

Trustee Annual Report

and financial statements

1 April 2023 to 31 March 2024



General information

Charity Name: Barca-Leeds

Company Number: 02949419

Charity Number: 1048996

Trustees

Stewart Firth – Chair

David Foxton – Vice Chair

Robert Stubbs – Treasurer

Steve Stothart – Vice Treasurer

Gordon Sinclair

Caroline Gruen

John Battle

Doug Martin

Barbara Newton

Julian Pearce – appointed Trustee 16.08.23

Emma O’kerry – appointed Trustee 22.05.24

Alessia Deane – appointed Trustee 22.05.24

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

Four Brindleyplace

Birmingham

B1 2JB

Welcome from the Chair

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Welcome from the Chair

I am delighted to welcome you to the 2023-2024 Barca-Leeds Trustee Annual Report and Financial Statements.

2024 is the year of our 30th Birthday year as a community-based organisation. The name of BARCA derives from the start of our work from a Portakabin on the Broadleas Estate; Bramley And Rodley Community Action. As we have grown over this time (and adding Leeds to our name) we have preserved our values and vision as a community focused organisation delivering a range of services into some of the most disadvantaged communities in the city.

We are committed to the provision of high-quality services and this is only possible through the skill, dedication and resilience of all our frontline workers and the staff who support them. We work hard to maintain and strengthen the organisational culture that supports this aim both in our structure and our day to day practice. This would not be possible without the strong, inspirational and compassionate leadership provided by our Senior Management Team and our Leadership Team throughout the year. Thank you.

The last four years have been particularly challenging for our communities, with an increasing demand for services along with financial challenges for the organisations delivering them. BARCA-Leeds has always been committed to working in partnership to join up services for frontline delivery. We are now working hard to become even more innovative in our collaborations and more effectively support the communities, families and individuals with which we work and thus to meet the strategic aims of our partners.

I am pleased to report that Barca-Leeds has ended the year with a sustainable financial position. Please find our impact report in Part 1, a comprehensive financial report in accordance with SORPS in Part 2 of this report and in Part 3 the financial statements 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 charity providing a wide range of services in Leeds. Founded in 1994, we deliver transformational services to adults, children, young people & families.

Our services help people to overcome the barriers they face, are person-centred, asset based and aspirational to help meet the needs of children, young people and adults at different stages of their lives. They are organised in three directorates:

Complex Health and Housing Services support people across the city who face multiple challenges that have a significant, negative impact on their physical and mental wellbeing. This involves providing intensive and innovative support for people who are impacted by trauma and require focused interventions. Our teams work with people affected by alcohol or substance addiction, people who sleep rough, high intensity users of emergency services and provide floating housing support for those with housing needs.

Children, Young People & Family Services include specialist mental health provision in Leeds schools as well as in the community. We are a major provider of youth work in the city and have innovative services working with the whole family in a systemic way to build on their protective strengths and create sustainable outcomes with deep impact.

Employability & Community Health Services work with individuals to provide personalised support, and with groups of people on an outreach basis to improve their physical and mental health and well-being. They take an asset-based approach within local communities, bringing people together to create social networks. We have a long history of social prescribing, training and employment programmes, helping individuals to identify and manage any barriers and achieve their aspirations.

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.

CEO Annual review



It has been a pleasure and an honour to lead Barca-Leeds into our 30th year of making a difference for local communities in Leeds. We were founded by a committed group of local residents in Bramley and we have grown to provide a range of services across the whole city. Our founding ethos and our original priorities were to raise the aspirations of children and young people, and support the whole community and individuals to manage the impact of addiction. They remain an integral part of our service offer and strategic direction.

The focus of our 30th year birthday celebrations includes our communities and thanks our staff and volunteer group who work so hard each and every day to make a difference locally. We are so proud of how our staff use their skills and expertise to respond to the needs of those we work with, with great personal resilience and outstanding professional performance.

We are very excited to be a top 10 employer for Investors in People (Third Sector) nationally, a result evidenced by our employee focussed strategy and feedback from staff experiences. We signed up to the Armed Forces Covenant to confirm our service commitment offer for all, and we trained our whole workforce as part of our journey to becoming a fully trauma informed organisation.

Last year, we continued, and developed, in our role as the Community Anchor organisation for the Bramley & Stanningley ward and are pleased to play our local part in delivering the citywide Warm Spaces offer, providing free multi-agency space at Broadlea Community Centre and continuing to support Bramley Care Bears through grants and food provision. Our local sponsorships this year have included Bramley Phoenix junior football team and the John Battle swimming Gala at Bramley Baths.



As an organisation we continue to consciously increase our partnerships and collaborative working. We are proud to work with 34 different organisations in formal partnerships across the city, working together to address increasing health and social inequalities.

We remain committed and actively contributing to Leeds' strategic priorities to tackle health inequalities by becoming a Marmot City and its Inclusive Growth strategy by being fully committed to playing our part in #TeamLeeds.

To this end our Senior Managers serve as Third Sector representatives on 10 different partnership and executive boards, feeding back to partners and supporting strategic work in the city.

Our priorities for the coming year include continuing to deliver on our strategic plan, our trauma informed journey and increasing our activity to address the climate crisis and ensure that we support and develop sustainable communities.

I would like to offer huge thanks to the whole staff team, volunteers, partners, stakeholders and in particular to the senior management team and board of trustees for their invaluable contributions, hard work and support making Barca-Leeds an organisation I am extremely proud to lead.

Helen Hart

**Chief Executive Officer
Barca-Leeds**



Opening the community garden at Broadlea Community Centre

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 make 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.

“I trust my worker and we get on well. When he says he'll do something he does it, and always looks out for my best interest.”

“I felt listened to and respected was also able to give my input. I think it's a valuable service”

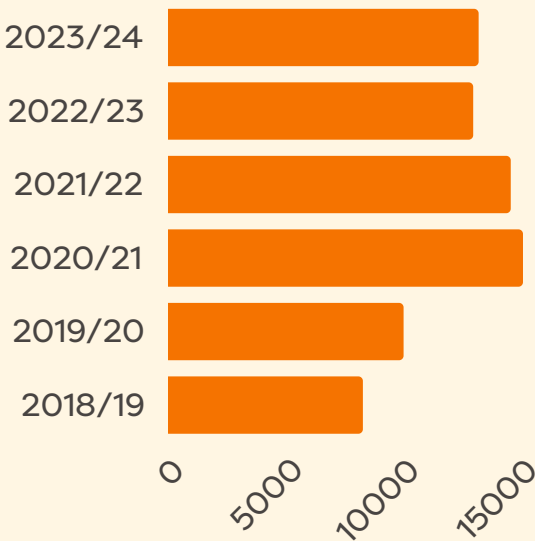
“It has helped me feel happier and have goals and positive future outlook.”

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

Our year in numbers

Last year, we worked with

13,182
people



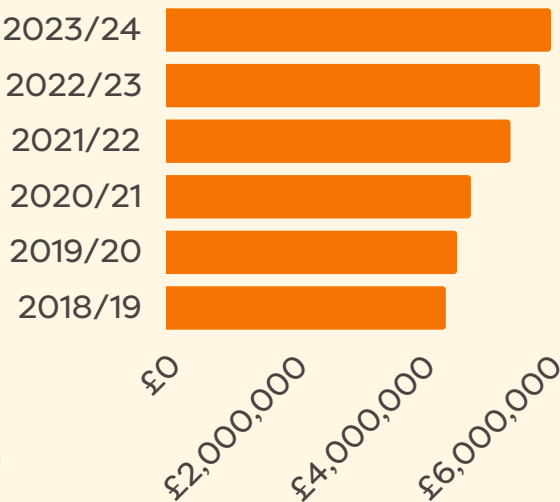
“The Chief Executive, supported by senior managers, has created a culture of appreciation where people are motivated to perform at their best. People spoke of feeling extremely valued by their manager and the organisation.”
Investors In People Assessor



- Since 2018/19 the annual number of people we work with has increased by 61% and income levels by 38%
- In 2020/21 there was a 51% increase in the number of people we worked with and a 5% increase in organisational income
- Changing issues, needs, service delivery & engagement methods all impact on the numbers of people we work with
- Inflation created new organisational challenges
- Our teams report increasing range of issues and challenges for the people they work with



Income



High level services overview



Complex Health & Housing

Including services working with people affected by alcohol or substance addiction, people who sleep rough, high intensity users of emergency services and floating housing support.

Strategic focus:

- Supporting implementation of the Leeds Homelessness and Rough Sleeping strategy
- Working in partnership to deliver drug and alcohol treatment and recovery services
- Providing innovative solutions to address health inequalities including reducing pressures on urgent and emergency healthcare services.

Children, Young People & Families

These services include specialist mental health provision, youth work services and systemic family support.

Strategic focus:

- Youth Work provision supporting the Project Shield plan to reduce youth violence & part of the Young Lives Leeds network
- Delivering an innovative and successful Social Prescribing service for children and young people tackling health inequalities
- Services that promote improved mental health and address the impact of trauma on families.

Employability & Community Health

Including health outreach services, community & mental health support, social prescribing and employability services targeting areas of highest need.

Strategic focus:

- Contribute to the Leeds Health and Wellbeing Strategy to reduce health inequalities
- Working with Public Health and the Integrated Care Board to deliver targeted health initiatives
- Supporting NEET young people and those who are economically inactive towards training and employment.

