the individual designated funds.

Restricted Funds

Restricted funds are amalgamated into the three categories Children, young people & families, Health wellbeing & adults and Complex needs. Some of the larger specific restricted income streams have been explained below.

Children, young people & families

Leeds City Council: Funding for city wide youth inclusion, and targetted youth work to support the prevention of anti-social behaviour, improve school attendance among vulnerable children and young people. Funding for family, drug and alcohol courts. Funding for the Better Together project.

Humankind: Funding for the delivery of the early intervention & prevention, domestic violence, alcohol misuse, and family support delivered within the Forward Leeds contract city wide service.

Children In Need: targeted family support in West Leeds, in 2020 total monies received equalled £50,549.

Safer Communities - Police Crime Commissioner and Awards for All: Supporting young people impacted by crime and violence to help improve emotional well being.

Stronger Families - Jointly funded by European Structural Fund and the National Lottery (Building Better Opportunities) The programme helps and supports families across Leeds who have barriers to accessing education or training and gaining skills for work and employment.

National Lottery Community Fund - BARCA Reclaim: Proving therapeutic services for adults with moderate to severe mental health needs, from disadvantaged areas of West Leeds.

ESIF funding for Workwell: Funding for the provision of employment support.

Garfield Weston: Funding for the provision of core activities.

Health wellbeing & adults

TaMHS (Targeted Mental Health in Schools): Funding projects to deliver support In a number of West Leeds primary and secondary schools, the projects are delivered to Improve the emotional wellbeing of pupils.

Leeds Community Foundation and Jimbos Fund: Leeds Male Suicide Prevention project.

Inspire North – Linking Leeds: Social prescribing programme commissioned by the CCGs.

Complex needs

Leeds City Council: Rapid Rehousing Pathway Navigators supporting street homeless people into secure housing.

NHS - BOST (A&E work): The Barca Outreach Support Team provides specific support to those who frequently use urgent and emergency healthcare services.

Designated Funds

The Investment in Infrastructure Fund is to be used for investing in the following areas, buildings, staffing, business development, ICT. The balance carried forward at 31 March 2022 was £300,138.

The Fixed Asset Fund comprises the net book value of the property, which is held for the on-going work of the charity and therefore does not form part of distributable reserves. The expenditure from this fund is the depreciation charge for the year.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

15 PENSION

Defined contribution scheme

The charity contributed to a number of defined contribution arrangements during the year for the benefit of its employees. The pension charge for the year includes contributions payable of £129,954 (2021 - £117,050).

Defined benefit scheme

The charity participates in the Teachers' Pension Scheme (England and Wales) ("the TPS"). The employer contribution rate for the year ended 31 March 2022 was 23.6%. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%. The pension charge for the year includes contributions payable to the TPS of £14,575 (2021 - £14,432).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pensions Regulations 2014. Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set following scheme valuations undertaken by the Government Actuary's Department. The latest valuation report in respect of the TPS was prepared at 31 March 2016 and was published in March 2019. This report confirmed the employer contribution rate for the TPS of 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

This employer rate will be payable until the outcome of the next actuarial valuation, which was due to be prepared as at 31 March 2020 but has not been published. This valuation will also determine the opening balance of the cost cap fund and provide an analysis of the cost cap as required by the Public Service Pensions Act 2013.



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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

16 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

| | 2022 | 2021 |
|--|------------------|------------------|
| | £ | £ |
| Net income for the reporting period | 206,842 | 198,060 |
| <i>Adjustments for:</i> | | |
| Depreciation charges | 25,416 | 25,716 |
| (Gains) on investments | (12,603) | - |
| Investment income | (2,669) | (5,678) |
| (Decrease) / increase in trade and other debtors | (111,480) | 42,919 |
| Increase in trade and other creditors | 23,494 | 122,037 |
| Increase in provisions | 21,000 | 16,000 |
| Net cash provided by operating activities | £ 150,000 | £ 399,054 |

17 ANALYSIS OF CASH AND CASH EQUIVALENTS

| | | |
|--|--------------------|--------------------|
| Cash in hand | 1,292,570 | 1,156,965 |
| Total cash and cash equivalents | £ 1,292,570 | £ 1,156,965 |

18 OPERATING LEASES

The total future value of minimum lease payments is as follows:

| | | |
|--------------------------|----------------|-----------------|
| Within one year | 7,140 | 42,840 |
| Within two to five years | - | 7,140 |
| | £ 7,140 | £ 49,980 |

The amount of non-cancellable operating lease payments recognised as an expense during the period was £48,487 (2021 - £43,103).



