



# **Trustees Annual Report and audited financial statements**

1 April 2024 to 31 March 2025

# General information

**Charity Name**

Barca-Leeds

**Company Number**

02949419

**Charity Number**

1048996

**Registered Office**

Manor House  
259 Upper Town Street  
Bramley  
Leeds  
LS13 3JT

**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  
Emma O’kerry  
Alissia Deane

**Chief Executive**

Helen Hart

**Company Secretary**

Rachel Durham

**Special Advisor to the Board**

Caroline Johnstone

**Auditors**

HPH  
54 Bootham  
York  
YO30 7XZ

**Bankers**

Unity Trust Bank plc  
Four Brindleyplace  
Birmingham  
B1 2JB

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# Welcome from the Chair

Welcome to the 2024-2025 Barca-Leeds Trustee Annual Report and Audited Financial Statements.

As the report sets out we have had an extremely busy and fulfilling year. I would like to take this opportunity to thank all our staff, volunteers and Trustees for their hard work and commitment in continuing to make a significant difference for communities in Leeds.

We are now in our 31<sup>st</sup> Year, we face a number of challenges, as does the whole of the charitable sector. We have more demand for services and increased complexity to the needs of individuals and the communities that we serve. Our costs have increased and the funding environment is more challenging than ever.

We remain resilient and proud of the culture of Barca-Leeds. We do not underestimate the challenging political and financial climate but do not let this distract us from being a strong, compassionate organisation with a common purpose.

We will take forward this strong sense of mission to the discussions leading into our updates to our Strategic Plan in the coming year. We have already made improvements to our organisational governance and have made some additional internal investment to improve the quality and effectiveness of our services.

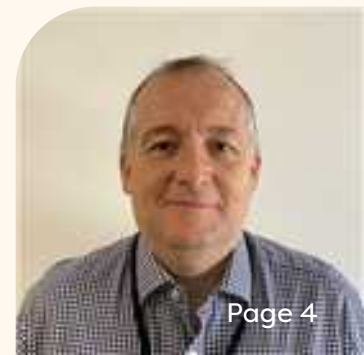
We are committed to collaborate, and work in more formal partnerships, with other organisations where this will lead to more effective services which are joined up in front-line delivery. This helps ensure that we are efficient in the deployment of resources and in fulfilling the strategic aims of our commissioners and partners.

The strong, inspirational and compassionate leadership provided by our Senior Management Team and our Leadership Team throughout the year has been a crucial factor and 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 SORP (statement of recommended practice) in Part 2, and the financial statements are provided in the standard format in Part 3.

Finally, I would like to pay tribute to Dave Norman who sadly died earlier this year. He was instrumental in founding Barca-Leeds and the first Chair of Trustees who established the foundations for our future success.

**Stewart Firth**

**Chair of Trustees  
Barca-Leeds**







# Part 1 - Impact Report



# About us - our strategy

Barca-Leeds, was founded over 30 years ago with an unwavering vision for 'A Fair Society'. We have a proud history of delivering effective services across the city, retaining our key focus on locally based support for communities and people of all ages who have experienced a number of challenges. Our passionate and value-driven teams continue to help people make long-term sustainable change, removing barriers and achieving their aspirations to live independent and fulfilling lives.

This report reviews our annual activity and highlights our significant achievements framed by 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.



Please visit  
[bit.ly/barcaleedsstrategy](https://bit.ly/barcaleedsstrategy) to  
see the full version of our  
Strategic Plan for 2022-2025.





# CEO annual review

It is fair to say it has been a very busy 30<sup>th</sup> birthday year! We have enjoyed reflecting on our 30 years with staff, Trustees and those we work with throughout the year and are excited about our future opportunities and partnerships.

We have however, been navigating an uncertain funding landscape and increased costs due to the increase in employer national insurance contributions. We have been working through the new political environment with exciting commitment to the Mental Health Bill and housing reform. Sadly, the decision to close the National Citizenship Service project has meant our targeted service for NEET young people has ended. Funding has also come to an end for our Pathways to Progress service. We do however remain strategically committed to the employability agenda in particular for those furthest from the labour market and NEET young people.

Strategic influence and visibility have remained a priority: we have had the exciting opportunity to talk to Professor Chris Whitty, Chief Medical Officer Public Health England, Rt Hon Rachel Reeves MP and David Holdsworth, CEO of the Charity Commission (pictured), about the strengths and challenges facing our community.

At a community level, with equal importance, we have continued to support other grassroots organisations

including Bramley Baths, Bramley Care Bears and Bramley Phoenix in our role as Community Anchor for Bramley and Stanningley.

We have strengthened organisational resilience through a range of measures. We have welcomed new Board members and made incremental improvements to our governance structures and approach. These included strengthening our sub-committees, changing our reserves policy and moving project learning and review sessions into the leadership team meetings to improve dissemination and impact. We move forward to develop as a trauma-informed organisation with the dual focus of improving services for the people who use them as well as enabling staff to become resilient through reflective practice to manage the vicarious trauma they experience. We also introduced reflective practice for our Senior Management Team and participated in the inaugural Leeds Trauma-Informed Film Festival.

I am very proud of our 30<sup>th</sup> birthday year and would like to thank all staff, Trustees and volunteers who make our organisation unique and impactful. We will continue making a difference for people in Leeds and hope you enjoy our overview of this financial year.

**Helen Hart**

**Chief Executive Officer**



**“**It lifts people's holistic health and wellbeing and aspirations as their emotional health strengthens. It reconnects residents to local assets of all forms and makes communities self-supportive and self-sufficient. BARCA grows its own team talent internally which eventually goes on to enrich other organisations as staff members progress because of the rich and solid base they have enjoyed at BARCA.

Stakeholder Survey Feedback





# Our year in numbers



**65,739**

people supported in Leeds in the previous 5 years (2019 to 2024)



**15,027**

people worked with from April 2024 to March 2025 in Leeds



**£6,832,691**

income in April 2024 to March 2025

**2,045**

group work sessions delivered by Barca-Leeds teams, connecting people together in social and therapeutic settings

**197**

staff members

**27**

volunteers

**12**

Board members

**7**

Senior Management  
Team members

# Grassroots Community Development





We remain committed to our founding values and vision as a community focused organisation through collaboration and partnership.

## Broadlea Community Centre

The community centre continues to provide essential support that responds to local needs.

### Partnership with Bramley Care Bears

Based at Broadlea, Bramley Care Bears has free use of the space to deliver:

-  Weekly Welcome Space
-  Tech Buddies Digital Club
-  2 food banks a week
-  Disbribution of food and fuel vouchers worth £4,400 through the Household Support Fund

### Supporting different activities and groups

-  Street League delivered employment and skills workshops with NEET young people
-  Being You Leeds weekly Men's Music Group
-  Live Well Leeds weekly Welcome Cafe
-  Humans Being Women's Wellbeing Courses

### Giving back our time

A new staff volunteering policy to support our people to give back to their local communities through a day of volunteering at an organisation of their choice started last year.

An example of this policy in practice is our collaboration with Bramley Baths which is a community-led, not-for-profit centre for fitness, health and fun, which houses a public gym, swimming pool and meeting spaces. Our CEO, Helen Hart is on the Board of Trustees for Bramley Baths.



### Partnership with Tobin's Gym

We supported a local gym to develop their community offer. Working alongside our Being You Leeds Men's Health Engagement Worker and the Community Wellbeing Connectors team, it offers a free Saturday morning boxing session.

## Our donations and community investments



Invested in  
Bramley Baths  
community share  
offer



Islamic Aid during  
our Ramadan  
activities and  
celebration



Sponsored the  
Mindful Employer  
Conference  
(Leeds Mind)



Supported the  
inaugural Leeds  
Trauma Informed  
Film festival



Getting Clean  
Social Enterprise  
crowdfunder  
appeal



Leeds Powerchair  
Football  
crowdfunder  
appeal



### Sponsorship of Bramley Phoenix Junior Football Team

We are proud to be a 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.



# Community Anchor: Bramley and 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.



## Community Anchor: supporting local needs

### Household Support Fund

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

**£23,834**

helped people impacted by the cost of living.

**788**

households supported

**679**

households supported with food vouchers distributed by Bramley Elderly Action, Care Bears and Schools’ Clusters.

**109**

households supported with utilities vouchers and wider essentials via Bramley Elderly Action, Care Bears, Schools Cluster and Barca.

### Partnerships

We continued to offer fuel vouchers through third-party referrals including Bramley Housing Officers, Local Councillors and Barca services: Nxt Steps, Pathways to Progress, Community Wellbeing Connectors, Housing Navigators and Linking Leeds.

### Healthy Holidays

Local and accessible activities for 28 school holiday days. Providing hot meals, food hampers, physical activities, healthy eating and connections to community health and wellbeing support and groups.

**508**

Children and young people

**80**

Adults

### SIM Cards

Provided sim cards with free monthly calls and text data allowances to people we worked with.



# High level services overview

## Complex Health and Housing

Our services support people across the city who face multiple challenges that have a significant, negative impact on their physical and mental wellbeing.

We provide 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.

## Strategic Focus



Implementing the Leeds Homelessness and Rough Sleeping strategy



Partnership working to deliver drug and alcohol treatment and recovery services



Innovative solutions to address health inequalities



## Children, Young People and Families

Our services include specialist mental health provision in Leeds schools and 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.

### Strategic Focus



Youth Work provision supporting the Project Shield plan to reduce youth violence and 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 and Community Health

We 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.

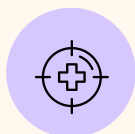
Our services take an asset-based approach within local communities, targeting areas of highest need to bring people together to create social networks.

Our long history of social prescribing, training and employment programmes help individuals to identify and manage any barriers and achieve their aspirations.

### Strategic Focus



Supporting 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 adults who are economically inactive to gain education, training and employment.





“

I liked that a safe space was created within my own preferences and that my worker valued my personal needs. I also liked that they were patient and understanding of my mental illness and used their knowledge to make me feel understood and supported.