Feedback from the people we work with

1 Service access	95%
2 Involvement in my own support	91%
3 Involvement in service development	71%
4 Communication	94%
5 Service outcome	88%

Scores of good or excellent

Partnerships

We always aim to work in partnership by default.

The majority of our services are delivered in partnership with other organisations, both large and small, who share our values and have a similar ethos.



Collaborating across all sectors:

Contracted Partners

34

partners comprising



61%

of our total income



NHS



Third Sector charitable organisations



Grass roots organisations



Community and Faith based organisations



Social Enterprises



Local Care Partnerships



Police and Criminal Justice



Schools



West Yorkshire Combined Authority



Leeds City Council



Primary Care Networks

Integrating service delivery through other partnership arrangements

Our teams deliver integrated service provision and co-delivery, including:

- Schools Counselling Service where Barca-Leeds Counsellors are located in schools
- FDAC team who work closely with the Family Courts and all associated family and criminal justice services
- BOST team integrated with NHS urgent and emergency health services
- Schools Family Support Service located in schools in Headingley and Kirkstall
- Mentoring in Schools team located at Leeds City Academy
- Secondment arrangement with Leeds Health For All

Engaging communities

A summary of our activities for our first strategic objective



Family support in schools

This service supports families to overcome barriers which prevent children, young people and their family members to achieve positive outcomes. It is commissioned by the Headingley and Kirkstall schools cluster.

In addition to our core family support work, we set up a parent/carers support group to reduce social isolation, provide emotional wellbeing support and give families the tools and confidence to manage parenting challenges.

“We have loved having you as our Outreach Worker. You helped every one of us differently. Me and my mum have gotten along better and she has finally been able to have good conversations with me about things that we could never do before. You have helped me massively with my anxiety, depression and self harm. And you have made me have a more positive outlook on life. You have made a massive impact on me.”

TFS Wellbeing Service

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.

Mary and Lucas' story

A mum, Mary, and son, Lucas, struggling over 2 years due to Mum's substance misuse and Care Proceedings.

At parenting sessions, Mary built confidence, shared her worries and learnt ways to help Lucas talk about his feelings.

Lucas had emotional wellbeing sessions where he could talk about his life and ways to manage his feelings.

Mary and Lucas began doing things together and spent quality family time together at Healthy Holidays events which helped reduce their social isolation. They continued to build their relationship and make positive progress. Children's Social Care no longer needed to be involved, the Care Order was discharged.

Better Together

This service 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. This includes the role of Community Anchor in Bramley and Stanningley and continuing support for the cost of living through signposting to money/debt advice and introducing people to economical, fuel-efficient, healthy meals through our Recipe Station offer.



We also:



Reintroduced the "healthy conversation" to provide health checks, such as weight and blood pressure monitoring, as well as signposting to relevant support services.

Developed a menopause educational toolkits to raise awareness with men. 2,000 toolkits have been distributed to a wide range of audiences including workforce presentations. The Public Health Resource Centre continues to stock and distribute these and distributed 700 copies last year.

Seven volunteers provided invaluable support with Recipe Station and groups

"Thank you both for bringing the Recipe Station to BUNDLES. It's created a buzz, it's brought people down here, it's a great offer, and it's lovely to see a new community emerging. Great work, really appreciate your time and the way you support people through this in such a light nurturing way. Hope we can work together again." - Armley Action Team.

"I have lost weight since this started, I have changed my eating habits, the simple instructions also help me as someone on the autism spectrum."

"The worker involved all the customers and held their attention for around two hours, first with the section of the preparation of the days recipe and then followed it on with some fun games. The customers really enjoyed the session, and it was great to see the session being delivered so professionally.' - ASPIRE Worker



Collaboration with Local Care Partnerships has enabled us to support their strategic priorities. In Wortley obesity is above Leeds average levels and Whitehall surgery had over 900 diabetic patients (the majority are type 2). Working with the Clinical Director we jointly identified that a healthy, balanced diet/recipe suggestion would support the work of the diabetes clinic. Our 12 week Recipe Station distributed recipe bags to 92 people.

Community Wellbeing Connectors

As part of Leeds Community Mental Health Transformation this project works 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 their confidence and get involved in activities and groups so that they can become more engaged and connected in their local community.

85% of people we supported saw a measured improvement in their quality of life

“The Community Wellbeing Connector helped me to get back in to gym. She supported me through things, what I couldn't cope with like helping me sort my bills out and supporting me through my sons passing which she didn't have to do, but she listened to me then passed me onto the bereavement counselling which helped me. Never had that much support and her visits will be missed so thank you for everything.”

Saira's story

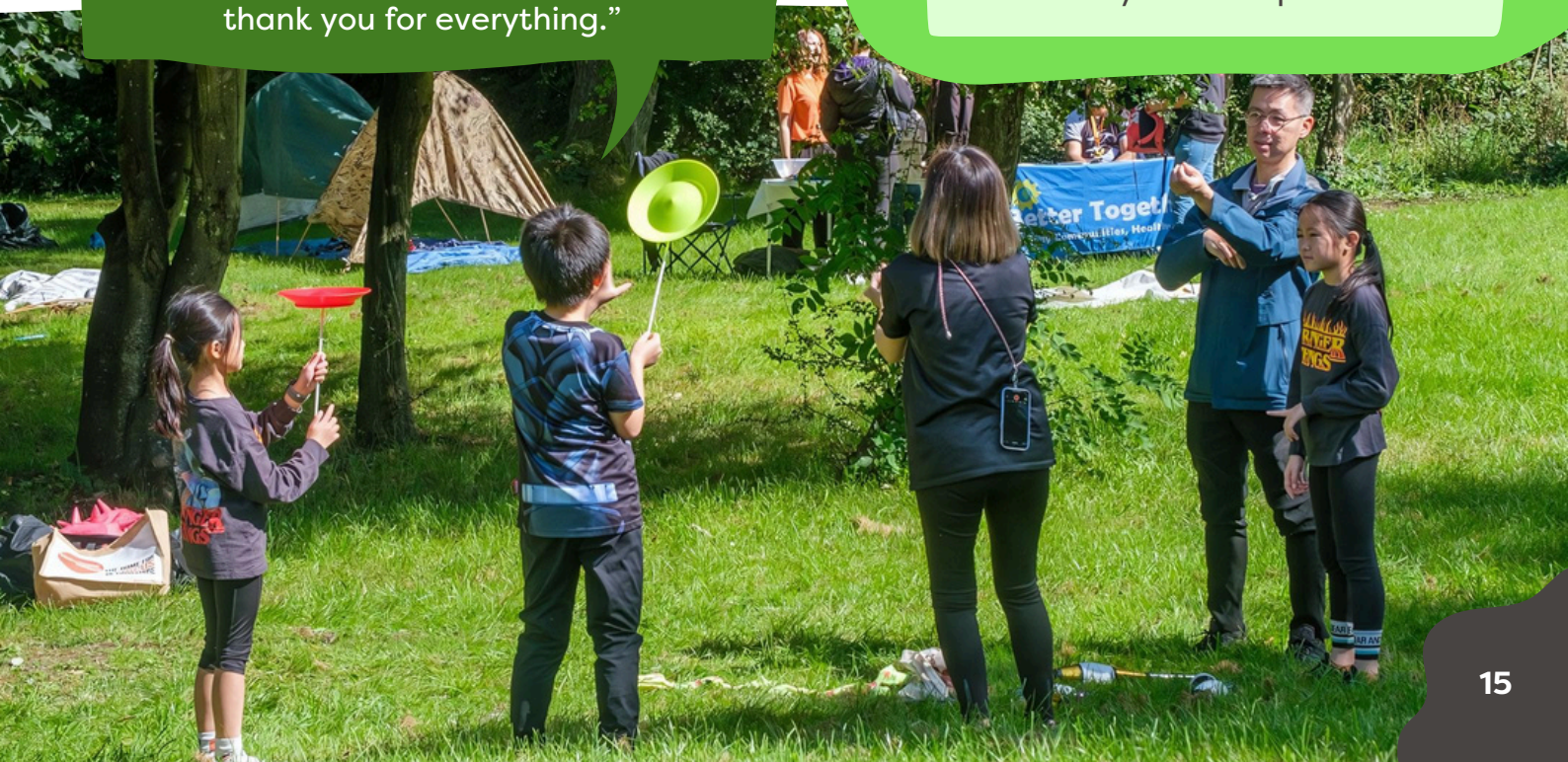
Saira had anxiety, struggled to leave the house alone and hadn't been to her local supermarket by herself for 6 years.

With support, she started becoming more independent and built confidence using graded exposure steps and mindfulness techniques.



After 4 months, Saira felt comfortable to walk to the local supermarket on her own and was more confident doing activities that were once anxiety-inducing for her.

Saira is now able to challenge herself when her anxiety comes up. She is planning to attend different groups and is looking forward to a holiday with her partner.



Men's Health and Wellbeing



Men's Health Unlocked

'Unlock Online' was an initiative that provided digital inclusion support for socially isolated and digitally excluded men across the city. We enabled men to get online by providing free digital devices, free data, support and tuition to enable men to learn at their own speed and become confident online digital users.

Through our health survey we identified there had also been improvements in the participants' health and wellbeing following learning to engage safely with the online world.

Charlie's story

51 year old man, previous career in public transport, now unemployed.

Has mental health issues and feels unconfident and very de-motivated. Wants to retrain and learn new skills.

Was supported to learn new skills and get online to find support services, college and education opportunities.

