

Trustee Annual Report

and financial statements

1 April 2022 to 31 March 2023



Barca
LEEDS

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 (resigned November 2022)
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 2022/23 Barca-Leeds Trustee Annual Report and Financial Statements.

As in previous years we have continued to deliver high quality services due to the skills, dedication and immense resilience of our staff group and the deep organisational strengths of the whole of Barca-Leeds. On behalf of the Board of Trustees I am grateful to all staff members across the whole organisation and all of the Leadership Team which has provided strong, inspirational and compassionate leadership throughout the year.

This year has been hugely challenging for the communities that we serve, with the cost of living crisis following closely after the global pandemic.

Changes to our funding sources indicate that crisis work has predominated over the preventative agenda which we aim to address. Strategically, we continue to prioritise community voice, value partnerships and further develop services that reflect the needs of those we work with, ultimately addressing health and social inequalities; working towards our organisational aim for a fairer society.

I am happy to report that Barca-Leeds has ended a challenging financial year in good fiscal health due to prudent management of resources.

Please find a comprehensive financial report in accordance with the Charities Statement of Recommended Practice (SORP) 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



About Us

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 annual activity and highlights our significant achievements through our four strategic objectives;

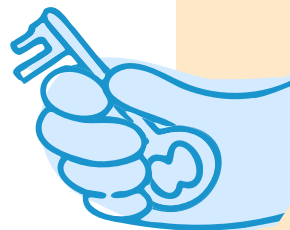


ENGAGING COMMUNITIES

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 wellbeing.

SUSTAINABLE ORGANISATION

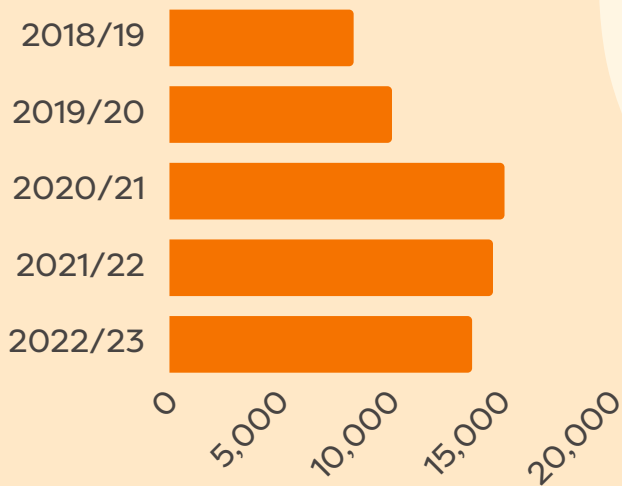
Ensure we are a financially sustainable organisation valued by stakeholders, staff and the people we work with.



Our year in numbers

Last year, we worked with

13,605 people



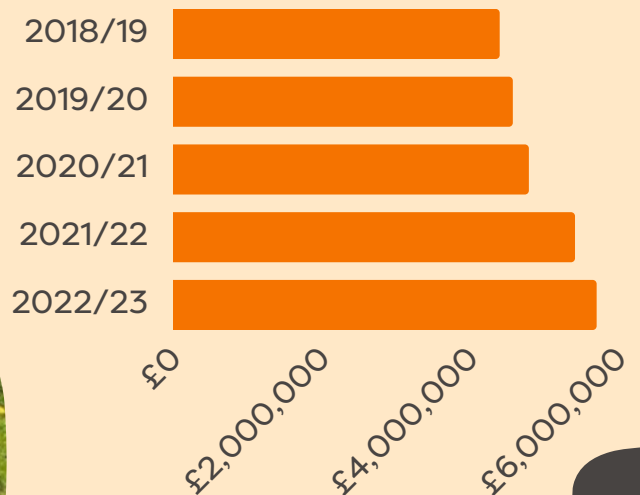
"It's so good to see the life changing results, please pass on our thanks and gratitude to all of the team."
(Local Commissioner)



- Over the last five years the annual number of people we work with increased by 66% and our income levels increased by 23%
- In 2020/21 there was a 51% increase in the number of people we worked with and a 5% increase in organisational income
- The number of people we work with is affected by changing issues, needs, service delivery & engagement methods
- Inflation created new organisational challenges



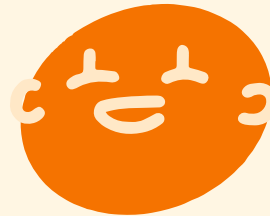
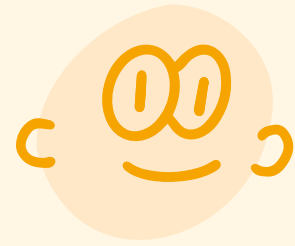
Income



Annual Review

INTRODUCTION

In my first full year as CEO I have been so inspired by the incredible work we provide collaboratively with our partners and the whole of our staff group here at Barca-Leeds. I feel privileged to represent our organisation working in a city that has such a positive focus on improving the lives of those most in need during an extremely challenging year for everyone.



OVERVIEW

A specific focus during the last year was to extend and strengthen our partnership working arrangements. We developed new joint working arrangements both informally and within formal structures, with community, grassroots and large organisations from the statutory and third sectors. Last year we also continued to pilot, innovate and coproduce new services in Leeds.

We are really proud to be the Community Anchor for Bramley and Stanningley as part of a citywide network and also supporting the Leeds 2023 year of culture.

BOARD OF TRUSTEES

Our Board of Trustees continues to provide us with strong foundations and a range of skills and perspectives. Strong governance has always been a priority for our organisation and this year we continue to pro-actively identify and manage potential organisational risk and improve the quality of our services.