Young person



The people we work with rated the service they received as excellent or good for:

**96%**

Access to service

**95%**

Involvement in  
my support

**74%**

My involvement in  
service development

**96%**

Communication  
with me

**95%**

Outcomes  
achieved



# 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.

## Contracted Partnership Delivery



13

contracts comprising

- Being You Leeds
- Better Together
- Bright Horizons
- Connect Together
- Engage Leeds
- Forward Leeds
- Health and Wellbeing Navigators
- Leeds Youth Alliance
- Linking Leeds
- Men's Health Unlocked
- Nxt Steps
- Pathways to Progress
- Safe Schools Project



39

partners representing



62%

of our annual  
income

## Collaborating across all sectors:



NHS



Police and  
Criminal Justice



Third Sector charitable  
organisations



Schools



Grass roots  
organisations



West Yorkshire  
Combined Authority



Community and Faith  
based organisations



Leeds City Council



Social Enterprises



Primary Care  
Networks and Local  
Care Partnerships

## Integrated service delivery

The following service delivery teams are co-located with partners:

- Schools Counselling Service where Barca-Leeds Counsellors are located in schools
- FDAC (Family Drug & Alcohol Courts) Team who work closely with the Family Courts and associated family and Criminal Justice services
- BOST (Barca Outreach Support 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 arrangements with Leeds Health For All
- Mental Health Transformation Hub



“

Had some ups and downs since my wife passed but had some good laughs at the music group, it's done me a world of good mental wise, thanks pal for being there.

Being You Leeds Group Member



# 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 from achieving positive outcomes. It is commissioned by the Headingley and Kirkstall schools cluster. A Share and Support group was set up in April 2024 providing a space for parents to meet others, support each other and learn techniques on topics including self-care, emotion coaching, and boundary setting.

**“I can now focus on the more positive things in our lives. My own confidence is raised, and my child now communicates better with me.**

Parent

**“I have liked the activities and playing games. Everything I have done with Sophie was fun even if just talking. (School) attendance has improved as (mum) got firmer with me.**

Young person

**100%**

**of families:**

- reported that the group made a difference to their parenting style
- felt listened to by their worker
- thought that their sessions were easy to get to
- felt they were spoken to in a clear and understandable way
- felt supported
- were signposted to appropriate support
- would recommend the service to other families & friends

**88%**

managed challenges and solve problems better

**63%**

improved their ability to make good choices

**63%**

improved their emotional wellbeing

**50%**

improved their physical health



## 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 young people can make new friends, build confidence and share experiences.

100% of young people improved in at least 1 of the following areas:



Friendships



Feelings  
and  
behaviours



Confidence  
and self-  
esteem



Relationships



I enjoy the one to one support as I can open up about my feelings.

Young person



I know where to go for help if I need it.

Young person



Over the last 12 months we have seen a significant difference in the young people and improvements in their emotional and social wellbeing. At the beginning they were shy and nervous to attend, now they're open, talkative and share how they love coming to the group.

Amanda Sykes, Children and Young Person's Manager



## 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.

- 105** Creative art and craft sessions where people could meet others and learn something new
- 76** SEND Peer Support Groups provided a supportive space for parents of children with Special Education Needs and Disabilities
- 70** Recipe Station sessions provided community members with a free bag of ingredients and a recipe card to make a low-cost meal at home
- 48** Pay as you Feel Yoga sessions supported people to improve their physical health and wellbeing

**“** I now have a file that I keep all my healthy recipes in, it's nice to try different meals than the ones I usually cook, it has been, and continues to be invaluable to me.

Community member



**“** Just wanted to say a massive thank you for all your hard work this year on behalf of myself and the Leeds City Council Public Health Locality and Primary Care Team. What you do is massively appreciated and we know it's a complex job. Brilliant, keep up the good work that you do, reaching out to people within the Leeds community.

Leeds City Council Commissioner

## Little London Community Work

The Better Together team delivered a piece of targeted outreach work in the Little London area of Leeds. Starting as an initial drop-in at the local community centre, the project developed to provide a weekly Recipe Station and exercise activities including a weekly Zumba group (which ran for 11 months) and free leisure passes for people to access free swim sessions at the local swimming pool. Attendees reported:

- improved mental health and increased social connection,
- feeling more energetic and motivated, and feeling fitter and healthier as a result.

**“Volunteering wise it's a perfect way to add structure to my week, speaking as a man with quite severe mental health diagnoses. As a volunteer for Barca I feel very supported and valued. I receive regular one to ones, which again is comforting to me knowing I am respected and appreciated.**

Better Together Volunteer

**“Having someone I feel I can speak openly to and them be knowledgeable is fantastic!**

Community member





## Men's Health and Wellbeing

### Men's Health Unlocked

Partnership project delivering men's health awareness sessions, raising awareness, signposting and developing networks of organisations. This ground-breaking piece of work is recognised nationally and aims to achieve better health and wellbeing outcomes for all men and boys in Leeds which contribute to better outcomes for all.

**“You're the first person I have spoken to all week, thanks for the help ... it's appreciated.**

Leeds man at a community outreach event

Delivered through outreach and events, the partnership connects with men in the community to listen and signpost to services, providing vital support for those who are socially isolated or experiencing mental health difficulties.

**287**  
people  
engaged  
with

We provided blood pressure checks in community settings - 89% of people showed an elevated or high reading and were signposted to primary care support which would not have happened without the community based checks.

## Being You Leeds

Community based mental health and wellbeing 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.

**“I am most proud of a conversation I had with a group member who indicated he had a plan to end his life. After spending a short time speaking with him and forming a following up plan to monitor his wellbeing, he recently indicated that he no longer feels like he is in that place anymore.**

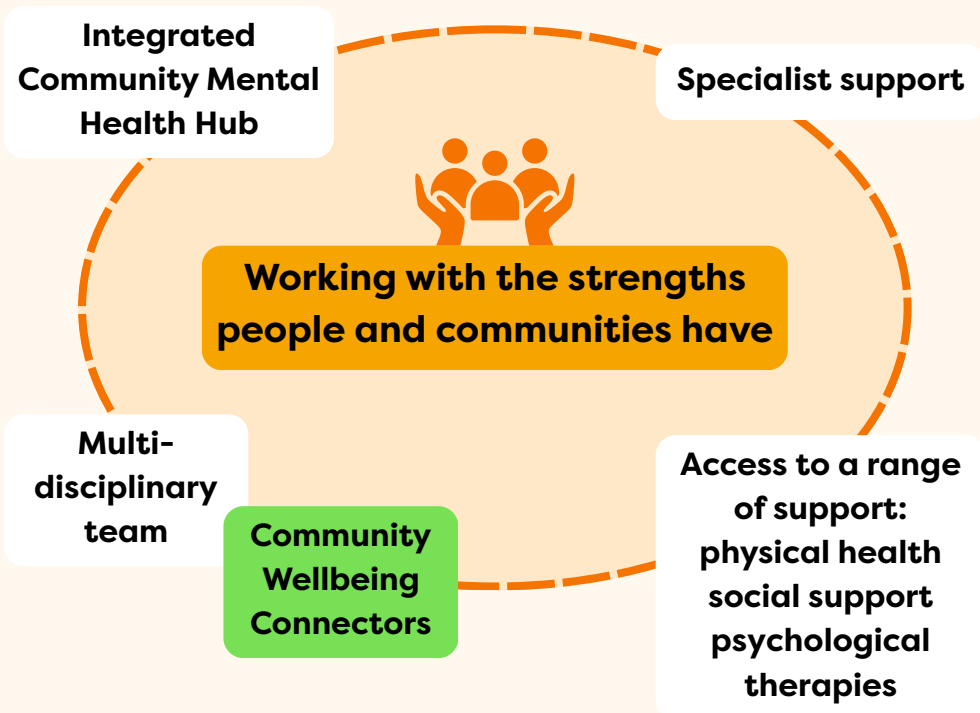
Men's Health Community Engagement Worker



## Community Wellbeing Connectors

As part of Leeds Community Mental Health Transformation this project complements and supports mental health service provision by integrating their work with Local Care Partnerships.

The team supports people who have complex mental health needs on an outreach basis, meeting with people in the places where they feel comfortable to 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.



“I leave feeling motivated and strong, it really has helped me and although I have only been doing it three weeks, I feel my confidence has improved.

Boxing Group Participant



“I look forward to Saturdays. I love the sessions, and they are improving my health.

Boxing Group Participant

## Tony's Story of Change



Tony, 46 years old, diagnosed Schizoaffective Disorder. His poor mental health has had a negative impact on his life for the past 6 years.



Tony found it difficult to leave the house on his own and would only go if his elderly mum or dad accompanied him.



He enjoys writing music for TV programmes and has occasional employment doing this.



Tony was referred to the Community Wellbeing Connectors by West Leeds Community Mental Health Team. Following a positive change to his anti-psychotic medication and through gradual 'graded exposure' Tony was supported to start leaving the house on his own. He built his confidence to walk to local places, catch a bus and attend local groups and activities.



After 5 months of working together, Tony now has an independent life away from his home. His self-esteem and self-confidence have grown and he enjoys meeting and connecting with others at his weekly groups.



Tony's mental health has improved and he has now started to reconnect with meaningful activities that he had previously put on hold. He's joined a choir and is playing bass guitar in a band.





## Building Bridges

Specialist wellbeing and mental health support for young people transitioning into adulthood through accessible and young person led 6 to 8 weekly groups and one to one support.

Sessions were delivered in partnership across West and South Leeds at:

- Leeds City College
- West Leeds Activity Centre
- Cloth Cat Music Studio
- Hamara Healthy Living Centre
- Our Way Leeds Supported Housing

### Young people improved their:

Sense of belonging in their community	<b>92%</b>
Emotional wellbeing and mental health	<b>85%</b>
Self-esteem and confidence	<b>77%</b>
Level of social interaction	<b>77%</b>
Self-care and self-management	<b>69%</b>





**“BARCA was Community Facing and Asset Based / Value driven by Community Voices long before it became fashionable and a now common and wide spread response to locality based issues and opportunities.**

**Stakeholder Survey Feedback**





# Unlocking barriers

Our activities for our second strategic objective

**89%**  
gained meaningful benefit  
from using the service

## Reclaim

A trauma-informed, long term adult counselling service that supports patients to make fundamental changes to their lives.