Outcomes: He said he felt more confident and was able to leave the house. He has signed up for a college course and was referred to the Lifelong Learning Centre at Leeds University which will provide extra information and support in pursuing his career change.

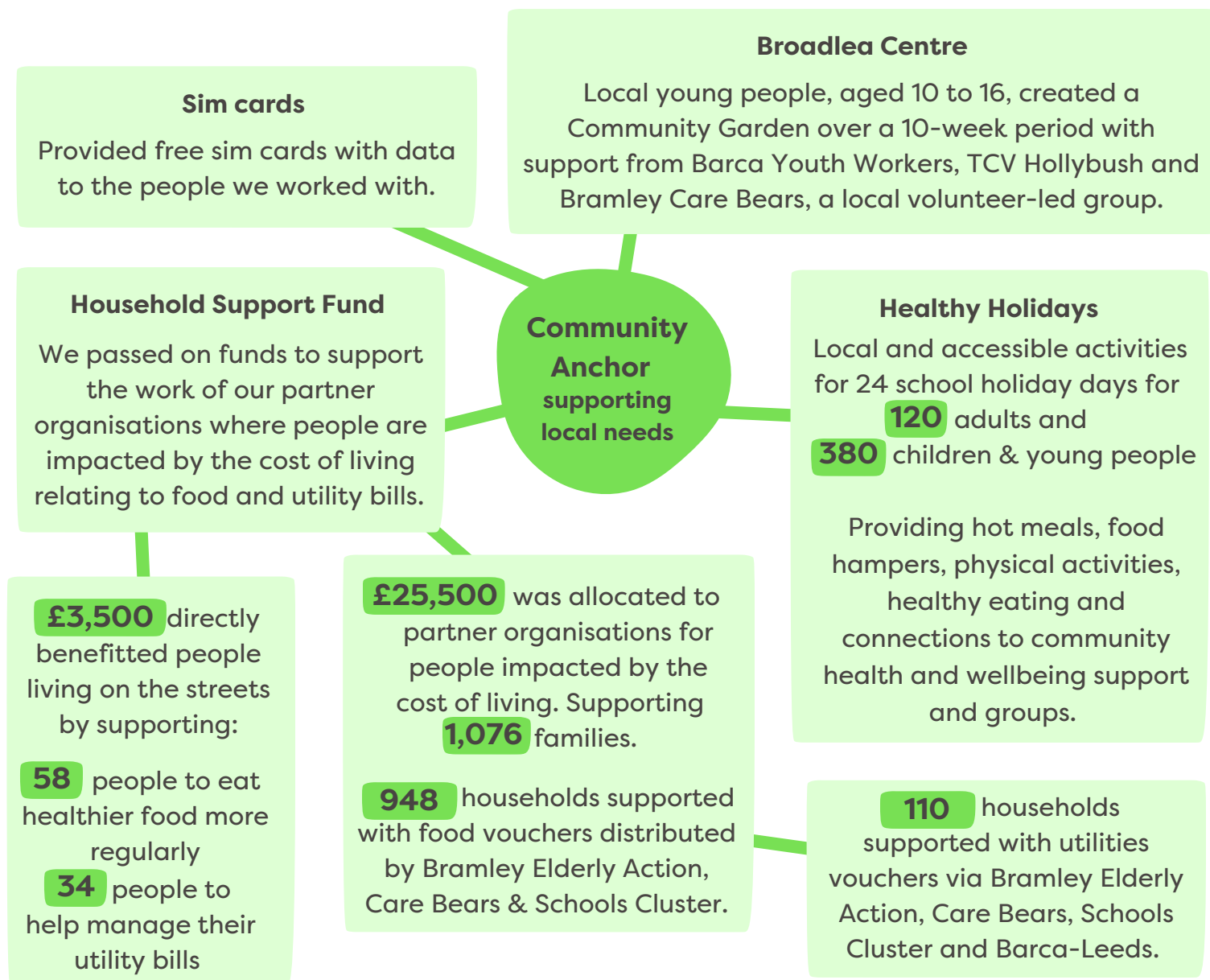
Being You Leeds

Being You Leeds is a new service providing groups, activities, and training and awareness sessions across Leeds. One of the groups evolved from the West Leeds Men's Network which aims to combat isolation with a specific focus on mental health and suicide prevention work. The group now has members who travel across Leeds to attend a safe space to talk about their mental health and explore their creativity through song-writing and musical performance.



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.



Supporting Welcome Spaces @ Trinity Church, Bramley Care Bears, and Bramley Baths

“Our numbers have increased from last year. It was well-used, including the elderly, people who are isolated, live alone and cannot afford to put the heating on, and a homeless young man who was thankful for something to eat and drink and to charge his phone in a friendly environment.”

“It was clear that people were really grateful to have an activity where cost wasn’t an issue, and children and adults could socialise in a warm safe environment, whilst we rode out the winter months.”

Unlocking barriers

A summary of our activities for our second strategic objective



Reclaim

Directly commissioned by GP surgeries, the service enables adults to work on their own personal priorities to address and manage unresolved trauma in their lives.

The location and model of delivery creates closely integrated working with the social prescribing team based in the Primary Care Network. This delivers coordinated therapeutic and social interventions to embed change and sustainable outcomes.

“I feel masses better. How I feel at the moment, I don’t think I’ve felt like this, ever. To have a sense of independence. I can realise that things happened when I was young, that were not my fault, I was a victim of circumstances.”

Service outcome satisfaction scores

63%
Excellent

27%
Good

Josie’s story

Josie had a difficult upbringing, witnessing domestic violence and substance misuse. At 15, she became depressed and struggled to express her emotions and instead bottled them up.

Midway through counselling, Josie continued to use anxiety management strategies which enabled her to become more independent. She took a train journey on her own and started spending more time with a mutually supportive friendship group.

After 21 weeks of support, she felt better able to regulate her emotions, notice her symptoms and take a moment to prevent becoming overwhelmed. She applied for a part-time job, is feeling more confident and described herself as ‘thriving’.

Rediscover

Rediscover provides local, free and accessible counselling to help parents, carers and guardians manage current or past emotional difficulties which impact them. The project offers sought after community placement opportunities for student counsellors to develop their skills and work towards achieving their qualification.

Client feedback at closure



Improved family relationships



Improved anxiety management



Improved control of anger



Improved self-worth

Family Drug and Alcohol Court (FDAC)

This innovative service helps families involved in Care Proceedings resulting from parental drug and alcohol misuse. The pioneering work helps families receive support in a trauma-informed and restorative way, which is child-focused, and works intensively with parents to overcome their issues and challenges and bring about positive and sustainable change for the whole family.

The 2023 national Foundations Evaluation of Family Drug and Alcohol Courts report found that children with a primary carer in FDAC care proceedings were **4x** more likely to be reunified with their primary carer.

Cost per child for Care Proceedings case

£17,737

with FDAC
support

£32,440

without
FDAC

£14,703

savings per
case

“The working relationship established by the FDAC worker was a very constructive one ... This was a case which raised lots of emotions and reflections by all involved professionals and that was led very much by the FDAC worker and the team. The process gives parents a real chance to make changes even if that does not lead to their child being placed with them; it sets them on a journey of change, one which it is hoped they can continue despite the outcome. The process almost wraps them in support and is done in a respectful and empowering way.”

Children’s Guardian (CAFCASS)

Schools Counselling Service

This service provided counselling in schools for **465** 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.

1,759

total goals set

4.04

average impact score



Wellbeing Hour

Support for young people and young adults who identify as LGBTQ+ who are struggling with their mental health, Wellbeing Hour provides access to counselling, workshops, advocacy and mentoring.

“When Finn was initially referred to BARCA through his doctors he was literally at rock bottom self-harming, hated himself and desperately wanted to speak to someone just anyone professional to make him feel better, for a gay 13-year-old how would he ever find someone who could relate to him? To have an available counsellor who is gay, who understood him and his anger issues was just like a god send, he has come on so much over the months he's a different person he's lost the paranoia, the anger and will continue to work on himself going forward, thanks again we can't thank you enough what a unique charity BARCA is to be able to help the LGBTQ community there's literally nothing available like this anywhere.”
Parent

Finn's story

Male, 13, referred by Connect Together Social Prescriber.



Bullied at school as gay, leading to frequent confrontations, exclusions, low self-esteem and confidence.

Counselling sessions provided Finn with a space to develop trust and explore their emotions. Allowing them to acknowledge experiences of homophobia and how this had impacted them.

Finn's confidence grew as they became happier and more comfortable with their identity.



Their anger outbursts reduced improving relationships in school.

Wellbeing Cafe

A new service for young people focussed on developing positive emotional wellbeing alongside flexible access to a qualified counsellor for one-to-one brief intervention support.



Both services provide fast access to therapeutic support with the intention to reduce pressure on CAMHS (child and adolescent mental health services) waiting lists.



Engage Leeds

We worked with **907** 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.



The team continue to introduce new initiatives to support people on and off our service. One such initiative is a bidding drop-in run by our volunteers to help people, who otherwise would not be able to, bid on properties every week.

“Before Engage support I was not happy with my housing situation and my life, but you were so caring and went the extra mile to make sure I was okay and helped me secure a temporary house that I will be comfortable with. Right now I am very happy with my life and the house I am living in. I am more confident and able to relate to others, which was not the case before, and this is all because of your care and support. You made it easy to work and talk to you. Thank you so much for all your support”

Barca Outreach Support Team (BOST)

BOST provides specific support to people who are having frequent contact with urgent and emergency healthcare services.