"I wanted to thank everyone within Barca who I have worked with over the last 9 months within my roles with Stronger families and Workwell. Also the wider Barca family for good times over the months eg Christmas do, footy competition or leaving dos, celebration events, step May etc, etc This organisation really looks after its people."

OUR WORKFORCE

Our staff are our most important asset and have continued to deliver high quality, person-centred services meeting the needs of people from disadvantaged communities – the extent of this disadvantage is being seen and felt more acutely than at any other time I can remember. We have incrementally improved our offer to staff with improved pay, terms and conditions and by creating a positive staff culture that is supportive, welcoming, develops people and listens to them.

Our staff survey indicates that we have achieved this and we will continue to address the issues raised and celebrate hard work. At our first in-person staff day for over 2 years it was wonderful to bring all of our teams together in the same room as we celebrated excellent work across the organisation.

The staff led action groups provide an opportunity for any staff member to get involved in developing ideas that are important to them and have implemented some amazing activities and events this year creating a positive culture within the organisation towards self-care.



Child Friendly Leeds Awards 2022 - nominated for "Best Place in Leeds for Children and Young People"

THE YEAR AHEAD

We will continue to provide high quality services that focus on the needs of our communities in Leeds who are still managing the after-shock of the pandemic and cost of living crisis. Our staff are vitally important to this agenda and we will support them as we continue our journey to become a fully trauma-informed organisation. At the start of 2024, we will begin the celebrations for our 30th birthday and will also take time to reflect on both our founding purpose and the work ahead of us.

I would like to offer my heartfelt thanks to our senior management team, all staff, volunteers, partners and stakeholders for your hard work, kindness and support over the past 12 months. The year ahead has some challenges, but I am confident we will continue to develop and make a difference with communities in Leeds.

Helen Hart

**Chief Executive Officer
Barca-Leeds**

Engaging communities

A summary of our activities for our first strategic objective

Better Together provides £58,978 worth of additional SOCIAL VALUE to Leeds (*Social Value Portal)



"Recipe Station is brilliant. Look forward to it every Wednesday. It helps us to get out. It helps me to feel less lonely"

"It's giving my life a bit of commitment, purpose and goal, something to do"

BETTER TOGETHER:

This team provides a range of engagement and group activities to promote good health and wellbeing, focusing on the most disadvantaged areas of West Leeds. The team has supported the delivery of a big range of community engagement and support activities this year, including the role of Community Anchor in Bramley and Stanningley and the Swinnow work featured below.

Responding to local need

WEST LOCAL CARE PARTNERSHIP

Family healthy weight management identified as a priority

SWINNOW PRIMARY SCHOOL RECIPE STATION

promoting healthy low cost food

DOOR KNOCKING

information & awareness raising

SUPERMARKET OUTREACH

information & awareness raising

SWINNOW COMMUNITY CENTRE

accessible community drop-in

SWINNOW OUTCOMES

20 weeks activity

538 Recipe Station ingredients and bags distributed

71 families engaged

+

Referrals to Family Support team for fuel poverty, money worries and emotional wellbeing

+

Set up new teatime homework club

"I really like coming, it's the only thing I have to look forward to each week"



WEST LEEDS MEN'S NETWORK

This service works to support people who are experiencing loneliness and social isolation. One of the groups meets every week at the Broadlea Centre to write songs and has had a notable improvement on the wellbeing of our participants.

COMMUNITY WELLBEING CONNECTORS

As part of Leeds Community Mental Health Transformation this new project has been established to work with people who have a serious mental illness. The team work on an outreach basis with people in the places where they feel comfortable, and support them to build up their confidence and get involved in activities and groups so that they can become more engaged and connected in their local community.



TARGETED FAMILY SUPPORT

Working closely with statutory support services, this small team works with families who are referred due to the impacts of parental alcohol and other drug use. Using one to one, whole family and group work methods, the service provides a nurturing space where children can come together and enjoy some free time.

85%

met at least 2 of these target areas:
to improve emotional well-being, reduce social isolation or improve family resilience

90%

engaged in group work and reduced the risk of social isolation

FAMILY SUPPORT IN SCHOOLS

A new schools Family Support pilot service commissioned directly by the Headingley and Kirkstall schools' cluster proved highly successful with positive feedback from headteachers and has been re-commissioned.

100%

of families (22 adults and 36 children) referred have engaged with the support and gained positive outcomes.

"Thank you for all your help I feel like since you came into our lives everything got better."

"Sophie was able to provide support when I was struggling with my mental health, giving me coping strategies and trying to help me get things done that are impacting my mental health."

Community Anchor - Bramley & Stanningley Ward

Barca-Leeds is a designated Community Anchor organisation for the Bramley and Stanningley Ward – this is part of a coordinated approach in the city working in partnership with third sector, community and grass roots groups to address cost of living issues for local communities. In many cases we have been able to channel funding to where it is needed most. Along with other community health provision, this offers a comprehensive range of services.

SIM CARDS

We provided free sim cards with data to the people we worked with.

BROADLEA CENTRE

We refurbished this multi-use community centre at the heart of the Broadlea estate with the generous support of Overbury. It now hosts Bramley Care Bears providing a regular food distribution service, youth groups and a gardening club.

HOUSEHOLD SUPPORT FUND

We passed on funds to support the work of our partner organisations where people are impacted by the cost of living relating to food and utility bills.

Community Anchor supporting local needs

HEALTHY HOLIDAYS

Local and accessible activities for 24 school holiday weeks for **50** adults **287** children & young people

Providing hot meals, food hampers, physical activities, healthy eating and connections to community health and wellbeing support and groups.

£3,500 directly benefitted people living on the streets by supporting:

68

people to eat healthier food more regularly

36

people to help manage their utility bills

£18,500 was allocated to partner organisations for people impacted by the cost of living. Supporting **315** families.