People impacted by long term trauma affecting their day to day functioning including physical health problems and social co-morbidities.



The service is located across 4 Armley GP surgeries with strong collaborative working between the Counsellor, GPs and Social Prescribing Team.

24 treatment sessions with strong levels of engagement

People to realise their goals and aspirations

### Meaningful changes

- Reduce self harm risks
- Stabilisation
- Engage with other health services
- Long term change



### Wellbeing Wheel Average Scores

	Initial score	Final score
Emotional and mental wellbeing	<b>3.9</b>	<b>6.5</b>
Looking after yourself	<b>4.4</b>	<b>6.7</b>
Meaningful use of time	<b>4.4</b>	<b>7.4</b>
Social networks and relationships	<b>4.2</b>	<b>6.6</b>



## 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.

The service 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 they set during an intervention.

**95%** recorded a positive change scoring 2

**55%** recorded a significant change scoring over 3

A Goal Based Outcome impact score of 3 or above indicates a significant and reliable change.

**“Maintaining our free counselling offer that is face to face (and not online) enables people to continue to access a flexible and effective counselling service.**

Hannah Easton, Lead Practitioner Counselling and Wellbeing and School Counsellor

### What people liked most:

When I get acknowledgement and justification.

I am very grateful for the level of respect from the door to chair.

I felt listened to and respected.

Calm, safe, relaxed environment.

Everybody's doing their best.

Not getting judged, being able to open up. Feel safe zone.

How changed perspective on things.

How beneficial it's been. Was sceptical but now advise others to try.

## Connect To Grow

A new service providing support for adults who self-identify as having experienced a childhood trauma.

Connect To Grow provides a safe and empowering space where people can meet others, understand and respond to their experiences, and learn tools and techniques to make changes and develop healthier ways of managing mental wellbeing and relationships.

**66** When I have attended and I arrive a bit down, I leave in a better mood, feeling lighter after off loading. My mood always changes to happier as the people and staff are great, and good listeners and they never once judged me.

Connect To Grow participant

**49** group activities delivered to support participants to grow their confidence and achieve their own personal successes



**66** I have enjoyed the fact I met new people. I have felt comfortable when at the group. I like that I have been able to share and talk about my life events, knowing its kept confidential. I also like that we not only talk, but also have a laugh too.

Connect To Grow participant

## Schools Counselling Service

The counselling service is based in schools and works with children and young people of all ages. The close partnership working with the school clusters is the key to its success.

By working with children, their families, teachers, GPs and pastoral support across the schools we aim to achieve the best outcomes. This includes supporting young people and their carers / parents to navigate neurodivergent assessment pathways and helping schools clusters to manage the increasing numbers of referrals.

This increasing complexity of presentations now shows more comorbidities with mixed issues relating to neurodiversity, social, mental health and physical health. This is highlighted in School Cluster Team Meetings where counsellors reported case files are:

**40%**

traditional mild to moderate presentations

**60%**

complex multifaceted presentations



A teacher shared that the young person is more settled in class, is happier in school and refusing school less.



A parent shared they are 'getting my young person back' because:

- sessions have been very useful and a safe space to express thoughts and emotions
- their child is happier now and spending more time downstairs with the family
- their child is offering help in the house and is more positive again

**100%** said they were treated with respect

**98%** found their sessions helpful

**96%** would access support in the future if they needed it

**90%** made changes in their life because of the support

**78%** are seeing reliable and consistent changes in relation to their goals



This has helped me understand why I feel the way I do, understand healthy relationships, get respect for myself and stand up for myself. I will really miss these sessions but I will use everything I learnt in my future.

Young Person



## Wellbeing Cafe

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

**100%** of young people said they felt listened to by their group facilitators

**“** I liked playing games, getting out of the house, finding out more about mental health / self harm and how and where to get support, I like the Barca building.

Young person

**46**  
group work  
sessions



## Florence's Story of Change

Florence, home schooled, experiencing isolation, low mood and self-harming on a regular basis.

She starts attending the Wellbeing Cafe but finds the group setting overwhelming and struggles to stay in the room for the whole session, instead having 'time out' breaks in a quieter space.

A Barca Youth Worker delivered 10 weeks of one to one mentoring with Florence to support her to build confidence and learn techniques to better manage her mental health and urges to self-harm.

Florence continued to attend the Wellbeing Cafe group and, over time, began to feel more comfortable and started to talk openly, laugh and connect with her peers.

Florence's confidence continued to grow. Her relationships at home have improved, her 'time out' during groups has reduced and she has built healthy and sustainable friendships. Florence is managing her mental health better and hasn't self-harmed in over a month.

## Wellbeing Hour

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

**“I learnt that I can be whoever I want to be.**

Young person

- 33** young people attended group sessions
- 5** groups focused on exploring identity, belonging and wellbeing
- 11** young people completed one to one support
- 6** young people offered one to one support but did not complete full 12 weeks

**“I enjoyed everything as it has allowed me to explore myself and others.**

Young person



Following support, young people felt that they:

<b>100%</b>	<b>88%</b>	<b>75%</b>
found the support useful	made changes to their lives	decreased risk elements and increased protective factors

*\*LGBTQIA+ is an acronym used to represent the diverse spectrum of sexual orientations and gender identities. It stands for Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, and the "+" signifies other identities not specifically named.*

## Wellbeing Hour LGBTQIA+ Group Work



Four LGBTQIA+ workshops at Farnley Academy created a safe and confidential environment for young people to explore LGBTQIA+ role models, meet other members of the community and have experiences where they could expand their knowledge of LGBTQIA+ communities.



Session themes included Identity, Representation, Role Models and Mental Health.



Young people were given the space and autonomy to freely discuss challenges related to their identity, share tools for resilience, and explore and celebrate LGBTQIA+ identities.



The workshops provided a space for peer support between the young people to share tips, understanding and empower each other.



All the young people felt there were significant improvements in their knowledge, sense of community, mental health and wellbeing, and understanding and awareness of their own / others' identity.



School staff fed back that the group greatly benefitted the young people who looked forward to the sessions each week.



**It has given me a clearer view on who I could be.**

Young person



**I learnt how to not be scared and how to stay safe.**

Young person



**I enjoyed being able to connect with people in my community.**

Young person



## Engage Leeds

Housing support service 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.

Volunteers, who have previously benefitted from Engage, set up a continuation service called 'The Bidding Service' providing extra support for people to continue to bid after their focused support plan has concluded. This new initiative provides positive social interactions and has supported people to overcome barriers they face when accessing the bidding system such as accessibility, language and digital skills.

**“I was feeling helpless and depressed until I met with my Support Worker, who was amazing, she gave me hope then immediate results. I can't thank her enough.**

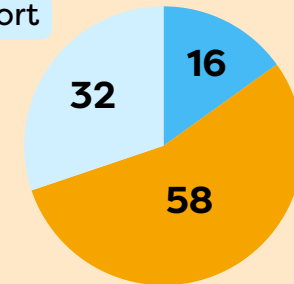


**£7,300**

food and fuel vouchers directly benefitted people with housing needs in West Leeds, supporting households:

with both food and fuel support

to eat healthier food more regularly



to help manage their utility bills

**85%**

of people sustained their tenancies and are now more integrated and living independently in the community

## Barca Outreach Support Team (BOST)

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

**59%**

reduction in Emergency Department attendances over 12 months, leading to non-cash releasing cost saving of

**£1,654,488**

**“I am really proud of the work of the team in the last year, they really deliver for people most in need. One person we worked with was on palliative care due to non engagement with Forward Leeds or any Health Service and is now abstinent, fully engaging with all health services and will be placed on the liver transplant list in July.**

Kim Bright, BOST Lead Practitioner

**“The service you are delivering is excellent and making a notable difference to the patients you support.**

NHS England

**After 3 months of intervention BOST achieved a reduction of:**



Emergency  
Department  
attendances

**63%**



Ambulance  
conveyances

**67%**



Hospital  
admissions

**68%**

**“Barca have saved my life.**

BOST service user



## 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.

During the past year, FDAC extended their support to families who are within the pre-proceedings process with Children's Social Work Service. This provides an opportunity for families to engage with support early to reduce the chance of care proceedings and enabling children to remain in the care of their parents where it is felt safe to do so.

**“Mum is like a different person, and there is so much warmth and love in the household now. She has made lifelong changes, and (the daughter) now goes to college and wants to get a job.**

Social Worker

Children remained or returned safely to their parents' care:

<b>38%</b>	<b>13%</b>
<b>Barca-Leeds</b>	<b>UK average</b>

**“The help from you was outstanding and I couldn't of been the person I am today without you. Thank you for the opportunity for everything, my head wasn't fully ready but I've managed to get there now.**

FDAC parent

<b>94%</b>	accessed relevant treatment and support services
<b>67%</b>	improved their physical and mental health
<b>65%</b>	reduced their substance use
<b>53%</b>	improved their relationships and reduced issues relating to domestic violence

## Forward Leeds

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.

## Young People's Team

Offers a confidential and non-judgemental service to young people through one to one support, group work and support for families and concerned others around young people's drug and alcohol use.

**92%** of young people completed treatment with either substance awareness/harm-reduction or reducing/abstinence from their substance

Our Young Person's Group Worker, Lewis Edwards developed and launched the board game Nicked, a resource which explores young people using substances and child criminal exploitation (CCE). The game has been used by schools, external services and can be borrowed from the Public Health Resource Centre at Leeds City Council. Nicked was covered on West Leeds Dispatch, Yorkshire Times, Rayo, and Greatest Hits radio.

“When we started back in August, I was worried that I had committed to something completely impossible. You stayed with me all through my therapy and listened to my problems and my fears about stopping ... in a way, you've saved me from myself, and I will be forever grateful, especially that you didn't give up on me when I was ready to give up on myself.

Young person

Watch a video on  
Nicked: an  
educational board  
game for county  
lines and CCE





## Focused Intervention Teams

Based in the three Forward Leeds hubs, this team provides one to one support for people who wish to make changes to their alcohol or substance use.