55% reduction in A&E attendances



releasing cost saving across A&E attendances, ambulance conveyances and hospital admissions of

£415,509

“The Barca Outreach Support Team are worth their weight in gold. We see them as like a sister organisation to A&E.”

Tom's story

Multiple mental health conditions, alcohol and drug misuse, history of self-harm. Attended A&E 34 times in the 12 months before being supported by BOST. Struggling to engage with services.

BOST supported Tom to attend his appointments at Forward Leeds. Working with the GP's Mental Health Nurse, they got his medication re-prescribed to help him manage his symptoms.

Tom continued to engage with services and completed an alcohol detox.

With support, Tom moved into specialist mental health supported accommodation that would meet his needs.

Forward Leeds

Offering a wide range of support and interventions for people with problems with alcohol or drugs, Forward Leeds is the integrated alcohol and substance misuse service in Leeds for adults and young people.

The Young People's team added to their informative and educational resources with a video focussed on Nitrous Oxide.

The Focussed Intervention Housing Team has been operational for over 12 months with staff based in the Forward Leeds hubs as well as a team being co-located at Leeds Housing Options. Working closely with partners to bridge a gap in supporting people with both substance use and housing related issues.

“As a Care Quality Commission outstanding rated service ... [Forward Leeds] plays a vital role in addressing the challenges posed by drug and alcohol use to individuals and communities in Leeds, ensuring that anyone in the city struggling with drug and alcohol issues is able to get support.” Councillor Salma Arif, Leeds City Council's Executive Member for Public Health and Active Lifestyles

Paul's story

When Paul's mum died, his mood deteriorated and he started drinking 8-10 cans of lager daily.

Paul was supported to reduce his alcohol to a safer, more manageable level through a structured reduction plan alongside psychosocial intervention sessions.

He connected with a positive support network, started going for walks and found local community groups to join including a bereavement support group.

Paul was discharged successfully from treatment. His mental health has improved, and he now feels like he has the tools to manage any triggers moving forward.



Social Prescribing @ Barca

Connect Together

An innovative social prescribing project for children and young people that is proven to address health inequalities by providing support through one-to-one sessions, group work and engagement with services that improve health and wellbeing.

“The evaluation has highlighted that health inequalities in children and young people can be addressed in a timely and meaningful manner through social prescribing.” - Leeds Beckett University evaluation report, 2023

88%

improved their mental wellbeing

78%

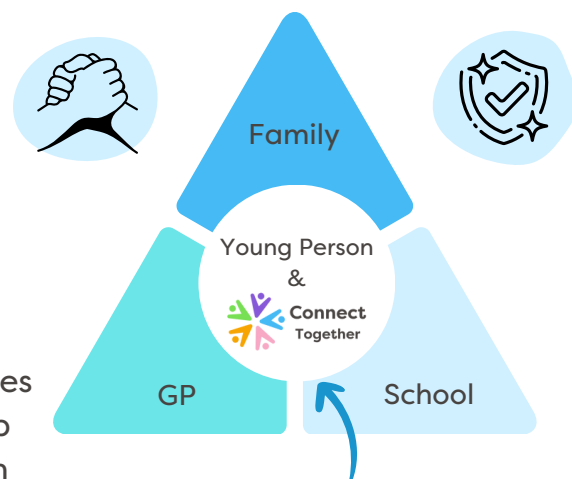
could manage challenges better

71%

improved their support circle

60%

improved their physical health



Typically, the team work closely with the young person supporting them to communicate about often complex and challenging situations with their GP, family and school. This person centred coordination creates a chain of connected and sustainable social support.

Linking Leads

We are proud to be a partner in this integrated city-wide service for adults which connects people to services and activities in their community in order to benefit overall health and wellbeing. The service supported people who were socially isolated, struggling with their mental health, and with practical issues such as housing and finances.



Terry's story

Terry, 80, after the recent bereavement of his wife, has complex health needs and is isolated. He self-referred after talking to a Pharmacist.

Terry talked with the Wellbeing Coordinator about his life and experiences and made plans to move forward.

He was linked to the Neighbourhood Network and Community Hub where he met new people in his local area and got support for his hearing at a Leeds Sensory Support Hearing Aid Clinic.

Terry is now connected to his local community and support. He is planning to join a local group and has reconnected with an old work friend.

Navigators @ Barca

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.

Accommodation for Ex-Offenders (AFEO)

Working collaboratively with Housing Options and Probation Services this service supports people leaving prison who are resettling in Leeds.

People who didn't re-offend

97%

with AFEO
support

64%

national
average

Alfie's story

Alfie never had his own place to live, had a history of poor mental health and substance misuse. He experienced long periods of homelessness, living in temporary accommodation, sleeping on friends' and family's sofas, with periods inside prison.

When released from prison, Alfie was supported by a Navigator to get registered with his local authority, apply for benefits and speak to his GP about his mental health.

With continued support, he engaged with services and successfully completed his community service and probation period.

Alfie successfully bid for a house and has been living in his own property for one year. He has not re-offended or relapsed into former drug use. He is settled in the community, no rent arrears and on top of his household bills.

Health and Wellbeing Navigators

The Health and Wellbeing Navigators support people to recover their health by helping them to access appropriate medical interventions. The service works with people who have experienced a lot of adversity in their lives, including homelessness, substance misuse, mental health issues and may have a history of offending behavior.

"What I like best about the Navigator is that they care and listen. They are supportive and I can talk to them about anything."



Housing Navigators

Working closely with Street Support partnership agencies, the Housing Navigators support people that have recently been accommodated after being homeless and sleeping rough.

The national audit of people sleeping rough shows that it is increasing in every area, including Leeds. The team is actively working to support all people who are rough sleeping in the city to ensure they get access to the services they need.

“You really care, you listen and it shows, I feel like I have known you forever and I trust you more than I would many others.”

84%

Met basic needs
(heating, food, etc)

83%

Accessed
Healthcare

78%

Sustained Tenancy
for 3-6 months

74%

Ceased Rough
Sleeping

Street To Tenancy (STT)

A new addition to the Housing Navigators, the STT team provide intensive support using the Housing First Model in partnership with Leeds City council.

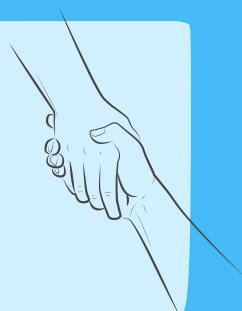
Working with people who have an extensive rough sleeping background and struggle to engage with mainstream services, STT helps them to transition from living on the streets into their own home so that they have a safe and secure long term home.



Javier's story

A long term rough sleeper, he struggled to trust and engage with services, has a high level of need in all areas of their life. Fled their home country, a victim of human trafficking, been in and out of prison, substance misuse.

Over years, the Navigator built trust and rapport with Javier. Providing trauma-informed support to help them improve their behaviours around offending, physical and mental health and substance misuse.



After lots of short term stays in temporary accommodation, a property was identified and with support Javier moved in.

Engagement with services improved and Javier became more proactive in their support enabling their independence to grow.

They have been in their own property for nearly a year, without a single night out back on the streets. Javier is settled in and is seeing the positives of feeling like they have a roof over their head.

Positive futures

A summary of our activities for our third strategic objective



Discover Wellbeing

Discover Wellbeing connects families to strengthen and build positive parent/child relationships through family sessions, one-to-one emotional wellbeing sessions, holiday activities and parent peer support groups.

A big focus for this service was the development and delivery of a series of emotion coaching based emotional regulation workshops. Our staff developed their skills and knowledge in emotion coaching and created a training package that we offer to young people, parents and school teachers.

“Great opportunity to meet other parents experiencing similar challenges. I have taken away a lot of useful tips!”

“I have learnt different ways to manage hard situations at home with my child – I will definitely be using some of the strategies learnt and trying to think about his emotions.”

Emotional Regulation

Barca
LEEDS

A toolkit



Our Emotional Regulation toolkit features tips, exercises and information to support young people to manage their emotional wellbeing.

The toolkit is used across our services from our Safe Schools assemblies to one-to-one support.

“I enjoyed going through the toolkit with my worker. I found it really helpful, especially to help calm me down. I have taken 5 of them for friends.”



From left to right: Parents Emotion Coaching Workshop, Leeds Crime Reduction Network Presentation, School Assembly

Youth Work @ Barca

Barca's varied youth offer supports young people to develop their personal, social and emotional skills and strengthens their connections with their school, family and their wider communities. Our services deliver one-to-one support, talks in schools, street outreach work and delivered **141** groups last year through these areas of work:

Leeds Youth Alliance

We have worked in this partnership across the city to deliver youth work activities which has included developing a Leeds Youth Alliance Youth Voice Group - **18** young people from West, East and South Leeds who will influence youth work delivery in their communities and citywide.

Liv's story

Liv, 13, attends some Barca Youth Groups, staff notice that they are very quiet and withdrawn.

Youth Worker offers one-to-one support for Liv where they shared that they are struggling with their identity and questioning their sexuality.

Liv built self-esteem and confidence to start attending the Barca LGBTQ+ youth group where they made lots of new friends and participate in group discussions.

Liv is much happier and is feeling more confident. At groups they feel like they aren't judged and are able to share their thoughts. They spoke in a public forum to share their experiences and have become a representative for an LGBTQ network.