4,204 food parcels given out by Bramley Care Bears.

Supported by Bramley Care Bears, The Green Doctor and Bramley Elderly Action.

Additional community projects

MEN'S HEALTH UNLOCKED

107 digitally excluded men received digital skills courses, free data and devices. A large network of citywide agencies made referrals, including local Bramley services. We worked with prison leavers, and others, who have experienced long-term digital exclusion.

RECIPE STATION

2,785 budget, vegetarian, healthy recipe bags have been distributed across West Leeds to enable people to try new ingredients in this free creative cooking opportunity.

Unlocking barriers

A summary of our activities for our second strategic objective



ADULT COUNSELLING

REDISCOVER

The Rediscover counselling service works with adults. As part of our whole family approach we support parents to strengthen their own mental health so they feel strong enough to provide safe and supportive family homes.

"I feel that I have broken the cycle of abuse, my children don't feel worthless like I did, they are happy, self-content and loved. It feels like the start of a journey to self-love and self-worth, it's allowed me to put my mask down."

RECLAIM

Directly commissioned by GP surgeries. The service enables adults to work on their own personal agenda by addressing unresolved trauma in their lives and is a powerful tool for change.

SCHOOLS COUNSELLING SERVICE

This service provided a schools counselling service for **654** children and young people. The service continues to be highly valued and uses Goal Based Outcomes as a measure to evaluate progress towards goals in therapeutic work. They compare how far a person feels they have moved towards reaching goals that they set during an intervention. An impact score of 3 or above is considered a reliable change and likely to be significant.

"I learnt how to manage my anger with some anger strategies and also it has made me feel less anxious."

"We do believe (young person) has and is using the tools you've provided and we have seen a huge improvement in her attitude about her past. Thank you for all your help and we're very grateful we're moving forward now"

1,505

total goals set

4.4

average impact
score

Complex health and housing services

The Barca-Leeds Navigator support model is used in many of our services for people with multiple and complex needs. It delivers person-centred support focused on their needs.

WE ENGAGE WITH HOMELESS AND VULNERABLY HOUSED PEOPLE INCLUDING:



People awaiting release from prison who have limited opportunities.



People living a street-based lifestyle, sleeping rough and / or begging ...

... many of whom also have medical complications that are significantly affecting their health ...

... and those who may struggle with addiction issues or poor mental health.



FORWARD LEEDS CITYWIDE SUPPORT & TREATMENT SERVICES



People who frequently use emergency health services, including Accident & Emergency and calls to 999.

HOW OUR SERVICES HELP:

The **Specialist Navigator Service** works collaboratively with Housing Options and Probation Services to rehouse people leaving prison. Their impact reduced local re-offending rates to **12%** compared to **36%** nationally.

Working in partnership to implement the Leeds Rough Sleeper Strategy, the **Housing Navigator team** support people who have a history of rough sleeping to move into safe and secure accommodation.



Our **Health & Wellbeing Navigators** have an additional focus on supporting people to recover their health by helping them to access appropriate medical interventions.

We are proud partners in the **Forward Leeds** drug and alcohol treatment service, providing support to adults, young people and families impacted by substance use.



The **Barca Outreach Support Team** provides targeted support that has reduced A&E attendances by **50%**, Ambulance call outs by **50%** and hospital admissions by **51%** for the people they work with.

At **Engage Leeds** we worked with **915** people providing vital support and advice for people who are vulnerably housed, living in insecure or inappropriate accommodation to find the right housing solutions for them.



SOCIAL PRESCRIBING @ BARCA

LINKING LEEDS

We are proud to be a member of the partnership providing a citywide social prescribing service that has exceeded its targets in the last year. The Barca team has taken the service into community settings including Trinity Church Foodbank in Rawdon, which is part of the Trussell Trust.

"Clients are encouraged to engage with Linking Leeds during their monthly sessions at Trinity. They can get the help and advice they need while they are at our foodbank and don't have to worry about making phone calls and filling out forms at home when they are feeling overwhelmed and can't see a way forward, often burdened with debt and mental health issues."

CONNECT TOGETHER

This is a new social prescribing service exclusively for children and young people aged from 4 to 16 delivered in partnership with Health for All. Recently established, it has quickly built trust, supporting young people and their families to improve their wellbeing through sustaining meaningful connections to and with their interests & communities.

100%

felt completely listened to by their worker

43

connections made to community support

75%

feel they had more choice and control over their lives



FAMILY DRUG AND ALCOHOL COURT (FDAC)

The FDAC service continues to be an innovative service, nationally, and achieves significant impact by reducing the numbers of children being taken into care and delivering real cash savings by working in close partnership with the Local Authority and Courts. This service model is effective, but there are very few services nationally and consequently, the team has been in demand to deliver training for new FDACs across the UK, in Holland, and to provide briefings, university seminars, attend forums and develop practice across services in Leeds.

The service approach is restorative and inclusive, and no recommendations were contested reducing the cost of cases and anxiety for families. 40% of cases resulted in family re-unification compared to 25% nationally.

"It's changed our lives completely in every single way. We needed help, we begged for help, FDAC took us on and helped us become real life people again. We just existed and lived under the rocks, had a life we hated and wanted to get out. . . we still have a long way to go but with their help we will reach our goals."

Positive futures

A summary of our activities for our third strategic objective



YOUTH WORK @ BARCA

Barca's varied youth offer supports young people to develop their personal, social and emotional skills and strengthens their connections with school, their families and their wider communities. Last year we received a Scope certificate for meeting inclusion quality standards for our youth work provision. Citywide, youth work services were reconfigured and we now deliver:



LEEDS YOUTH ALLIANCE

A new partnership of 10 charities providing enhancements to the citywide youth work offer through a range of safe, accessible and youth led activities which is already having a big impact in year one.