**65%** of discharged clients completed treatment

We launched a number of new drop-in community clinics and now offer these from a number of venues across Leeds including Leeds Student Medical Practice and Hamara Healthy Living Centre.

### Focused Intervention Primary Care Team

The team delivered community clinics at over 35 GP surgeries in the city. This community work ensures that all clients who need Forward Leeds support are able to access it.

### Focused Intervention Housing Team

Supported people impacted by drug or alcohol use who have additional housing issues. Supporting people to make positive changes to their drinking or substance use and maintain accommodation appropriate to their needs.



**“**My support worker took care of all my situations and helped me feel like I can be living independently again. Really helped me to move on in life.

Focused Intervention Housing Team client



## Training for professionals

Offering training and information sessions around drug and alcohol, including brief interventions in the workplace.

**1,493** people trained over 143 sessions covering a range of topics including: Alcohol and Mental Health, Overdose Awareness, Women - Drugs and Alcohol, and Novel Psychoactive Substances.



**“**Clear concise and relevant ... a really good mix of presenting information and discussion, the small groups worked well.

Forward Leeds Training Attendee

**“**The confidentiality of my support being in the GP surgery so nobody would know who I was here to see was great.

My counsellor, was very approachable and empathetic and I never felt judged at any point which was something I had been anxious about initially.



It was also made clear that it was my journey and my goals so I never felt like I was being pressured to give up drinking completely.

I was in a really low place when I was referred by my GP with one thing and another, but with C's support, the way she explained things in a way that I could understand and her encouragement I am in a much better place and actually want to get out of bed in the morning and get involved with life again.



It has also helped my husband as he has been doing the reductions with me so has had a positive impact on our relationship too and his health.

**”**

## Early Help Hubs

Our specialist Substance Coordinators are based at the city's three Early Help Hubs and provide a single point of contact for advice, help and support. Parents/guardians can access informal support and if required, be referred to other relevant organisations, including sustained recovery options.

**59** staff development sessions delivered on substance use



## Family Plus Team

Family Plus workers work with the family and Forward Leeds Recovery Coordinators to provide a rounded package of support to get the best possible outcomes for the children as well as at the same time supporting parents, through the recovery journey.

**95%** achieved their goals when working with the family plus team

**84** families accessed our Christmas pantry to collect Christmas presents and a festive food parcel, that were donated from organisations including Argos and Tesco.

This year, the team delivered a number of training sessions across the Forward Leeds partnership including Family In Mind, Hidden Harm, Multi Agency Risk Assessment Conferences (MARAC) and Domestic Violence and Abuse (DVA). The team made a significant contribution to Forward Leeds being awarded the Domestic Violence Quality Mark.

**“Very hands on and help with things that actually make a difference.**

Family Plus client

## Social Prescribing

### 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.

#### Young people improved their:

Emotional and mental health	<b>79%</b>
Ability to make good choices	<b>70%</b>
Ability to manage problems and challenges	<b>69%</b>
Circle of support	<b>64%</b>

**“**I have been able to open up about issues without feeling daft about what I am saying.

Young person



**“**The service has been a lifeline for me, I've learnt strategies to use with 'L' and feel I understand 'L's' needs. I felt supported at meetings.

Guardian / Carer



## Linking Leeds

This integrated, city-wide service for adults connects people to services and activities in their community 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.

The Health and Care Evaluation Service research evidenced that “Social Prescribing at a community level provided a direct impact on service utilisation across the health sector” with people who have received support from Linking Leeds less likely to access other services:

**92%**

less likely to  
attend GP

**41%**

less likely to  
attend A&E

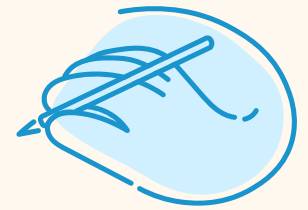
**“**You've just summed up how I feel in a nutshell. That's exactly the problem. This is the most positive I have felt for years. It's being given the time to explain everything.

Linking Leeds client

**“**Thanks to you I am now taking part in 3 art courses at Swarthmore, volunteering, starting the screen print course, applying for Leeds Hospital Charity volunteering, applying to be a call companion at Reengage . . . if it wasn't for your call, I would not have known about these places, and it has helped me get my confidence back. I also have an Autism assessment this week and have the confidence to go ahead with it. Walking the hour there and back to Swarthmore three times a week is really helping my mental health. I cannot thank you enough.

Linking Leeds client





## Alan's Story of Change



Self referred to Linking Leeds following an unexpected break down of his long-term relationship, which happened just before he took early retirement from work.



The lost relationship affected Alan's sleep, he lost confidence and became more isolated and withdrawn as most of his socialising was work-based. He felt unable to maintain any previous social relationships and felt under severe emotional strain.



Alan had an initial assessment where he was given the time and space to discuss and analyse all the different areas of his life he was struggling with and how they were impacting upon each other.



With his Linking Leeds worker he created a goals based action plan focused on things he enjoyed. The first action created a routine for him to leave the house 3 to 4 times a week instead of staying home all the time.



He followed the plan and even though he felt anxious, he stuck at it and contacted three different groups to get involved with.



With continued support, Alan decided he would like to return to a new work role, and also attended a men's social event weekly. He could now see lots of positives for his future and he also felt more relaxed. Alan's perspective changed, he had re-found some motivation to take him into the final part of his working life.

**“At some point in the future I will be useful to a business, I will find a role where I have a purpose.**

Alan, Linking Leeds client



“Feeling better about my friends, getting on better at home, getting on better at school and feeling less worried and able to ask for what I want and don’t want.

Young person





## Accommodation for Ex-Offenders (AFEO) Navigators

Working collaboratively with Housing Options, local landlords and Probation, this service is a national pilot project supporting people leaving prison who are seeking housing in Leeds.

Over a 12 month period, of people supported by AFEO:

**89%**  
didn't reoffend


**64%**  
UK average

**66** Great to see the good work paying off ... some really positive outcomes and solid evidence through the overall reduced reoffending figures.

Commissioning Manager, Leeds City Council

**66** It's great to see and hear all the good work that is going on within the offender pathway.

Homelessness Adviser, Ministry of Housing, Communities and Local Government

- 
- A background image showing a person's hands pouring water from a black kettle into a green cup. The person is wearing a white cable-knit sweater. The image is overlaid with a semi-transparent orange box containing text.
- 11** people supported in AFEO private sector tenancies
  - 5** people supported in Leeds City Council properties or social housing tenancy
  - 1** positive move on into supported accommodation
  - 4** people in employment or worked in the past year
  - 4** people reconnected with their families

## 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 behaviour.



### Tasha's Story of Support

#### Challenges faced

Long-term drug user living in social housing with significant damp and mould which attracts flies and has destroyed all soft furnishings and clothes. Tasha often stays with a neighbour or friend which impacts her recovery as they also use drugs.

Tasha has serious health issues including bilateral venous ulcers on both legs which are sometimes open wounds with risk of sepsis. She is underweight and is prescribed nutrition drinks.

Her husband is currently in the hospital and intends to return to flat – Tasha does not want this and it is causing her anxiety.

Tasha is frequently harassed by a former male neighbour.



#### Moving forward with support

Tasha has started a recovery plan, 60mg of methadone on a daily basis to manage her dependency on drugs.



Her Support Worker acts as an advocate to organise housing remedial work, as well as requesting compensation from the council.

Tasha has support to attend appointments for scans, and specialist vascular appointments at the hospital. These ensure that her legs are dressed at least twice weekly which is helping her wounds to gradually improve.

Tasha's food intake has improved and her overall health is slowly improving as she is gaining weight.



## Housing Navigators

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.

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

- 75%** of people we supported are currently sustaining their accommodation
- 70%** met basic need (heating/ food etc)
- 70%** accessed healthcare
- 60%** ceased rough sleeping through our outreach work

“Barca Navigators play an absolutely crucial role in supporting some of the most vulnerable and complex people in the city who have experienced street homelessness. The Navigators work intensively with clients to ensure that they remain in their accommodation and ultimately do not return to rough sleeping.

Leeds City Council Commissioner





## Single Homeless Accommodation Programme (SHAP) Navigators

This new and innovative citywide, multi-agency housing support service is for adult rough sleepers and young people (18 to 25) at risk of rough sleeping as adults and started in early 2025.

Barca's Community Navigators work alongside our partners to create and deliver a new and unique model of supported accommodation. This will provide accessibility and choice for people with severe multiple disadvantage, disability and complex needs who would otherwise continue with a rough sleeping way of life.

A coproduction group of 30 people comprising: people we are currently supporting, volunteers and front line staff with 'lived experience' and Leeds City Council staff have co-created a Best Practice Guide for Commissioners in Leeds to establish a new model of provision.

**“Our consistent delivery of impactful, life-changing outcomes is being recognised, and is inspiring to see the real difference being made in people's lives.**

Gemma Humphries, Team Leader

## The new SHAP model of future provision under development

**59** units of new accommodation will be developed to incorporate:



Core accommodation with 24/7 onsite support



Cluster housing with intensive support



Specialist support linking to wider communities, agencies and activities

### Directly benefitting

People with severe multiple disadvantage, disability and complex needs who would otherwise continue with a street based way of life will be able to live here.

### Partnership working

Multiple delivery partners will work together to support the initiative including Forward Leeds, Change Grow Live, Turning Lives Around, Adult Social Care, and a range of other street support services.

## Street To Tenancy (STT) Navigators

Part of the Housing Navigators team, STT provides 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.

Of those who have been offered accommodation:

**80%** are currently sustaining their accommodation

**75%** accessed primary healthcare

**70%** accessed substance misuse treatment

The team are out early morning, late evening and all weathers to ensure their clients, a lot of whom are still homeless, are able to link in with services, attend appointments and get any offers of accommodation when right for them.

## Gerard's Story of Support



### Challenges faced

Homeless for most of his adult life. Currently street living with an abusive and controlling partner.

Has anxiety, depression and a diagnosis of emotionally unstable personality disorder. Previously detained under the Mental Health Act and suicide attempt.

Physical health issues from childhood trauma, addiction to class A substances and undiagnosed neurodiversity. Experienced isolation and bullying as a Trans homeless person, worries for his safety.