"The staff are great they are always there to listen to our ideas"



Schools Mentoring Project

The service supports young people to address and reduce the risk factors in their lives enabling them to lead healthier happier lives.

Initiatives such as the basketball camp on Woodhouse Moor provided young people at risk of violent crime with positive activities during the school holidays.

“The groupwork stopped me getting involved with a local gang as I was more aware why they wanted me to join them.”

Liam's story

When Liam started working with his mentor he was struggling and was not attending school. He began hanging around with members of a gang.

Liam started to carry knives when he was out in the community and began to get into fights.

His mentor explained how this could be dangerous and what being in a gang could mean for his future. Liam's mentor helped him get back into school and helped build a relationship between the family and the school pastoral team.

Liam has since stopped carrying knives and has started building positive relationships. He now wants to join a football team and try other sports.

Violence Reduction Partnership

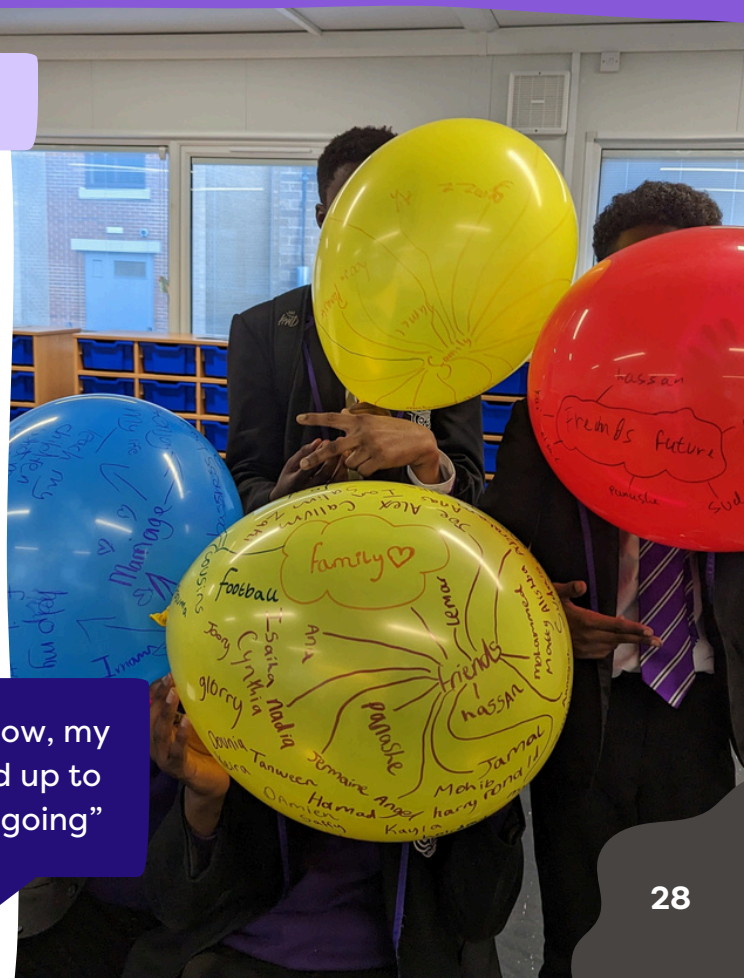
This project provided:

- one-to-one support, community interventions with young people around knife crime and anti-social behaviour.
- virtual reality headsets that help young people to make the right choices on gang and knife crime related issues.
- detached work on the streets of Bramley targeting hot spot areas specifically around carrying weapons and the law.

100%

of the young people referred have engaged with the service

“I get in less trouble now, my worker got me signed up to the gym which I love going”



Safe Schools

Safe Schools supports young people to build knowledge and understanding of their emotional wellbeing.

We delivered:

- talks on Emotional Regulation to High School assemblies using the Barca toolkit for **2,500** young people.
- Emotion Coaching workshops for over **40** Educational Inclusion Mentors and School Staff.
- presentations at the annual Leeds Crime Reduction Conference.

“Thank you for taking the time to speak to our students. Helping them to understand and regulate their emotions is a vital skill all young people need in life.”

Active Skills Project

This project partnered with Bramley Baths which introduced young people to local community-based venues that they might not have accessed. At the end of the project they get a voucher to continue attending.

“I have never been in a gym before and now I love it.”



Safe Schools Podcast

Many of the young people had experienced significant challenges at school. They decided to record a podcast to share their views on issues as well as potential solutions.

The group developed their skills and confidence in using the equipment and computer software, and practised interviewing techniques.

A 20-minute podcast was shared with the Head Teacher who met with the young people to talk through their ideas and suggestions. The young people received very positive feedback and were given the opportunity to have their voices heard and listened to by the leadership team within their school.

Young people expressed their sense of achievement and pride not only in the podcast they created but the time they were given to share this in a professional and genuine way.





Discover Programme

This specialist service supported young people who were engaging in community anti-social behaviour or other risky behaviours and were being excluded from school and at risk of child criminal exploitation.

The project provided one-to-one mentoring work, advocacy in the school, emotion coaching and support to access other community youth work.

87%

improved feeling and behaviours

75%

improved confidence and self-esteem

80%

improved being safe

Healthy Holidays

Providing free engaging and enriching activities for children and young people during the school holidays. We delivered:

- over **500** hot meals to children and their parents.
- over **200** food parcels for families to take home.
- Christmas gifts and Easter eggs for families with support from locally based companies Atlanta and Overbury.

"I was made redundant due to my boss's suicide and then I had my youngest so things have been tough since then. But being able to still take the kids somewhere to enjoy themselves and let off some steam during the holidays too which has been playing on my mind a lot thinking what can I do with them with little or no money. It's amazing what you have done and I just wanted to thank-you again."

Employability @ Barca

Work Well

This service ran for two years, completing in June 2023 having supported **536** young people across Leeds aged 15 to 24 where their mental health and wellbeing was a barrier to them making progress.

- 86% improved their mental health
- 58% went into education, training or work
- 42% were previously inactive and are now job searching, and/or have improved life skills



Nxt Steps CV workshop

"I'm glad I came to this group because it helped me face my social anxiety and I feel a lot clearer about my next steps to becoming a carer."

Nxt Steps

The Nxt Steps service helps 16 to 17 year olds (up to 25 years for those with an EHCP or Care Experienced), who are at risk of, or are already, Not in Education Employment or Training (NEET) to develop life skills, work readiness, get involved in social activity, and move back towards education, employment and training.

Abbie's story

Abbie is 17 years old, her mother unexpectedly died when she was 6 and the family have struggled with bereavement since.

Her Dad is working with a local addiction service to sustain his recovery after using substances for several years. The family is very close and support each other.

Abbie feels anxious about leaving her family home and her Dad. She also struggles with learning and memory retention which impacted her school attendance levels.

Abbie left education with no formal qualifications but has a strong desire to change this.

She attended one-to-one sessions, grew in confidence and attended a jobs fair and CV workshop, meeting new people which previously made her anxious.

Abbie said: "After leaving school, I felt a little lost and not sure what direction to take. Having someone to talk to about my emotional wellbeing difficulties and about the loss of my mum has helped me to manage my emotions and has helped to realise it is okay to be sad and cry. My confidence and self-belief has grown so much and I am now seeing a positive future – where I didn't before."

Sustainable organisation

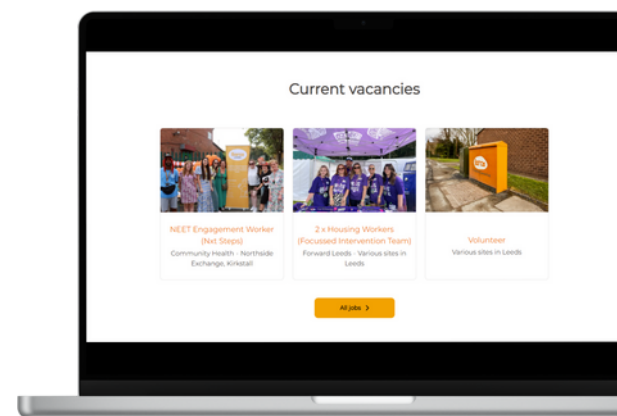
A summary of our activities for our final strategic objective



Our central services continue to provide a strong core, enabling the whole organisation to function effectively and thrive.

Human Resources Team

Our recruitment process was fundamentally reviewed and improved to provide a much better experience for jobseekers. The introduction of an applicant tracking system made efficiency gains for the organisation and helped us to meet our equality, diversity and inclusion ambitions. The creation of a new user friendly careers website has attracted an increased number of applicants during a year when the jobs market was highly competitive.



We monitored the implementation of our new pay scale which introduced incremental salary increases for the majority of staff. We continue to value our workforce through new initiatives and regular improvements, helping to reduce our employee attrition rate by a third. Last year these changes include:

- Becoming an accredited Living Wage employer
- Establishing a new carers employee support group
- Awarding our highest pay rise in recent years
- Monthly random acts of kindness continuing to benefit staff members
- Training staff members across the organisation to be Wellbeing Champions
- Maintaining our strong staff culture – our workforce is listened to, trusted, cared for
- Annual leave increased by an additional day

7 improvements to terms and conditions

Last year, our inclusive approach recognised issues important to our staff group including Foster Carers Week, Disability Pride Month, Menopause and Transgender Awareness.

Our Investors In People assessment was the best we have ever had, confirming our positive actions and gained us an automatic nomination for the National IIP Awards placing us in the top ten national organisations (Third Sector).

Finance & ICT

The Finance, Human Resources and Communications teams have responded well to another year of a large increase in transactions.