NEW CO-PRODUCED LGBTQ+ GROUP

We have a core group of regular attenders who have gained confidence, self-esteem and empowerment from others. With our support one young person has gone on to be a representative at the Yorkshire LGBTQ network which is a huge achievement for them as at the start of the year they rarely spoke in the group due to lack of confidence and self-worth.

PLATINUM JUBILEE PROJECT

Developed by young leaders who planned and delivered community social action projects. These included **3** community events – one was on the national Play Day which attracted **600** people and was a huge success.

SCHOOLS MENTORING PROJECT

Focusing on violence reduction in one Leeds West High School, this project has successfully engaged **45** young people since September 2022. Targeting young people at risk of serious crime and ASB our Outcome Star report shows **79%** of young people have made progress.

ONE-TO-ONE SUPPORT

89 young people received one-to-one support.

90%

reported increased confidence and self-esteem

100%

would recommend the service to a friend



Employability @ Barca

STRONGER FAMILIES

Stronger Families was a highly successful citywide programme with Barca providing the central hub referral and assessment element that worked closely with 23 partners.

A key arising theme was debt and money worries, as many families were experiencing low income or unemployment. In Leeds the programme was able to work with 431 families offering support for debt as well as increasing income for families through budgeting, access to benefits, employment and community grants for fuel and food poverty.

"Stronger families has been incredibly helpful for the families and I have seen positive outcomes for almost all the families I have referred. The team has been able to provide support to parents to seek training, volunteering and employment but also supported with housing, healthy relationships and motivated individuals to make positive changes. The staff are incredibly knowledgeable, supportive and approachable which I believe has been a factor in families making positive changes."

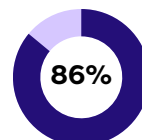
WORK WELL

A vital service for young people aged 15 to 24 as the pandemic receded and left many of them with considerable negative after-effects impacting upon their mental health. Where there has been a mental health barrier to taking up, or re-engaging with education, training or employment, Work Well provides support, motivation and practical help to overcome these issues and make progress. This is achieved by working closely with multiple schools, education providers, Child & Adolescent Mental Health Services, Youth Offending Service, children's Social Work services, housing providers, One-Stop Centres and Libraries.

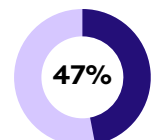
Key stats:

239

people worked with aged 15 to 24 over the year



improved their mental health



started education or training

Layla's story



Layla, aged 16, moved from her heroin addicted mother's house and into her alcohol dependant grandmother's home.

She experienced childhood trauma which led her to self-harm, depression, anxiety, attachment disorder and suicide ideation.



She is now thriving at college, has a plan and has new protective factors in her life.



Sustainable organisation

A summary of our activities for our final strategic objective

"Barca regularly deliver high quality work supporting some of the most vulnerable people in Leeds. My experience of the organisation is that it is well led with a very high degree of professionalism and experience."



Our central services continue to provide a strong core and foundations that enable the whole organisation to function effectively and thrive.

The Finance, Human Resources and Communications teams have successfully managed an increase in workload throughout the year. The reporting requirements to funders have increased by 40%, last year we managed 85 active cost centres.

Policies have been regularly reviewed and improved including – a new policy for Cash Cards and Fraud & Corruption. The Finance Policy is reviewed annually to be compliant with with amendments to the Charity Commission SORP and Companies Act updates.

We have recommissioned our Training and Monitoring system provided by Knowbe4 to train and upskill all staff who act as frontline defence against cyber-attacks. We monitor any potential areas of issue which complements standard anti-virus software programmes.

Terms and Conditions of employment were improved last year to include two pay increases and transition to a banded salary system that rewards a successful appraisal with progression up the scale. Annual leave was increased by an additional day, paternity leave increased, a new tech loan scheme, and probationary sick pay introduced.

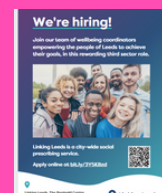
Our improved terms and conditions, positive organisational culture (including random acts of kindness!) and staff-led agendas that lead to action and change have been reflected in evidence of reduced sickness levels and improved employee retention.

COMMUNICATIONS

We had a small increase in capacity this year and built upon the foundations of our communications strategy approved by the Trustees in 2019.

625

designs created including social media posts, videos and promotional materials



Our staff groups



RESPECT @ 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 by providing a link between the group and the wider staff teams.



GREEN LEADS

Our Green Leads are champions who meet to share ideas, good practice and promote our organisational commitment to minimising our impact upon the environment.



BARCA MINDS

Barca Minds is our staff-led employee group focusing on different aspects of wellbeing. There is no hierarchy to the group, we are all equal, supporting and learning from each other's experiences.



OUR INITIATIVES

Our staff groups have led a range of initiatives this year, including:

WELLBEING WEDNESDAYS

Weekly wellbeing activities organised by staff for staff.

WELLBEING CHAMPIONS

Barca Wellbeing Champions are Mental Health First Aid trained to provide peer support and signposting for colleagues.

EDI LOG

We launched an EDI log where people can report and raise incidents.

RECIPE EXCHANGE

Staff exchange of low cost and low carbon recipes.

30 DAYS OF RAMADAN

Staff led celebration and awareness raising activities that brought people together as well as challenging negative assumptions about the Islamic faith.

STAFF CLOTHES SWAP DAY

Raising awareness about responsibly rehoming clothes and extending the lifespan of clothing.