### Moving forward with support

Supported by his Barca Navigator, Gerard moved into temporary accommodation to create a stable base and began to make positive steps towards recovery: stopped using drugs, and began treatment for his physical and mental health needs.

After a good start Gerard slipped back into his old habits and support continued to help get back on track again.



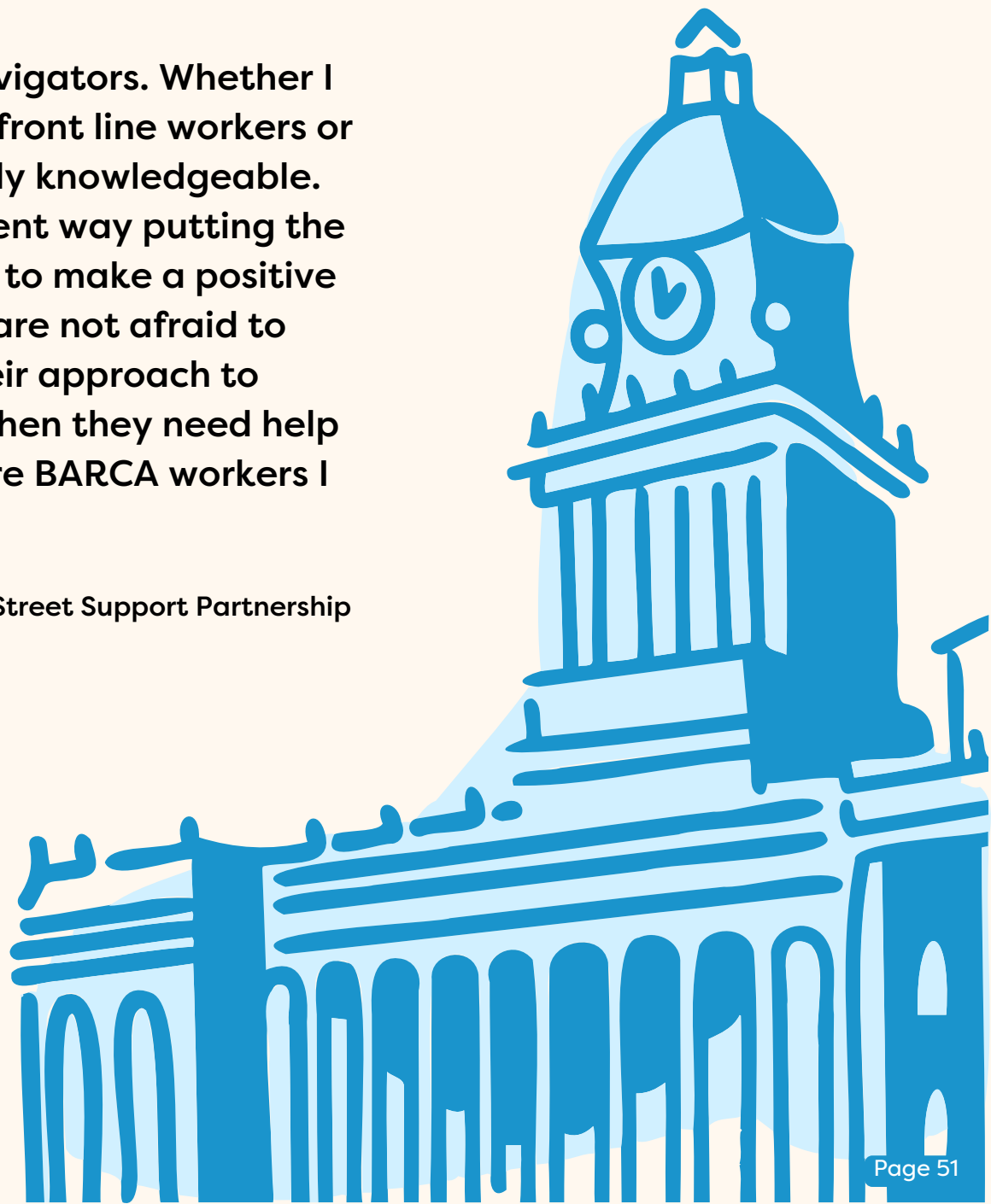
He moved into his first tenancy, is accessing support from MESMAC with his transition, and continues to make progress by responding with more resilience to the continuing challenges that come his way.



66

I have a variety of meetings with BARCA navigators. Whether I am working alongside senior management, front line workers or senior support workers all the team are really knowledgeable. They work in an open, flexible and transparent way putting the client at the heart of all they do and aiming to make a positive impact on someone's life. The BARCA team are not afraid to challenge where needed, to re-evaluate their approach to adapt to the needs of a client or to admit when they need help and support themselves. If we can have more BARCA workers I feel it will never be enough.

Laura Nutter, Operational Delivery Manager, Safer Leeds Street Support Partnership





# Positive futures

A summary of our activities for our third strategic objective

## Youth Work

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 groups through the following areas of work.

**“**I had no idea what I was doing when you first came to my school. You changed everything for me, I want to be a youth worker and help others how you helped me.

Young person



**1,292**  
youth groups  
delivered





**“I feel listened to by the youth workers.**

Young person



## Leeds Youth Alliance (LYA)

A consortium of 11 Third sector organisations delivering local, accessible youth support, groups and activity services for young people in Leeds.

**2,249** individual young people supported within West and East Leeds

In 2024, a key priority for the LYA Collective was to encourage young people to have a voice which happened through:

- a city-wide consultation project using peer-to-peer interviews
- youth-led group acting as a steering group to direct work of the Leeds Youth Alliance
- influencing how youth work runs across Leeds
- attending Leeds Youth Summits
- Leeds Youth Takeover
- West Yorkshire Youth Collective - a regional health and well-being event
- Leeds drug and alcohol strategy consultation

**“My favourite part of the week is coming to Barca groups.**

Young person



## Community youth groups and outdoor play

Grant funding enabled us to deliver sessions for young people between 8 and 12 years old who do not have access to other free community youth groups due to their age.

Our youth workers facilitated different activities that promote play and creativity including outdoor cooking and forest play. Young people, including a number of them who were home educated, were able to socialise and meet peers and make connections.

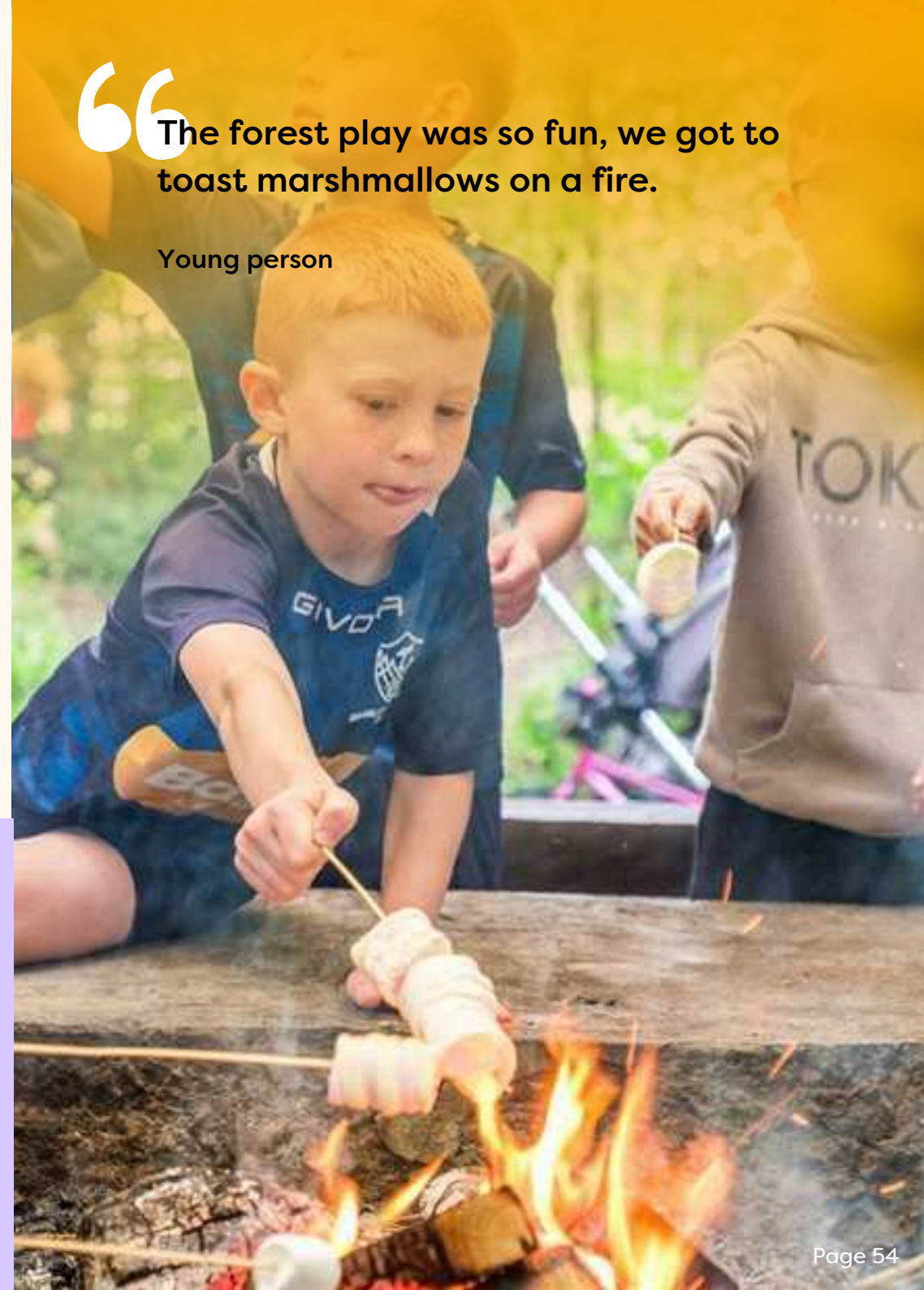
The sessions provide a vital link for young people to build trusting relationships with youth workers that improves engagement as they reach adolescence and transition to youth work provision.