The reporting requirements to funders increases year on year, last year the team managed **95** active cost centres and a further **17%** of income and payroll transactions.

The Finance Policy is reviewed annually to be compliant with amendments to the Charity Commission SORP and Companies Act updates.

We have reviewed the Investment policy this year. The Training and Monitoring system provided by Knowbe4 to train and upskill all staff who act as frontline defence against phishing and cyber-attacks has been recommissioned. This included installation of new phishing software on all Barca ICT equipment. We monitor any potential areas of issue to complement our anti-virus software programmes and are registered with the NCSC (National Cyber Security Centre) for the latest updates. We have also upgraded our Firewall to a Cisco Meraki system.

Communications

Last year, we reviewed and improved the communications policy to incorporate new Charity Commission guidance.

The Barca 30th year celebrations were supported and promoted through new designs and a dedicated branding.

We created new, effective and engaging methods for featuring people's stories of change and developed templates to help our teams demonstrate their impact.

A focus on video content throughout the year led to an increase in engagement across our channels. We also developed our first annual review film.



Scan the Qr code to watch our 2023 year in focus video on Youtube



“Barca has always felt to me an inclusive and supportive place to work, plus I’ve always felt that Barca keeps its values at the heart of what we do. A lot of this is thanks to a brilliant Leadership Team driving this culture, so thank you for all you do for staff and service users.”

Team Leader leaving message

Quality Assurance

The Quality Assurance Group (QAG) continues to provide effective scrutiny and to support learning and improvement across the organisation. Last year activities included:

- Consultation and review of **12** policies including improvements to the language in accordance with our Trauma Informed organisational ambition.
- Safeguarding Training for Trustees including the Chair and Deputy Chair of QAG.
- Business Continuity Planning focused on our resilience and planning for a cyber attack.
- Six learning sessions shared and disseminated safeguarding good practice between teams.
- Improved operational processes for reporting serious incidents to include:
 - Meeting the threshold for reporting to the Charity Commission.
 - A new process for trustees to follow for a reportable incident to the Charity Regulator.
 - Notifying relevant external agencies and partners when reporting to regulators such as the Information Commissioners Office or Charity Commission, etc.

Our Trauma Informed organisational statement

People may experience trauma when one or more negative experience happens to them, or they see them happening to others.

Barca-Leeds is committed to learning about, and responding to, how trauma affects people by listening to their experiences and responding to their issues. Some people experience serious traumatic episodes during their life which can deeply affect them and have a lasting impact on their health and wellbeing and everyday lives.

We follow the six principles of trauma informed practice: safety, trust, choice, collaboration, empowerment and cultural consideration. We will train our staff group to be effective and will support them in their work.

We recognise that trauma can affect people in a variety of ways, and respect that each individual is unique. Barca-Leeds will support each person to manage their experience and the long-term effects of trauma so that they can improve their quality of life.



Investing in our people

From our staff groups to our internal initiatives, we have a range of activities that enable and empower staff to lead on issues that are important to them.



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.



Experienced staff act as Domestic Violence & Abuse Leads and Safeguarding Leads.

"I'm so proud when I say I work for Barca. It has a really good reputation."

Our initiatives

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



Leeds LGBTQ+ Pride

Barca-Leeds employees mark LGBTQ+ Pride each year by joining the Leeds celebrations. A voluntary staff committee organise and lead on our Pride events and all activities are open and inclusive for all staff to join.

Carers group

A staff Carers Group started in 2023. It is staff-led and holds informal peer support sessions to share experiences and learn from each other.

Neurodiversity awareness & training

Awareness and training sessions delivered to employees including specific training for managers.

Wellbeing Champions

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

Ramadan

Our community day of fasting and evening Iftar events brought community members and Barca staff together to share a small part of the Ramadan experience. We also made a charitable donation to Islamic Aid.

Fundraising

Staff initiatives raised over **£6,000** for Peter's Fund, a personalisation fund in the name of a former colleague which provides extra necessities for the people we work with.

- A team of **32** walkers and **4** support staff took on the Yorkshire Three Peaks fundraising for Peter's Fund. The fundraiser was planned by a small staff committee who developed and delivered a successful event.
- The third annual Peter Richards Memorial Football Tournament took place in October and brought colleagues from across the health and care sector together.

Investors in People Assessment

We received our best ever Investors In People assessment and a nomination as a finalist for the national IIP awards.

"It was a privilege to meet so many members of staff who displayed a genuine commitment to the organisation's purpose and self-motivation to make a difference to the people using the services." IIP Assessor.



Sponsoring Bramley Phoenix Junior Football Team

We are proud to be a shirt sponsor for the Bramley Phoenix Junior Football Team. Part of Bramley Phoenix FC, a local Football Club established in 1999 that offers a fun, safe and welcoming environment to all children and young people.

“Twenty years ago, when I was growing up in Bramley, my life could have easily gone in the wrong direction. Fortunately, I joined a junior football team sponsored by Barca-Leeds which helped me to keep on the straight and narrow.



Today, I have a good job and manage a Bramley Phoenix Junior Football Team. When we approached Barca to be a shirt sponsor they said yes straight away, and I feel that my life has come full circle, and I am giving back to the community that helped me.

I am very proud of our association with Barca, and the kids on the team love having a kit sponsor!”

Danny, Bramley Phoenix Junior Football Team Manager



Support for other community appeals and crowd funders included:
Leeds Dads to attend the National Diversity Awards ceremony
Contribution to the David Oluwale Memorial Sculpture Hibiscus Rising

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 147 anonymous surveys (78% response rate).

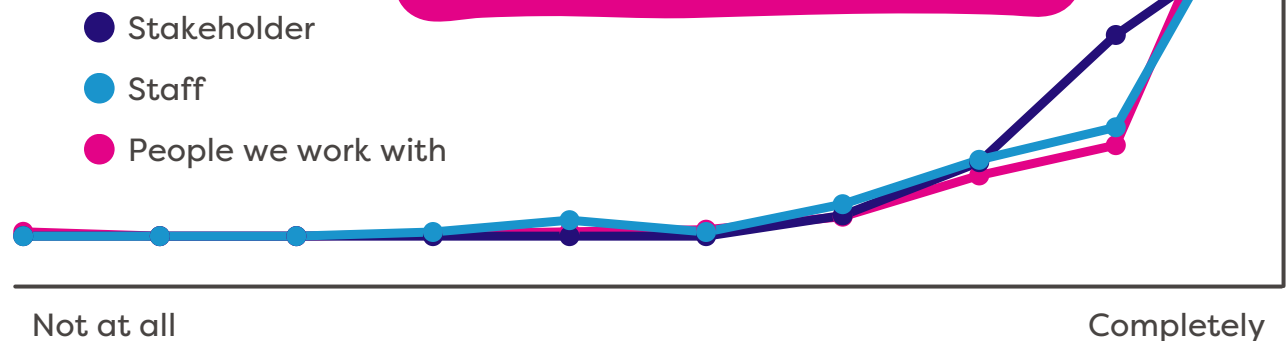
95% scored 8 or more for the statement: 'I share the same values as my organisation'

People we work with

We received 350 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.

"I really enjoy working for Barca and am very happy with the organisation's ethos and values. I feel valued as an individual and genuinely enjoy my days in work."

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'



Thank you to our communities, volunteers, staff, partners, stakeholders and funders as we continue to deliver our vision of a fair society.



"The work that you do in terms of helping families who are trying to deal with addiction, helping people who need that little bit of support to get their lives back on track . . . I know how big a difference the work that you do makes." Tom Riordan (Chief Executive, Leeds City Council)

30 YEARS
making a difference

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 2024. 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 annual report.

Organisational resilience

Barca-Leeds has proved to be very robust, in meeting the main challenges of recent years in both continuing to operate effectively and sustainably during the years of the Covid-19 Pandemic and in the post-pandemic era. We are subject to the cost of living crisis, inflationary pressures and workforce issues that are being experienced across the private, public and charity sectors. We have also identified the changing nature of demand and needs from the communities that we serve. However, our strong governance culture, organisational structure and systems have enabled us to remain a strong and resilient organisation.

Our staff are at the heart of our success and continue to innovate and provide effective responses such as providing street-based outreach services, developing our integrated family and children model and working closely in

partnership with local community organisations through our Community Anchor role. Staff welfare was, and remains, a major organisational priority to ensure they feel supported and stay resilient in providing services that make a difference. Accordingly, we have continued to invest in their support and development and as part of making the organisation Trauma Informed all staff have been trained in trauma issues. We have also invested in Trans Awareness, Neurodiversity and Mental Health First Aid training.

Our focus on this was rewarded with an excellent Investors In People assessment placing us in the top five organisations nationally.

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. There is also a re-election process for the Chair, Vice Chair, Treasurer and Vice Treasurer that takes place bi-annually as a measure of good practice.

Our Trustee recruitment strategy aims to maintain a balance of experience, skills, knowledge and diversity from the trustees on our board to ensure effective governance. We continue to expand our board, having completed a recruitment process within the last financial year. All trustees continue to give their time voluntarily.

Trustee Appraisals

Trustee appraisal meetings were most recently 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. In place of trustee appraisals during the last financial year, a full Board effectiveness evaluation was completed in which all trustees were asked to provide their feedback in relation to the form and function of the Board. The feedback was extremely positive and worth noting the following quote from a Trustee:

"I am proud to be a trustee of such a strong and well-run charity. The values-driven approach is evident throughout the organisation, and is a great strength. The impact of Barca's work on the people it is there to serve is clearly demonstrated through performance data and client feedback."