Feedback from staff and people we work with

STAKEHOLDER SURVEY

100% of respondents rated the quality of our services as good or outstanding (of 56 responses)

STAFF SURVEY

Our staff group completed 127 anonymous surveys (75% return rate) and 96% scored 8 or more to the statement:

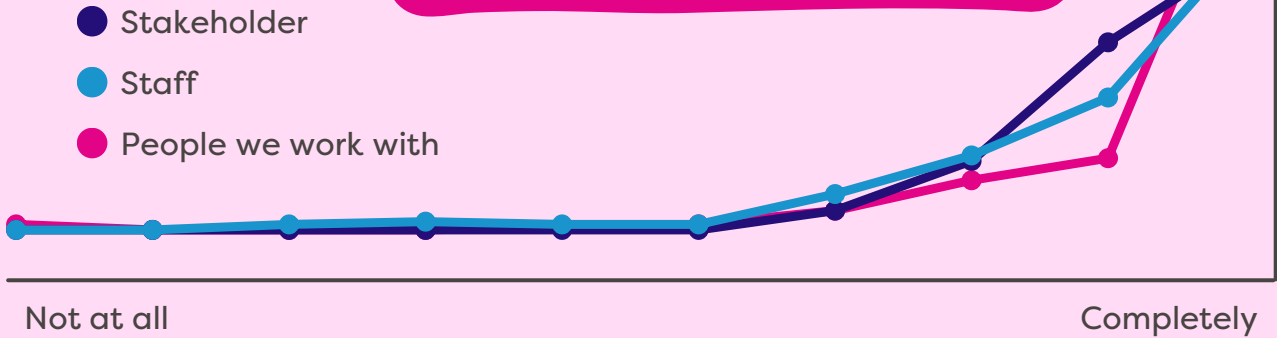
‘My day-to-day behaviour reflects my organisational values’

PEOPLE WE WORK WITH

We received 313 completed surveys from a broad cross section of our services and 88% of people rated our services as excellent or good across 5 measures of satisfaction and involvement.

"Open, honest, action focused, fun, generous in contributing to partnerships, positive and keeps people and communities central to all they do."

Across all three surveys, high levels of trust in support workers and the organisation were recorded. The below graph shows responses to the statement: 'I trust and value Barca-Leeds'



"In my year since being employed by Barca it is clear they genuinely value their employees and consider their wellbeing when making decisions that will impact them."

"I feel proud to work for an organisation with such a caring and compassionate culture."

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.

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.

STRATEGIC THEMES

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

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

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.

"RECLAIM is a service that plugs a huge gap that the NHS does not currently provide a service for. Trauma and particularly adverse childhood experiences are prevalent amongst our patients and GPs can use the service to focus on patients who experience regular and recurring physical and mental health issues that medication alone cannot resolve"

**WORKING TOGETHER
WITH EVERYONE
ACROSS THE CITY**

WORKING TOGETHER IN FORMAL PARTNERSHIPS



WHAT PEOPLE SAY ABOUT US

[illegible]

Part 2

Report of the

Trustees



Report of the Trustees

The Directors and Trustees present their report and the audited financial statements for the year ended 31 March 2023. The Trustees of the charity, who are also Directors of the company, and who served during the year, are shown on the general information page in part one of this report.

RESPONSE TO POST-PANDEMIC ERA

Barca-Leeds proved to be very robust, in meeting the main challenges emerging after the pandemic including: the cost of living crisis and inflationary pressures, workforce issues that are being experienced across most sectors including the public and charity sectors, and the needs arising for the communities that we serve.

Our strong governance culture and structures have enabled us to remain a strong and resilient organisation. Our staff continued to innovate and provide both new and tried and trusted responses such as supporting community health checks, providing street-based outreach services and working very closely in partnership with local organisations through our new Community Anchor role – a legacy of pandemic era joint-working.

Staff welfare was, and remains, a major organisational priority to ensure they feel supported and stay resilient in providing services for 3,613 additional people, when compared to the last pre-pandemic year.

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. Last year the Board of Trustees implemented a re-election process for the Chair, Vice Chair, Treasurer and Vice Treasurer to take place every 2 years at the start of the calendar year as a measure of good practice.

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 and we continue to expand our board, having recruited one additional trustee in the last financial year. All trustees continue to give their time voluntarily.

Trustee Appraisals

Annual trustee appraisal meetings were conducted in October 2022 led by the Chair and Vice Chair of the Board and we are committed to ensuring these are carried out on a regular basis.

Trustee Skills Audit

The last Trustee Skills Audit was completed in October 2021 with the findings presented to the Board of Trustees. This exercise is repeated bi-annually with the aim of understanding and assessing the current combination of knowledge and experience of trustees, to identify any potential gaps and highlight skills required to prioritise the next trustee recruitment as necessary.

The Board of Trustees are regularly offered governance training with the appointed leads for Quality Assurance also undertaking Safeguarding training.

Board Effectiveness Evaluation

The last board effectiveness evaluation was completed in June 2021 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 on a quarterly basis over the past year and in addition to this the meetings are supported by Finance, Human Resources, Quality Assurance and the Health and Safety Committees which also meet on a

quarterly basis and are chaired by a trustee or Board appointed Special Advisor. The aforementioned committees receive regular effectiveness reviews as a measure of good practice.

The Senior Management Team are responsible for the day to day running of the organisation which is led by Helen Hart (CEO). The senior management team comprises:

- Helen Hart – Chief Executive Officer
- Sue Dean – Director of Finance & HR
- Paula Gardner – Operations Director (Complex Health and Housing)
- Laura Whitaker – Operations Director (Children, Young People and Families)
- Bill Owen – Operations Director (Employability and Community Health)

The Senior Management Team are 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 Senior Management Team meet with the Leadership Team on a regular basis to review operational and policy related issues. The Leadership Team are responsible for ensuring information is passed onto 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, Treasurer and Vice Treasurer.