**“The group has been great for my children as there isn’t much else in the area they can go to. They have met loads of friends and look forward to coming each week.**

Parent

**“The forest play was so fun, we got to toast marshmallows on a fire.**

Young person





## Schools Mentoring Project

This service provides mentoring and support interventions for young people. Working in close partnership with the teaching staff, and other local stakeholders, it supports young people to address and reduce the risk factors in their lives enabling them to lead healthier happier lives.

**100%** of young people said they felt Barca had made a positive difference to their lives

78% made progress in at least 2 of the following areas:



Friendships



Feelings and behaviours



Being safe



Where you live

**“**When you (Barca Youth Workers) first met me I was angry all the time. I was an angry person, but that isn't me anymore, you helped me so much. I feel so much happier now and I have learnt a lot.

Young person

## Violence Reduction Partnership

This partnership brought together West Yorkshire Police, the Youth Justice Service, Crimestoppers, Leeds City Council, Barca-Leeds and other youth providers as part of Project Shield. It provided:

- one to one support, workshops and community interventions with young people around knife crime and anti-social behaviour
- virtual reality headsets which helped young people to make the right choices
- detached street work in Bramley targeting hot spot areas and partners New Wortley Community Centre in Armley

**100%** of young people referred to the service engaged with one to one support

**85%** reported a positive impact, reducing their risk taking behaviours



## Young people's voice and influence in action - making a podcast

Lead Practitioner for Targeted Youth Work, Ella, tells us how proud she is of a group of young people from Little London who interviewed the Deputy Mayor of West Yorkshire - Alison Lowe - and made a podcast.

“



The young people really led the way for this session and the group's performance was so productive.

At the beginning I could sense they were nervous as they knew Alison was an important person. They explained a bit about how they feel about the local area which then became a group conversation.

The young people really expressed themselves well and I was impressed with how far their communication skills had come when we had only been working on interviews for a short amount of time.



We moved on to creating a podcast where the young people interviewed Alison and asked her advice, thoughts and feelings about the local area, rough sleepers and how to make positive change to the area.

The young people each assigned themselves different roles, such as the host, the producer on the laptop and thinkers writing down new questions. Myself and my co-worker Raffi were blown away at how confident and mature all of the young people acted. They were amazing.



After the session they asked if they could make more podcasts in the future as they had enjoyed the experience and were growing in confidence. The next day the group were the talk of the school and were so proud of themselves (as they should be).

”



## 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. Being able to signpost young people to positive community activities or interests such as gym memberships, volunteering opportunities, youth groups and football clubs helped the young people to sustain the progress they made through our support and diverts them away from returning back to being involved in anti-social behaviour within their communities.

97% made significant progress in at least 2 of the following outcome areas:



Relationships



Feelings and  
behaviours



Being safe

“It helped me do better in school.

Young person



“I can manage my anger better and know how to control it better.

Young person



## Safe Schools

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

Alongside our school assemblies and one to one support, we also delivered Safe School Holiday Programmes to engage young people at risk of crime and anti-social behaviour. The programme provided positive activities including trips, sport and craft sessions within local areas of East Leeds.

**After School Group focussed on cooking skills where young people cook a recipe together as a team and take food home to share with their families**

**100%** felt the group improved their health and wellbeing

**35** young people at Mount St Mary's group

**30** young people at Leeds City Academy group

**20** young people at Leeds East group

**6** young people at Lawnswood group

**5** young leaders supported

**“Barca gives me something fun to do after school with my friends.**

Young person

**100%** said they would recommend to a friend

**95%** of young people fed back the group has had a positive impact on their risk taking behaviours

**70%** have gone on to access more positive activities within their community

**“I wish we could do cooking every day.**

Young person





“My worker is the only one lately I feel listened to me and accepted me for me. I enjoyed playing footy with him on a night. It gave me something to look forward to each week. I also feel less angry now. He helped me get involved in more stuff and stay out of trouble. He helped my mum too with some food parcels and got her some counselling.

Young person



## Lawnswood School Family Support and Youth Work

These services are directly funded by Lawnswood school to work with families and young people who need an extra bit of support.

**1,100** young people reached at 4 school assemblies to years 7 to 10 on Emotional Regulation



The assemblies received excellent feedback from the school with both Barca workers also delivering an 'Emotion Coaching' Workshop to the pastoral team and planning future sessions for the teacher staff group.

Emotional Wellbeing Toolkits, designed by Barca's Children and Young People's team, were used by Lawnswood staff to deliver form group lessons where young people took a copy of the toolkit home.

**66** Following attendance at Family Support sessions Lawnswood School reported an increase in attendance of young people.

Amanda Sykes, Children and Young Person's Manager

## Family Support

Delivered during term time and throughout the School holidays, we supported families to engage in positive family activities and provided Christmas gifts, food parcels and Easter Eggs to families in need.

100% of families improved in at least 2 outcome areas, with the most significant change in:



How I feel



My children's  
behaviour

## Youth Work

Supporting young people identified by the school to increase attendance, improve mental health, build resilience and support positive peer relationships.

100% of young people improved in at least 1 of the following outcome areas:



Feelings and  
behaviour



Being safe



Confidence and  
self-esteem



## Rachel's Story of Change



Experienced bullying and found it difficult to form friendships, has anxiety and self-harm behaviours.



Repeatedly did not attend school or lessons and formed unhealthy relationships with older students.



We provided one to one weekly support sessions with structured activities looking at affirmation exercises, anger regulation, grounding techniques and the importance of diet and sleep.



We arranged for a quiet working space where they could attend school and work in, and Rachel attended youth work groups to meet others.



The Youth Worker gained their trust and Rachel felt supported and started to use coping strategies to manage anxiety and other triggers. Attendance at school and engagement with schoolwork improved and new friendships were formed.



Next steps include working with school staff to manage a return to lessons, building friendships within the year group and to continue with structured activities that help to support self-regulation and reduce self-harm.





## Healthy Holidays

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

**“**This programme helps me out financially in the holidays and the kids love attending.

Parent

**“**Thank you we really enjoyed coming to the forest play, we did activities we haven't done before as a family, and was great food.

Parent

- 508** hot meals and food parcels to children and their parents
- 100%** of children completed a minimum of 60 minutes physical activity per session
- 85%** of children and young people accessing Healthy Holidays are eligible for free school meals
- 50** children and parents came on our seaside trip to Scarborough in the summer, with over 50% of the children experiencing the seaside for the first time



## Employability

### Nxt Steps

The Nxt Steps service helps 16 to 17 year olds (up to 25 years for those with an Education, Health and Care Plan (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.

**538** young people supported through one to one support, group work and a weekend residential at Herd Farm

**16** groups delivered, as a partnership, across the city in different geographic locations including Wetherby Young Offender Institution

**66** 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.

Young person



**66%**

went back into  
Education, Employment  
or Training

**34%**

progressed towards  
Training or Employment



## Pathways to Progress

Essential support to workless households in the West Yorkshire Combined Authority area that are facing barriers to progression, including those related to health and wellbeing, skills, work experience, and confidence.

- 93%** of participants were socially excluded
- 76%** of participants had a disability
- 77%** were supported towards employment or training
- 23%** secured employment or training

**“** Lisa was brilliant help with my son after he had finished school. He had no idea what he wanted/wants to do. Lisa was brilliant with him and us and has an amazing amount of patience. Nothing was too much trouble.

Pathways to Progress Participant



## Bright Horizons (mobilised January 2025)

A new service for parents and carers who are facing barriers to finding employment, including health and wellbeing, confidence and skills. Outcomes and impact to feature in our next report.

## Abbie's Story of Change



18 year old Abbie lives with her parents, is socially isolated and cannot complete daily tasks unassisted outside her home due to her Autism diagnosis.



She has no formal educational qualifications, but has 10,000+ social media followers and posts exceeding a million views.



The Barca Employment Support Worker gradually earned her trust and encouraged Abbie to meet with her at a local café.



Abbie wanted to change her life and she developed a plan with the goals to build her confidence, develop life and work skills and start volunteering.



By chance, the cafe they met in had a role available and with adjustments and support Abbie took up a part time volunteering role. She began to build relationships with the other staff members and her confidence grew.



Abbie now works 2 days per week in a paid job and has completed coffee making training. Her confidence and independence outside of the house has grown, she now walks on her own to her café shifts.



# Sustainable organisation

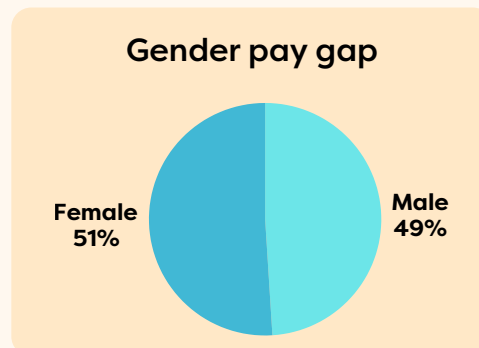
A summary of our activities for our final strategic objective

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

## Human Resources Team

This year saw our staffing levels peak at just over 200 people before dipping to 195 as contracts came to an end in March 2025 contributing to the busiest ever year for the HR team.

Throughout the year, we have focused on supporting staff welfare including a range of staff workplace support groups. Following feedback from staff and analysis of our training needs, we have extended our training offer including an Institute of Leadership and Management Level 5 qualification for managers and new online training opportunities for all staff.

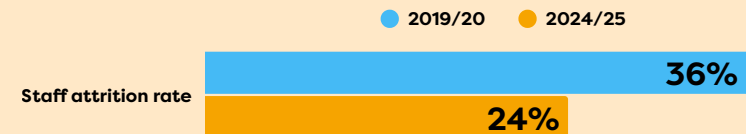


We were proud to achieve Disability Confident Employer Level 2 this year, demonstrated by us:

- undertaking and successfully completing the Disability Confident self assessment
- taking all of the core actions to be a Disability Confident employer
- offering activities to:
  - get the right people for our business
  - keep and develop our people.