Trustee Skills Audit

The last Trustee Skills Audit was completed in October 2021 and will be repeated within the next financial year with the aim of assessing the combination of knowledge, skills and experience of trustees whilst capturing any new trustees to join the board. This has been a useful tool to identify any gaps in skills and target recruitment accordingly.

Once appointed, trustees are subject to an induction and are offered relevant training on a regular basis to ensure they are kept up to date with any changes as and when they occur and to ensure they are providing effective governance to the organisation.

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 commit to regular effectiveness reviews as a measure of good practice.

The Senior Management Team, responsible for the strategic direction and day to day running of the organisation, is led by Helen Hart. The senior management team comprises:

- Helen Hart – Chief Executive Officer
- Sue Dean – Director of Finance & Human Resources
- 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)
- Julie Taffinder – Human Resources Manager
- Sarah Sturgeon – Quality & Business Development Lead

The Senior Management Team are supported by the Leadership Team which comprises: the Finance Manager, Company Secretary, Business Development Manager, Project Managers and Team Leaders.

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 plan 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 with the option of completing them on 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 SMT and Quality Assurance Group. This is a standing item at monthly SMT meetings and quarterly Board meetings to highlight any changes or trends to be aware of and act upon. Our Risk Oversight Protocol provides additional insight for the Board via a quarterly Risk Infographic which summarises key risk activity - additions to the register, escalations to existing risks and closures etc. at a glance.

Recognising the increasing digital risk to charities, this year the annual leadership team business continuity exercise focused on cyber-attack, to enable us to plan for and manage this scenario more effectively.

Our safeguarding practices for adults at risk and children and young people 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. In addition, we complete the Leeds Safeguarding Children's Partnership "Organisational Safeguarding Assessment" annually, to demonstrate compliance with Section 11 of the Children Act 2004. The outcome of all risk evaluations, complaints, compliments and any serious incidents are reported directly to our Quality Assurance Group. To further assure our safeguarding processes last year, we increased the number of board members attending our quarterly Quality Assurance Group meetings. The meeting is 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 and recently co-produced a review of our reporting procedures to regulators.

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)

With a focus on learning dissemination, our Quality Assurance Group, a board chaired committee, continues to deliver excellence by enabling knowledge sharing and peer support across our leadership team, who are supported by a dedicated Quality Assurance post and a policy, learning and resource library maintained on our internal SharePoint site.

Objectives and activities

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 and being part of the Safeguarding Leeds network, Leeds Youth Alliance and new emerging employability partnerships. We are formally connected by contract to 34 partners and work collaboratively to achieve service integration.

We actively participate in the work of citywide strategic partnerships such as Third Sector Leeds, Young Lives Leeds, Crime Reduction Network and representation across a range of strategic health partnerships on behalf of Forum Central including the 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. We have 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, Better Together, and with the Engage and Forward Leeds services.

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 deficit for the year, after transfers, of £206,037 made up of net expenditure of £1,668 on unrestricted funds and net expenditure of £204,369 on restricted funds. Total funds at 31 March 2024 were £1,881,924 of which £554,879 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 six months of the running costs, which equates to approximately £520,251 in unrestricted funds and £3,132,999 across all charitable activities.

At 31 March 2024, the charity had £614,677 in free reserves, after deducting designated funds, restricted funds and funds held in fixed assets. Designated funds at 31 March 2024 totalled £705,000 which included the Manor House property and a fund for future investment in infrastructure.

Investment Policy

The 2020 investment policy was reviewed in February 2024. 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.

Principal Funding Sources

Barca-Leeds continues to be principally funded through commissions from statutory bodies at local, sub-regional or national level, and combines this with additional monies from Trusts and Foundations where we can support them to deliver their mission.

We are pleased to formally acknowledge grants and commissions from: The Swire Charitable Trust, Pears Youth Fund, Leeds Building Society, Leeds Community Foundation, National Citizens Service, Masonic Charitable Foundation, Charles Hayward Foundation, BBC Children in Need, The National Lottery, West Yorkshire Combined Authority and Leeds City Council.

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 14th August 2024 and signed on its behalf by:

Stewart Firth

Stewart Firth

**Chair of Trustees
Barca-Leeds**

Part 3

Independent Auditors Report & Financial Statements



**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 2024, 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 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS 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 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.

**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

14 August 2024



BARCA - LEEDS

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME					
Donations and legacies	3	13,432	1,638,663	1,652,095	1,877,464
Charitable activities					
Grants and Contracts	4	979,769	3,381,890	4,361,659	3,977,372
Other trading activities					
Fundraising		8,890	575	9,465	3,776
Investments		22,089	-	22,089	12,494
TOTAL INCOME		1,024,180	5,021,128	6,045,308	5,871,106
EXPENDITURE					
Charitable activities	6	1,040,501	5,225,497	6,265,998	5,590,489
TOTAL EXPENDITURE		1,040,501	5,225,497	6,265,998	5,590,489
Net (expenditure) / income before gains / (losses) on investments		(16,321)	(204,369)	(220,690)	280,617
Net gains / (losses) on investments		14,653	-	14,653	(2,208)
Net (expenditure) / income		(1,668)	(204,369)	(206,037)	278,409
Transfers between funds	14	30,513	(30,513)	-	-
Net movement in funds		28,845	(234,882)	(206,037)	278,409
Reconciliation of funds					
Total funds brought forward	14	1,298,200	789,761	2,087,961	1,809,552
Total funds carried forward	14	£ 1,327,045	£ 554,879	£ 1,881,924	£ 2,087,961

All activities derive from continuing operations.
The notes on pages 55 to 66 form part of the accounts.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2024

BARCA - LEEDS

(A company limited by guarantee)

BALANCE SHEET AS AT 31 MARCH 2024

Company registration number: 02949419

	Note	2024		2023	
		£	£	£	£
FIXED ASSETS					
Tangible Assets	8		387,368		404,450
Investments	9		125,048		110,395
			<u>512,416</u>		<u>514,845</u>
CURRENT ASSETS					
Debtors	10	708,462		457,102	
Cash at Bank and in Hand	17	1,089,001		1,504,142	
		<u>1,797,463</u>		<u>1,961,244</u>	
LIABILITIES					
Creditors: amounts falling due within one year	11	289,940		281,144	
NET CURRENT ASSETS			<u>1,507,523</u>		<u>1,680,100</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>2,019,939</u>		<u>2,194,945</u>
Provisions for liabilities and charges	12		(138,015)		(106,984)
TOTAL NET ASSETS			<u>£ 1,881,924</u>		<u>£ 2,087,961</u>
THE FUNDS OF THE CHARITY					
Restricted Funds	14		554,879		789,761
Unrestricted Funds					
- Designated Funds	14		705,000		688,138
- Undesignated Funds	14		622,045		610,062
TOTAL FUNDS			<u>£ 1,881,924</u>		<u>£ 2,087,961</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 55 to 66 form part of the accounts.

These financial statements were approved by the trustees on 14 August 2024 and signed on its behalf by:

Stewart Firth
Chair of Trustees



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2024

BARCA - LEEDS

(A company limited by guarantee)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	2024		2023	
	£	£	£	£
Net cash (used in) / provided by operating activities (Note 16)		(437,230)		199,078
Cash flows from investing activities				
Interest received	22,089		12,494	
Net cash used in investing activities		22,089		12,494
Change in cash and cash equivalents in the year		(415,141)		211,572
Cash and cash equivalents at beginning of the year		1,504,142		1,292,570
Cash and cash equivalents at end of the year (Note 16)		£ 1,089,001		£ 1,504,142

The notes on pages 55 to 66 form part of the accounts.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2024

BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

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.



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

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**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024****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 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Donations	3,082	500	3,582	4,723
Non-performance grants				
Children, youth & Families	-	956,846	956,846	1,329,118
Health, wellbeing & Adults	-	252,259	252,259	217,745
Complex Needs	-	412,842	412,842	299,528
Donated services and facilities	10,350	16,216	26,566	26,350
	£ 13,432	£ 1,638,663	£ 1,652,095	£ 1,877,464

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 £1,243,188 (2023 - £1,287,272) of Government Grants.



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Performance grants and contracts				
Children, young people & Families	-	156,327	156,327	103,514
Health, wellbeing & Adults	-	1,035,024	1,035,024	1,234,035
Complex needs	979,769	2,190,539	3,170,308	2,639,823
	<u>£ 979,769</u>	<u>£ 3,381,890</u>	<u>£ 4,361,659</u>	<u>£ 3,977,372</u>

Included in Performance grants and contracts is £482,499 (2023 - £949,704) of Government Grants.

5 TOTAL STAFF COSTS

	2024 £	2023 £
Wages and Salaries	4,673,473	4,097,604
Social Security Costs	414,659	376,192
Other Pension Costs (Employer)	149,962	134,237
Other Benefits	751	642
	<u>£ 5,238,845</u>	<u>£ 4,608,675</u>

During the year the Charitable Company made redundancy payments totalling £10,083 (2023: £nil).

Employees earning £60,000 or more per annum

	2024	2023
£60,000 - £69,999	1	1
£70,000 - £79,999	1	1

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

The average number of employees for the year was 178 (2023 - 169).

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 £347,254 (2023 - £327,014).