Risk Management and Safeguarding

A risk management policy is in place and is 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 an additional option of storing them on BarcaBase was developed - 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, Chief Executive Officer and Quality Assurance Group and this year we added a Risk Oversight Protocol which provides additional insight for the Board. This is now a standing item at monthly SMT meetings and quarterly Board meetings to highlight any changes or trends to be aware of and act upon.

This year the annual leadership team emergency planning exercise focused on an extreme heat scenario to enable us to plan and manage this real life situation more effectively in future.

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.

To further assure our safeguarding processes we have increased the number of board members attending our quarterly Quality Assurance Group meetings. The meeting is now chaired by the Barca-Leeds Vice Chair and attended by two additional Trustees. Two of the three trustees have completed specific training to become organisational governance leads for safeguarding.

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
- Disability Confident Employer
- Scope Inclusive Activity Award (for youth & children's services)

Our restructured Quality Assurance Group, a board chaired committee, continues to deliver excellence by enabling participation and knowledge sharing across our leadership team supported by a dedicated Quality Assurance post and a learning and resource library is maintained on our internal 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 remain independent in order to focus on the needs of the people who access our service.

We continue to prioritise partnerships at both a hyper-local and city-wide level. This includes strategic and practical support for partners. Examples include: being part Leeds Community Anchor network and Leeds Youth Alliance.

We actively participate in the work of strategic partnerships, e.g. Third Sector Leeds, Young Lives Leeds, Crime Reduction Network and representation across a range of strategic health partnerships on behalf of Forum Central including Health and Well Being Board.

We are proud to be the community anchor organisation for West Leeds where we have been working with the community and local partners to provide an empathetic and enabling response to the cost of living crisis. 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 and have referred to the Charity Commission 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

We are very grateful to the volunteers who give their time and expertise to support our work. Following the pandemic we have resumed a mutually beneficial working relationship with volunteer counselling students on placement who can achieve their community placement by undertaking supervised counselling work to gain their counselling qualification. We have also benefitted from hosting volunteers in our community health outreach service.

The recruitment, supervision and overall experience for volunteers has been improved following a review of our procedures and improving the process for recruitment and onboarding of volunteers to provide a better induction experience for new volunteers led by a senior post.

FINANCIAL REVIEW

The Statement of Financial Activities shows net surplus for the year, after transfers, of £278,409 made up of net income of £27,910 on unrestricted funds and net income of £250,499 on restricted funds. Total funds at 31 March 2023 were £2,087,961, of which £789,761 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 £244,865 in unrestricted funds and £1,397,622 across all charitable activities.

At 31 March 2023, the charity had £593,612 in free reserves, after deducting designated funds, restricted funds and funds held in fixed assets. Designated funds at 31 March 2023 totalled £688,138, 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 (Common Investment Fund). 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 OF DISCLOSURE

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 16th August 2023 and signed on its behalf by:

Stewart Firth

Stewart Firth

**Chair of Trustees
Barca-Leeds**

Part 3

Independent Auditors Report & financial statements



HPH**Chartered Accountants****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 2023, 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 2023 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.

HPH**Chartered Accountants****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.

HPH**Chartered Accountants****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 obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.
- In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were Employment legislation, Charity Commission regulations, health and safety legislation and General Data Protection Regulation (GDPR).
- Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.
- We also considered the opportunities and incentives that may exist within the charitable company for fraud.
- We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and income recognition.

In response to the risk of irregularities and non-compliance with laws and regulations and risk of fraud, we designed procedures which included but were not limited to: sample testing on the posting of journals, detailed substantive testing on the completeness of income, review of trustee's minutes and any correspondence with regulators.

HPH

Chartered Accountants

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

BARCA - LEEDS

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations. We are not responsible for preventing fraud and cannot be expected to detect all fraud.

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

16 August 2023



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2023

BARCA - LEEDS

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
INCOME					
Donations and legacies	3	14,610	1,862,854	1,877,464	1,458,515
Charitable activities					
Grants and Contracts	4	979,779	2,997,593	3,977,372	3,942,882
Other trading activities					
Fundraising		2,693	1,083	3,776	4,358
Investments		12,494	-	12,494	2,669
TOTAL INCOME		1,009,576	4,861,530	5,871,106	5,408,424
EXPENDITURE					
Charitable activities	6	979,458	4,611,031	5,590,489	5,214,185
TOTAL EXPENDITURE		979,458	4,611,031	5,590,489	5,214,185
Net income before (losses) / gains on investments		30,118	250,499	280,617	194,239
Net (losses) / gains on investments		(2,208)	-	(2,208)	12,603
Net income		27,910	250,499	278,409	206,842
Transfers between funds	14	-	-	-	-
Net movement in funds		27,910	250,499	278,409	206,842
Reconciliation of funds					
Total funds brought forward	14	1,270,290	539,262	1,809,552	1,602,710
Total funds carried forward	14	£ 1,298,200	£ 789,761	£ 2,087,961	£ 1,809,552

All activities derive from continuing operations.

The notes on pages 38 to 49 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 2023**

Company registration number: 02949419

	Note	2023	2022
		£	£
FIXED ASSETS			
Tangible Assets	8	404,450	424,152
Investments	9	110,395	112,603
		<u>514,845</u>	<u>536,755</u>
CURRENT ASSETS			
Debtors	10	457,102	539,478
Cash at Bank and in Hand	17	1,504,142	1,292,570
		<u>1,961,244</u>	<u>1,832,048</u>
LIABILITIES			
Creditors: amounts falling due within one year	11	281,144	463,251
NET CURRENT ASSETS		<u>1,680,100</u>	<u>1,368,797</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>2,194,945</u>	<u>1,905,552</u>
Provisions for liabilities and charges	12	(106,984)	(96,000)
TOTAL NET ASSETS		<u><u>£ 2,087,961</u></u>	<u><u>£ 1,809,552</u></u>
THE FUNDS OF THE CHARITY			
Restricted Funds	14	789,761	539,262
Unrestricted Funds			
- Designated Funds	14	688,138	696,138
- Undesignated Funds	14	610,062	574,152
TOTAL FUNDS		<u><u>£ 2,087,961</u></u>	<u><u>£ 1,809,552</u></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 38 to 49 form part of the accounts.