Improved terms and conditions, policies and processes, overall staff offer and positive organisation culture, led to our staff attrition levels improving this year:





## Finance and ICT

### Information and Communication Technology

As part of our continuing risk mitigation planning we held rolling reviews and updates of all our activities. This included monthly Knowbe4 top up training sessions focusing on the key trends and topics in the cyber world for every staff member averaging 99% compliance rates. Penetration testing was carried out August 2024 to test our ICT security and inform our forward planning.

We reviewed a significant number of contracts including an end point software contract renewal with Sophos, and our telephone and internet contracts. We ensured we maximised all savings applicable due to our charitable status and the re-negotiation of our commercial contracts to make significant in year and long term savings.

### Finance

The team administered 100 active income and spending departments as we achieved and managed 13% of additional income in the year. This impacted on the workload through an 11% increase in transactions and a 32% increase in reports for funders.

## Communications

We supported the launch and mobilisation of several new services including either brand design, development or communication guidelines for three new services delivered in partnership: Nxt Steps, Being You Leeds and Bright Horizons.

New website development is underway to create a smoother user experience, improve content management and promote the impact of our services. We improved and strengthened our activity on a broad range of social media channels as we observed changing trends on different channels throughout the year.

The Barca 30th year celebrations were supported and promoted through dedicated branding and new designs including publication of a Barca Colouring Book with content submitted by people of all ages from the local community.

We supported teams to develop new information and resources including an FAQ guide for the Community Wellbeing Connectors and digital learning activities for Connect To Grow.



## Quality Assurance

This work is the cornerstone of our service provision, as a learning organisation our cycle of review, audit, learning contributes to our year on year incremental improvements.

This year we restructured our Quality Assurance Group and moved the learning sessions into the leadership meetings to facilitate deeper cross-team learning.

- 495** case file audits completed
- 85** serious untoward incidents resolved
- 13** policies reviewed and improved
- 5** complaints responded to
- 5** subject access requests replied to
- 4** new risks identified and added to the risk register

**100%** of respondents in our Stakeholder Survey agreed, or strongly agreed that we comply with our core value: 'Acting with Integrity'

**6** Works in a really holistic way to meet the needs of clients across a range of service offers. Barca-Leeds is also excellent at developing and working in a multi-agency approach, wrapping around the client, with others to provide the best outcome possible.

Stakeholder Survey Feedback



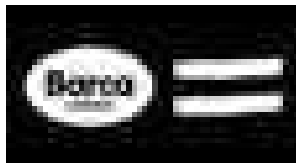
## Investing in our people

These began as staff member groups to provide a response to important social agendas they were passionate about. Last year we formalised these as representative staff groups to enable and empower staff to contribute to, and drive forward, these key issues.

### Our staff representative groups

#### Respect @ Barca

Respect@Barca is our staff group around equality, diversity and inclusion (EDI). 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.



#### Domestic Violence & Abuse Practitioners

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

#### Barca Minds

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





## Our initiatives

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



### Carers Support Group

Open to any Barca employee who cares for someone, these meetings are steered by attendees and offer an informal space to share information and support each other.



### Ramadan

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



### Neurodiversity Group

A new staff-led group to share resources and learn from each other. People can bring their personal experiences of neurodiversity as well as any work to discuss with the group.



### 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.



### Wellbeing Champions

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



### Move This May

Each May Barca staff take part in a challenge to increase their physical activity. In May 2024, we collectively took 11,996,328 steps.



### Disability Group

A new staff-led group to gain valuable emotional support, with a potential for shared resources, and a platform for sharing their stories.





## Our sustainability journey

We continued our journey to support Leeds City Council in their aspiration to become a carbon neutral city by 2030. this year, Barca staff members undertook Carbon Literacy Training to increase understanding and awareness which informed our organisational Sustainability Plan and Policy. We are committed to take collective action and develop strategies that contribute towards a zero carbon, nature friendly, socially just Leeds.

Our key steps on this journey are:

### Sustainable Resource Use

Encourage staff accountability – regular reminders for turning off lights/screens, using recycling bins properly, minimising unnecessary emails.

### Workplace and Infrastructure

Enhance workplace sustainability features – install solar panels, improve storage spaces, assess heating/air conditioning inefficiencies.

### Transportation and Emissions Reduction

Optimise travel and work arrangements – explore car-sharing, working from home options, and incentives for electric vehicle adoption.

### Recycling and Waste Management

Upgrade recycling infrastructure – improve recycling bin labelling and accessibility, consider repurposing old equipment.

### Community and Environment Initiatives

Boost community engagement – organise tree-planting initiatives, promote sustainable habits through workshops and collaborative projects.

### Engagement and Accountability

Encouraging wider staff participation, maintaining communication about sustainability, educating employees and clients. Use creativity in communications to improve engagement.

### Innovative Sustainability Ideas

Strengthen green procurement practices – develop a strategy for purchasing eco-friendly supplies and partnering with sustainable vendors.



## Thanks to local businesses

The annual Peter Richards Football Tournament was sponsored by Abzorb enabling all donations to directly support the beneficiaries.

Christmas gifts and Easter Eggs were generously donated by Overbury to give out to the families we work with.

Our Forward Leeds teams partnered with Malcolm Michaels Quality Butchers to run a toy bank in Crossgates Shopping Centre, with donations directly benefitting the children and young people we work with.

## Peter's Fund

Set up in memory of Peter Richards, who sadly passed away in 2020, Peter's Fund directly makes a positive difference for people who are at risk of losing their home, or who are homeless and trying to get back on their feet again. This year, we raised £2,081 through the Peter Richards Annual Football Tournament and other staff initiatives.

**£3,361** was paid out, directly supporting people with:



### Cost of living support

Emergency food and clothes, utilities top up and debt relief



### Making a house a home

Toaster, kettle, cooker, aids and adaptations, pots and pans



### Resolving access problems and to move forward

Replacing lost ID documents, phone and travel support, paying course fees



### Reducing social isolation and improve mental health

Deep clean and waste removal, safety and security, repairing and replacing broken items





## 30 Years of Barca-Leeds

Throughout 2024, we celebrated 30 years of making a difference at Barca-Leeds. Events included our Staff conference, a summer party, National Playday, Easter Fun Day and a community Ramadan Iftar.

“

I receive a good level of support from my manager. The organisational ethos is one of compassion and empathy which I feel creates a positive workplace culture.

Staff Survey Feedback



“

The work that you do in terms of helping families that are trying to deal with addiction, helping people that need that little bit of support to get their lives back on track ... I know just how big a difference the work that you do makes.

Tom Riordan, former Leeds City Council CEO





## Feedback from staff and people we work with

### Stakeholder survey

**100%** of respondents rated the quality of our services as good (37%) or outstanding (63%)

### Staff survey

**151** anonymous surveys completed (76% response rate).

**91%** scored 8 or more for the statement: 'I share the same values as my organisation'

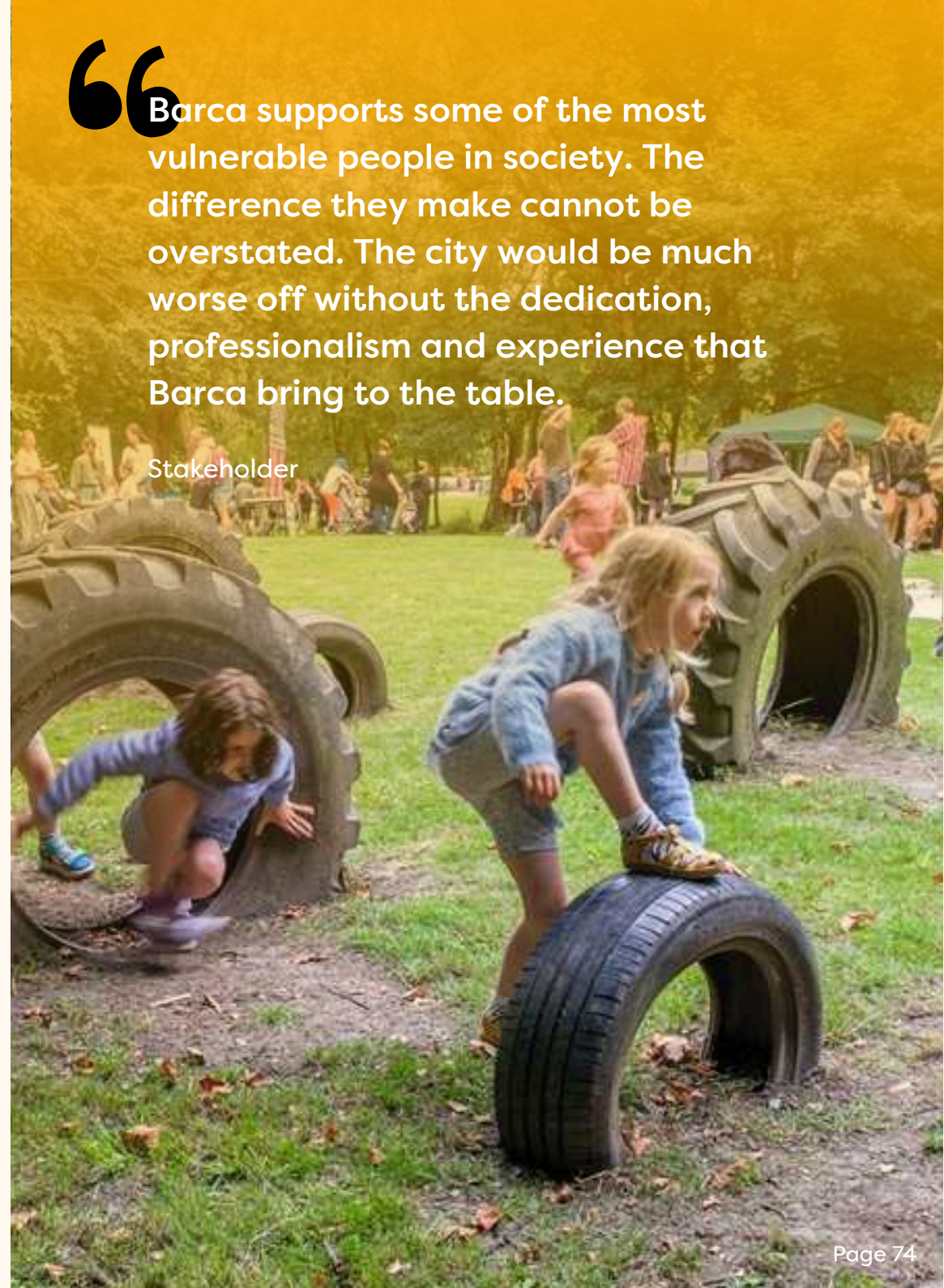
### People we work with

**374** surveys completed from a broad cross section of our services

**91%** of people rated our services as excellent or good across 5 measures of satisfaction and involvement

**“Barca supports some of the most vulnerable people in society. The difference they make cannot be overstated. The city would be much worse off without the dedication, professionalism and experience that Barca bring to the table.”**

Stakeholder





A photograph of two young girls painting outdoors. The girl on the left is sitting and painting a large, colorful drawing on a piece of paper. She is wearing a yellow shirt with a watermelon pattern. The girl on the right is standing and looking down at the drawing, holding a paintbrush. She is wearing a pink shirt. In the background, there is a grassy field with many people sitting on the grass, and a line of trees. The entire image has a yellow overlay.