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

BARCA - LEEDS

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

19 STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE YEAR

| | Unrestricted funds £ | Restricted funds £ | 2021 Total £ |
|------------------------------------|----------------------------|--------------------------|--------------------|
| INCOME | | | |
| Donations and legacies | 38,236 | 823,464 | 861,700 |
| Charitable activities | | | |
| Grants and Contracts | 979,775 | 2,935,495 | 3,915,270 |
| Other trading activities | | | |
| Fundraising | 3,936 | - | 3,936 |
| Investments | 5,678 | - | 5,678 |
| TOTAL INCOME | 1,027,625 | 3,758,959 | 4,786,584 |
| EXPENDITURE | | | |
| Charitable activities | 1,037,389 | 3,551,135 | 4,588,524 |
| TOTAL EXPENDITURE | 1,037,389 | 3,551,135 | 4,588,524 |
| Net income | (9,764) | 207,824 | 198,060 |
| Transfers between funds | 181,884 | (181,884) | - |
| Net movement in funds | 172,120 | 25,940 | 198,060 |
| Reconciliation of funds | | | |
| Total funds brought forward | 1,061,345 | 343,305 | 1,404,650 |
| Total funds carried forward | £ 1,233,465 | £ 369,245 | £ 1,602,710 |



The following pages do not form part of the statutory accounts.



BARCA - LEEDS

(A company limited by guarantee)

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

| | 2022 | | 2021 | |
|---|-----------|-----------------|-----------|-----------------|
| | £ | £ | £ | £ |
| <u>TURNOVER</u> | | | | |
| Grants and contracts | | 5,299,348 | | 4,698,322 |
| Donations | | 85,099 | | 68,298 |
| Donated services and facilities | | 16,950 | | 10,350 |
| Other trading activities | | 4,358 | | 3,936 |
| | | <hr/> | | <hr/> |
| | | 5,405,755 | | 4,780,906 |
| <u>OTHER OPERATING INCOME</u> | | | | |
| Interest received | | 2,669 | | 5,678 |
| | | <hr/> | | <hr/> |
| | | 5,408,424 | | 4,786,584 |
| <u>CHARITABLE EXPENDITURE</u> | | | | |
| Staff costs | 3,754,874 | | 3,431,036 | |
| Training, clinical supervision and volunteer expenses | 51,045 | | 47,812 | |
| Recruitment | 14,207 | | 19,955 | |
| Activities | 303,691 | | 249,172 | |
| Travel | 50,647 | | 31,676 | |
| Premises | 187,696 | | 155,434 | |
| Vehicle costs | 1,940 | | 1,890 | |
| Depreciation | 25,416 | | 25,716 | |
| Insurance | 23,960 | | 21,107 | |
| | <hr/> | | <hr/> | |
| | | 4,413,476 | | 3,983,798 |
| | | <hr/> | | <hr/> |
| | | 994,948 | | 802,786 |
| <u>OVERHEADS</u> | | | | |
| Staff costs | 640,433 | | 413,405 | |
| Support staff - governance | 41,861 | | 41,367 | |
| Office costs | 107,846 | | 139,767 | |
| Professional fees | 8,627 | | 8,481 | |
| Bank charges | 1,942 | | 1,706 | |
| | <hr/> | | <hr/> | |
| | | 800,709 | | 604,726 |
| | | <hr/> | | <hr/> |
| Net surplus for the year before gains on investments | | £194,239 | | £198,060 |
| | | <hr/> <hr/> | | <hr/> <hr/> |



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