These financial statements were approved by the trustees and directors on 16 August 2023 and signed on its behalf by:


 Stewart Firth
Chair of Trustees and director



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 2023

	2023		2022	
	£	£	£	£
Net cash provided by operating activities (Note 16)		199,078		150,000
Cash flows from investing activities				
Interest received	12,494		2,669	
Purchase of property, plant and equipment	-		(17,064)	
Net cash used in investing activities		12,494		(14,395)
Change in cash and cash equivalents in the year		211,572		135,605
Cash and cash equivalents at beginning of the year		1,292,570		1,156,965
Cash and cash equivalents at end of the year (Note 16)		£ 1,504,142		£ 1,292,570

The notes on pages 38 to 49 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 2023

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.



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 2023****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.



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 2023**
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:

- a) Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- b) 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.
- c) 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. Contributions to the scheme are charged to the Statement of Financial Activities as they become payable.

2.14 Financial Instruments

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

3 INCOME FROM DONATIONS AND LEGACIES

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Donations	4,260	463	4,723	85,099
Non-performance grants				
Children, youth & Families	-	1,329,118	1,329,118	749,701
Health, wellbeing & Adults	-	217,745	217,745	269,014
Complex Needs	-	299,528	299,528	337,751
Donated services and facilities	10,350	16,000	26,350	16,950
	<u>£ 14,610</u>	<u>£ 1,862,854</u>	<u>£ 1,877,464</u>	<u>£ 1,458,515</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 £1,287,272 (2022 - £837,279) of Government Grants.



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 2023**
4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Performance grants and contracts				
Children, young people & Families	-	103,514	103,514	340,000
Health, wellbeing & Adults	-	1,234,035	1,234,035	1,186,162
Complex needs	979,779	1,660,044	2,639,823	2,416,720
	<u>£ 979,779</u>	<u>£ 2,997,593</u>	<u>£ 3,977,372</u>	<u>£ 3,942,882</u>

Included in Performance grants and contracts is £949,704 (2022 - £1,394,943) of Government Grants.

5 TOTAL STAFF COSTS

	2023 £	2022 £
Wages and Salaries	4,097,604	3,936,920
Severance costs	-	5,000
Social Security Costs	376,192	350,275
Other Pension Costs (Employer)	134,237	144,529
Other Benefits	642	444
	<u>£ 4,608,675</u>	<u>£ 4,437,168</u>

Included in the severance costs are statutory redundancy payments of £nil (2022 - £5,000).

Employees earning £60,000 or more per annum

	2023	2022
£60,000 - £69,999	1	1
£70,000 - £79,999	1	-

2 employees above has retirement benefits accruing under a defined benefit scheme.

The average number of employees for the year was 169 (2022 - 170).

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 £327,014 (2022 - £377,323).



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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**
6 ANALYSIS OF TOTAL EXPENDITURE

	Children, Young People & Families 2023 £	Health Wellbeing and Adults 2023 £	Complex Needs 2023 £	Total 2023 £	Total 2022 £
6.1 Charitable activities					
Staff costs	678,958	1,056,278	2,244,397	3,979,633	3,754,874
Training, clinical supervision and volunteer expenses	16,441	24,379	19,063	59,883	51,045
Recruitment	3,584	3,887	10,291	17,762	14,207
Activities	239,359	114,085	145,631	499,075	303,691
Travel	14,364	9,072	50,677	74,113	50,647
Premises	30,067	52,287	99,242	181,596	187,696
Vehicle costs	394	614	1,304	2,312	1,940
Depreciation	1,805	7,596	10,300	19,701	25,416
Insurance	4,808	7,820	15,892	28,520	23,960
Support costs (note 6.2)	128,777	193,723	405,394	727,894	800,709
	£ 1,118,557	£ 1,469,741	£ 3,002,191	£ 5,590,489	£ 5,214,185
6.2 Support costs					
Support staff	99,844	155,331	330,050	585,225	640,433
Support staff - governance	7,475	11,630	24,712	43,817	41,861
Office costs	19,303	23,410	43,508	86,221	107,846
Professional fees	1,839	2,861	6,080	10,780	8,627
Bank charges	316	491	1,044	1,851	1,942
	£ 128,777	£ 193,723	£ 405,394	£ 727,894	£ 800,709
Included in support costs is:					
Auditor's remuneration					
Audit fees				3,880	3,500
Accountancy fees				5,480	4,942
				£ 9,360	£ 8,442

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.



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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023****7 RELATED PARTIES**

No Trustees received remuneration or expenses during the year (2022 - £nil).

There were no related party transactions in the reporting period which require disclosure (2022 - none).

8 TANGIBLE FIXED ASSETS

	Freehold land & Buildings £	Fixtures, fittings & Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2022	551,828	247,964	23,107	822,899
At 31 March 2023	551,828	247,964	23,107	822,899
Depreciation				
At 1 April 2022	155,828	219,812	23,107	398,747
Charge for year	8,000	11,702	-	19,702
At 31 March 2023	163,828	231,514	23,107	418,449
Net Book Amounts				
At 31 March 2023	£ 388,000	£ 16,450	£ -	£ 404,450
At 31 March 2022	£ 396,000	£ 28,152	£ -	£ 424,152

Freehold land with a historic cost of £151,828 (2022 - £151,828) is not depreciated.