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

6 ANALYSIS OF TOTAL EXPENDITURE

	Children, Young People & Families 2024 £	Health Wellbeing and Adults 2024 £	Complex Needs 2024 £	Total 2024 £	Total 2023 £
6.1 Charitable activities					
Staff costs	746,054	968,212	2,807,958	4,522,224	3,979,633
Training, clinical supervision and volunteer expenses	12,770	22,832	26,632	62,234	59,883
Recruitment	1,553	807	4,989	7,349	17,762
Activities	272,166	90,518	150,894	513,578	499,075
Travel	12,657	7,544	51,540	71,741	74,113
Premises	33,951	52,926	129,285	216,162	181,596
Vehicle costs	298	387	1,122	1,807	2,312
Depreciation	2,028	7,420	7,634	17,082	19,701
Insurance	5,563	7,219	20,937	33,719	28,520
Support costs (note 6.2)	138,842	175,713	505,547	820,102	727,894
	<u>£ 1,225,882</u>	<u>£ 1,333,578</u>	<u>£ 3,706,538</u>	<u>£ 6,265,998</u>	<u>£ 5,590,489</u>
6.2 Support costs					
Support staff	110,660	143,611	416,494	670,765	585,225
Support staff - governance	7,565	9,818	28,473	45,856	43,817
Office costs	18,248	19,210	51,664	89,122	86,221
Professional fees	2,017	2,617	7,590	12,224	10,780
Bank charges	352	457	1,326	2,135	1,851
	<u>£ 138,842</u>	<u>£ 175,713</u>	<u>£ 505,547</u>	<u>£ 820,102</u>	<u>£ 727,894</u>
Included in support costs is:					
Auditor's remuneration					
Audit fees				4,228	3,880
Accountancy fees				5,972	5,480
				<u>£ 10,200</u>	<u>£ 9,360</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 2024

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2023 - £nil).

There were no related party transactions in the reporting period which require disclosure (2023 - none).

8 TANGIBLE FIXED ASSETS

	Freehold land & Buildings £	Fixtures, fittings & Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2023	551,828	247,964	23,107	822,899
At 31 March 2024	551,828	247,964	23,107	822,899
Depreciation				
At 1 April 2023	163,828	231,514	23,107	418,449
Charge for year	8,000	9,082	-	17,082
At 31 March 2024	171,828	240,596	23,107	435,531
Net Book Amounts				
At 31 March 2024	£ 380,000	£ 7,368	£ -	£ 387,368
At 31 March 2023	£ 388,000	£ 16,450	£ -	£ 404,450

Freehold land with a historic cost of £151,828 (2023 - £151,828) is not depreciated.

9 INVESTMENTS

	2024 £	2023 £
Market value at 1 April 2023	110,395	112,603
Net gains / (losses)	14,653	(2,208)
Market value at 31 March 2024	£ 125,048	£ 110,395

10 DEBTORS

	2024 £	2023 £
Trade debtors	278,818	162,949
Accrued income	-	2,235
Prepayments	40,775	53,637
Grants receivable	387,301	237,562
Other debtors	1,568	719
	£ 708,462	£ 457,102



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
11 CREDITORS: Amounts falling due within one year		
Trade creditors	66,573	84,689
Deferred income	30,717	89,103
Grants repayable	115,603	36,475
Pension	719	1,265
Accruals	76,015	68,508
Other creditors	313	1,104
	<u>£ 289,940</u>	<u>£ 281,144</u>

	2024 £	2023 £
Deferred income		
As at 1 April	89,103	222,805
Released to the Statement of Financial Activities	(89,103)	(222,805)
Amount deferred in the year	30,717	89,103
	<u>£ 30,717</u>	<u>£ 89,103</u>

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.

	2024 £	2023 £
12 PROVISIONS		
As at 1 April	106,984	96,000
Charge in the year	31,031	10,984
	<u>£ 138,015</u>	<u>£ 106,984</u>

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 2024

13 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted Funds £	Total Funds £
	Undesignated Funds £	Designated Funds £		
Current year				
Tangible Fixed Assets	7,368	380,000	-	387,368
Investments	125,048			125,048
Current Assets	917,584	325,000	554,879	1,797,463
Current Liabilities	(289,940)	-	-	(289,940)
Provisions	(138,015)	-	-	(138,015)
At 31 March 2024	£ 622,045	£ 705,000	£ 554,879	£ 1,881,924
	Unrestricted		Restricted Funds £	Total Funds £
	Undesignated Funds £	Designated Funds £		
Comparative 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



BARCA - LEEDS

(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

14 FUNDS

Current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Investment Gains £	Transfers £	Balance at 31 March 2024 £
Restricted Funds						
Children, young people & families	433,018	1,130,464	(1,272,881)	-	17,643	308,244
Health, wellbeing & adults	218,942	1,287,283	(1,391,829)	-	14,382	128,778
Complex needs	137,801	2,603,381	(2,560,787)	-	(62,538)	117,857
	789,761	5,021,128	(5,225,497)	-	(30,513)	554,879
Unrestricted Funds						
Designated						
Fixed Assets - Manor House	388,000	-	(8,000)	-	-	380,000
Investment in Infrastructure	300,138	-	(187,533)	-	212,395	325,000
	688,138	-	(195,533)	-	212,395	705,000
Undesignated						
Free reserves	610,062	1,024,180	(844,968)	14,653	(181,882)	622,045
Total Unrestricted Funds	1,298,200	1,024,180	(1,040,501)	14,653	30,513	1,327,045
Total Funds	£ 2,087,961	£ 6,045,308	£ (6,265,998)	£ 14,653	£ -	£ 1,881,924

Comparative year

	Balance at 1 April 2022 £	Incoming Resources £	Outgoing Resources £	Investment Losses £	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
	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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2024

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

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.

BBC Children In Need: In 2023-24 total monies £52,235.50 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.

Masonic Charitable Foundation: Pilot of discover project to raise your peoples attainment and mental well being and sustain healthier happier homes.

West Yorkshire Combined Authority: Supporting young people impacted by crime & violence to help improve emotional wellbeing.

Leeds Hospitals Charity & Leeds Building Society: Funding for health and wellbeing navigators.

Men's Health Unlocked Partnership (National Lottery Community Fund/ Reaching communities fund):

The Men's Health Unlocked Partnership led by Leeds Older Peoples Forum. It is recognised nationally as a ground-breaking piece of work which aims to achieve better health and wellbeing outcomes for all men and boys in Leeds which contribute to better outcomes for all.

Charles Hayward: The Discover Programme is a specialist service that provides mentoring and support interventions to support young people to address and reduce the risk factors in their lives enabling them to lead healthier happier lives.

Pears Youth Fund (Leeds Community Foundation): Income received prior year to deliver work engaging young people in voice and influence.

National Citizens Service & The Swire Charitable Trust: NXT Steps We work with young people to develop skills, confidence, resilience and ways of managing their wellbeing and aspirations with our partners LS14 Trust, LS-Ten and Leeds Youth Service.

Leeds City Council: Housing navigators- intensive support for people rough sleeping.

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 2024 was £325,000.

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 2024

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 £149,962 (2023 - £134,237).

16 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net (expenditure) / income for the reporting period	(206,037)	278,409
<i>Adjustments for:</i>		
Depreciation charges	17,082	19,701
(Gains) / losses on investments	(14,653)	2,208
Investment income	(22,089)	(12,494)
(Increase) / decrease in trade and other debtors	(251,360)	82,376
Increase / (decrease) in trade and other creditors	8,796	(182,106)
Increase in provisions	31,031	10,984
Net cash (used in) / provided by operating activities	£ (437,230)	£ 199,078

17 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	1,089,001	1,504,142
Total cash and cash equivalents	£ 1,089,001	£ 1,504,142

18 OPERATING LEASES

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

Within one year	5,856	1,080
Within two to five years	19,415	3,779
	£ 25,271	£ 4,859

The amount of non-cancellable operating lease payments recognised as an expense during the period was £5,586 (2023 - £810).



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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

19 STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE YEAR

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



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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2024

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INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2024

	2024		2023	
	£	£	£	£
<u>TURNOVER</u>				
Grants and contracts		5,983,606		5,823,763
Donations		3,582		4,723
Donated services and facilities		26,566		26,350
Other trading activities		9,465		3,776
		<hr/>		<hr/>
		6,023,219		5,858,612
<u>OTHER OPERATING INCOME</u>				
Interest received		22,089		12,494
		<hr/>		<hr/>
		6,045,308		5,871,106
<u>CHARITABLE EXPENDITURE</u>				
Staff costs	4,522,224		3,979,633	
Training, clinical supervision and volunteer expenses	62,234		59,883	
Recruitment	7,349		17,762	
Activities	513,578		499,075	
Travel	71,741		74,113	
Premises	216,162		181,596	
Vehicle costs	1,807		2,312	
Depreciation	17,082		19,701	
Insurance	33,719		28,520	
	<hr/>		<hr/>	
		5,445,896		4,862,595
		<hr/>		<hr/>
		599,412		1,008,511
<u>OVERHEADS</u>				
Staff costs	670,765		585,225	
Support staff - governance	45,856		43,817	
Office costs	89,122		86,221	
Professional fees	12,224		10,780	
Bank charges	2,135		1,851	
	<hr/>		<hr/>	
		820,102		727,894
		<hr/>		<hr/>
Net (deficit) / surplus for the year before gains / (losses) on investments		(£220,690)		£280,617
		<hr/> <hr/>		<hr/> <hr/>



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