9 INVESTMENTS

	2023 £	2022 £
Market value at 1 April 2022	112,603	100,000
Net (losses) / gains	(2,208)	12,603
Market value at 31 March 2023	£ 110,395	£ 112,603

10 DEBTORS

	2023 £	2022 £
Trade debtors	162,949	352,157
Accrued income	2,235	845
Prepayments	53,637	46,418
Grants receivable	237,562	139,705
Other debtors	719	353
	£ 457,102	£ 539,478



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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

	2023	2022
	£	£
11 CREDITORS: Amounts falling due within one year		
Trade creditors	84,689	37,858
Deferred income	89,103	222,805
Grants repayable	36,475	49,766
Social security and other taxes	-	86,923
Pension	1,265	845
Accruals	68,508	62,311
Other creditors	1,104	2,743
	<hr/>	<hr/>
	£ 281,144	£ 463,251
	<hr/>	<hr/>

	2023	2022
	£	£
Deferred income		
As at 1 April	222,805	146,220
Released to the Statement of Financial Activities	(222,805)	(146,220)
Amount deferred in the year	89,103	222,805
	<hr/>	<hr/>
As at 31 March	£ 89,103	£ 222,805
	<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.

	2023	2022
	£	£
12 PROVISIONS		
As at 1 April	96,000	75,000
Charge in the year	10,984	21,000
	<hr/>	<hr/>
As at 31 March	£ 106,984	£ 96,000
	<hr/>	<hr/>

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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**
13 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted Funds £	Total Funds £
	Undesignated Funds £	Designated Funds £		
Current year				
Tangible Fixed Assets	16,450	388,000	-	404,450
Investments	110,395			110,395
Current Assets	871,345	300,138	789,761	1,961,244
Current Liabilities	(281,144)	-	-	(281,144)
Provisions	(106,984)	-	-	(106,984)
At 31 March 2023	£ 610,062	£ 688,138	£ 789,761	£ 2,087,961

	Unrestricted		Restricted Funds £	Total Funds £
	Undesignated Funds £	Designated Funds £		
Comparative 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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2022

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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023****14 FUNDS****Current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Investment Gains £	Transfers £	Balance at 31 March 2023 £
Restricted Funds						
Children, young people & families	141,766	1,450,178	(1,158,926)	-	-	433,018
Health, wellbeing & adults	249,515	1,451,780	(1,482,353)	-	-	218,942
Complex needs	147,981	1,959,572	(1,969,752)	-	-	137,801
Core	-	-	-	-	-	-
	539,262	4,861,530	(4,611,031)	-	-	789,761
Unrestricted Funds						
Designated						
Fixed Assets - Manor House	396,000	-	(8,000)	-	-	388,000
Investment in Infrastructure	300,138	-	(132,267)	-	132,267	300,138
	696,138	-	(140,267)	-	132,267	688,138
Undesignated						
Free reserves	574,152	1,009,576	(839,191)	(2,208)	(132,267)	610,062
Total Unrestricted Funds	1,270,290	1,009,576	(979,458)	(2,208)	-	1,298,200
Total Funds	£ 1,809,552	£ 5,871,106	£ (5,590,489)	£ (2,208)	£ -	£ 2,087,961

Comparative year

	Balance at 1 April 2021 £	Incoming Resources £	Outgoing Resources £	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



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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

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 in Need: in 2022-23 total monies equalled £57763.50 for emotional wellbeing service for children and young people and targeted family support in West Leeds.

National Lottery Jubilee Fund: supporting young people to design and deliver activities in their communities.

Jimbos Fund (Leeds Community Foundation): children and young people positive futures.

West Yorkshire Masons: for Discover family support project.

West Yorkshire Police Crime Commissioner: supporting young people impacted by crime and violence to help improve emotional wellbeing.

Leeds Hospitals Charity: funding for health and wellbeing navigators.

Men's Health Unlocked partnership (National Lottery Community Fund / Reaching Communities Fund): men's health unlocked digital inclusion programme.

Leeds Community Foundation: male suicide prevention project.

ESIF/ESF: funding for Work Well and Stronger Families for the provision of employment support.

National Lottery Community Fund / Reaching Communities Fund: for Reclaim, an adult community counselling service.

Garfield Weston: grant for core services.

Health inequalities Fund: for Work Well, Connect Together, Caring for Community, Homelessness and Health and Wellbeing Navigators.

Violence Reduction Unit: £87,722 in FYE 31.03.23 for education inclusion mentoring and support services for young people.

Charles Hayward Foundation: Discover, Children and Young people crime reduction.

Pears Youth Fund (Leeds Community Foundation): engaging young people in voice and influence.

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 2023 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.



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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**
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 £134,237 (2022 - £129,954).

16 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net income for the reporting period	278,409	206,842
<i>Adjustments for:</i>		
Depreciation charges	19,701	25,416
Losses / (gains) on investments	2,208	(12,603)
Investment income	(12,494)	(2,669)
Increase / (decrease) in trade and other debtors	82,376	(111,480)
(Decrease) / increase in trade and other creditors	(182,106)	23,494
Increase in provisions	10,984	21,000
Net cash provided by operating activities	£ 199,078	£ 150,000

17 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	1,504,142	1,292,570
Total cash and cash equivalents	£ 1,504,142	£ 1,292,570

18 OPERATING LEASES

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

Within one year	1,080	7,140
Within two to five years	3,779	-
	£ 4,859	£ 7,140

The amount of non-cancellable operating lease payments recognised as an expense during the period was £810 (2022 - £48,487).



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**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**
19 STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE YEAR

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



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