## **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 2025. The Trustees of the charity, who are also Directors of the company, are shown on page 2 - the general information page - of this annual report.

## Organisational resilience

Barca-Leeds has remained robust and continued to meet the social and economic challenges of recent years in both continuing to operate effectively and sustainably during the post pandemic era. We are subject to the same cost of living crisis, inflationary pressures, funding challenges and workforce issues that are being experienced across the private, public and charity sectors and have continued to manage these challenges effectively. In addition this year we have identified challenges in the digital realm with increasing threat of cyber-attack and the emergence of Artificial Intelligence applications with implications for many of our core functions. We have also identified the changing nature of demand and needs from the communities that we serve, and perceived increased frustrations and tensions within, and against, the communities we serve.

Our strong values and culture, organisational structure and governance systems have enabled us to be responsive to change and remain a durable, resilient organisation. Our staff are always at the heart of our success and continue to innovate and provide effective responses such as providing new employment support services, developing our integrated family and children model and working closely in partnership with local grassroots community organisations through our Community Anchor role. With increased societal pressures and financial cuts across most statutory services affecting our communities and people we work with; staff wellbeing remains a top organisational priority, ensuring our people feel supported and able to provide services that make a difference whilst also considering their own needs. Accordingly, we have continued to invest in staff support and development and as part of our ambition to make the organisation Trauma Informed all staff have been trained in trauma issues. This year we have also supported the development of staff interest groups around the themes of disability, carers and neurodiversity, some of which are entirely staff-led. This year we have also furthered our ambitions around environmental sustainability and a number of our staff 'Green Leads' have been trained in Carbon Literacy.

Our standards remain as high as they were in the previous year when we achieved an excellent Investors in People (IIP) re-assessment, placing us in the top ten organisations nationally. We continue to develop against our IIP action plan and in collaboration with our staff team, who are regularly consulted for their views on initiatives and areas for improvement.

## **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 not be less than three, there being no maximum number. Trustees serve a term of three years (in accordance with the Articles of Association) and can retire or be re-nominated at the end of that term. If they opt for re-nomination, the proposal is put to the full Board. There is biennial re-election of the Chair, Vice Chair, Treasurer and Vice Treasurer (in rotation, two each year).

Our Trustee Recruitment Strategy aims to maintain a balance of experience, skills, knowledge and diversity on our Board to ensure effective governance. Over the last financial year, we have successfully recruited a number of new Trustees in furtherance of this strategy.

## **Trustee Appraisals**

Trustee appraisals were last conducted in November 2024 led by the Chair and Vice Chair of the Board (they are completed biennially). The process and questions were reviewed in advance to ensure they are effective and in line with best practice within the sector. When asked “Do you feel the Board behaviours and progress align with Barca Values” one of the Trustees answered:



I think that the extent to which the Board and Barca values align is exemplary, particularly with regard to empathy, tolerance, inclusivity and selflessness.



## **Trustee Skills Audit**

The Trustee Skills Audit was completed in the last financial year (undertaken biennially). The audit is designed to understand and assess the current combination of skills and experience of Trustees, to identify any potential gaps, to inform future training and identify any need for Trustee recruitment.

It was a useful exercise and resulted in a Board of 12 Trustees with varying levels of longevity and a range of skills and experience. The audit highlighted some areas for development, which are under review. It was concluded that there is no present need for further recruitment.

It was noted there are some long serving Trustees on the Board. This was discussed and it was agreed that there are benefits in having a combination of new and long standing Trustees serving. A significant level of due diligence is undertaken that demonstrates the Board is under regular review with the retirement/re-election cycles, recruitment, skills audit, form and function reviews and appraisal meetings.

Trustees are offered opportunities for continuous development to ensure they remain up to date with the duties and responsibilities of their role and of any potential legislative changes that may impact the sector/organisation.

## **Board Effectiveness Evaluation**

The Board Effectiveness Evaluation is completed biennially, last completed in September 2023. All Trustees were asked to provide feedback in relation to the form and function of the Board. The results were compiled and an action plan developed to address issues raised.

## **Organisational Structure**

The full Board has met on a quarterly basis over the past year. The Finance, Human Resources, and Quality Assurance Committees meet on the same cycle and submit Reports and Minutes to the Board. (The Health and Safety Committee meets as required, but at least annually). Each Committee is chaired by a Trustee or a Board Appointed Special Advisor. These Committees undertake regular effectiveness reviews.

During the last financial year, an additional Committee was introduced: "The Remuneration Committee". Its remit is to have an overview of all matters related to Staff Remuneration; oversee items related to strategic decisions including salary framework, market factors and pay-scale reviews. This Committee will provide advice to the Board of Trustees, make recommendations for decisions as required and have a direct link to the Finance and HR Committees.

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, Melanie Palma and Sarah Sturgeon advise and support SMT and participate and contribute to SMT meetings.

The Senior Management Team are supported by the Leadership Team which comprises: Assistant 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”. Complementary to this policy, an organisational Risk Register exists as a working document, regularly reviewed by the Senior Management Team (SMT) and Quality Assurance Group (QAG). 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 we launched our ICT policy to provide guidance to staff and assurance to Trustees around our cyber security processes; and this in the process of being updated to include a position statement and principles to support staff and ensure transparency relating to the use of Artificial Intelligence.

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 at induction and with regular review, to attend Safeguarding training relating to Adults at Risk and Children, at a level appropriate to their job role and responsibilities.

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 QAG.

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 co-produced a review of our reporting procedures to regulators. Quarterly case file, Safeguarding and premises audits (including IG) are completed to ensure compliance. The IG audits are unannounced and any failures noted are directly addressed, logged with the Quality Assurance Manager and form part of routine reporting at the QAG.

## 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 (renewed in 2025)
- Your Data Matters (Information Commissioner's Office)
- Mindful Employer
- Safer Leeds Domestic Violence Quality Mark
- Fostering Friendly Charter Mark
- Disability Confident Employer
- Scope Inclusive Activity Award (for youth & children's services)

This year following learning from local and national events in the summer of 2024, Our Business Continuity Plan (BCP) was amended to include guidance for Communicating and Managing our organisational Response to Local Public Disorder/Societal Unrest.

Following a review of QAG Committee format and attendance in 2024, membership and format was restructured to align to other Barca Committees. The Leadership Team agenda now includes enhanced QAG items and actions.



This is proving more impactful, as by bringing the outcomes of QAG formally into the Leadership Team there is a greater audience reach and efficiencies are increased by reducing the number of meetings Leadership are required to attend. Learning disseminations of key developments or initiatives are provided by services on a rota basis and continue to fulfil an important function for knowledge sharing; however these now sit within the Leadership forum and are shared with QAG members via information flow between the 2 meetings. With a focus on quality improvement and learning, our Quality Assurance Group and Leadership Team combined, continue to deliver excellence by fostering knowledge sharing and peer support across our leadership team, supported by a dedicated Quality Assurance post and a comprehensive 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 to provide high quality social welfare support services that break 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. Our organisation views these issues through a trauma informed lens and we remain independent in order to focus on the needs of the people who access our service.

We continue to prioritise partnerships at both grassroots-community and city-wide levels. We provide strategic and practical support for partners and are part of the Safeguarding Leeds Network, Leeds Youth Alliance and new emerging employability partnerships. We are formally connected in 13 contracts to 39 partners and work collaboratively to achieve service integration across administrative borders.

We actively participate in the work of citywide strategic networks such as Third Sector Leeds, Young Lives Leeds, Crime Reduction Network and contribute by acting as the Third Sector representative, coordinated by Forum Central, on strategic health partnership groups including the high level 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 financial statements 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. 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.

Our volunteer training consists of four sessions covering Professional Boundaries, Code of Conduct, Diversity, Equality & Inclusion, Safeguarding, Confidentiality, Data protection/Record keeping. All volunteers are offered the opportunity to join the Leeds Health and Care Learning Portal to access a range of free training opportunities

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 the Engage and Forward Leeds services and last year our community health outreach service, Better Together, hosted 8 volunteers.

## **Financial Review**

The Statement of Financial Activities shows net surplus for the year, after transfers, of £35,950 made up of net expenditure of £3,178 on unrestricted funds and net income of £39,128 on restricted funds. Total funds at 31 March 2025 were £1,917,874 of which £594,007 were restricted.

At 31 March 2025, the charity had £675,867 in free reserves, after deducting designated funds, restricted funds and funds held in fixed assets. Designated funds at 31 March 2025 totaled £648,000 which included the Manor House property and a fund for future investments in infrastructure.

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 £613,521 core costs before fund transfers and £3,394,398, across all charitable activities. At 31 March 2025, the charity had £675,865 in free reserves, after deducting designated funds, restricted funds and funds held in fixed assets. Designated funds at 31 March 2025 totaled £648,000 which included the Manor House property £372,000 and a fund for future investment in infrastructure £276,000.

### **Investment Policy**

The 2020 investment policy was reviewed in February 2024. The Board have invested in a CCLA5 year investment fund. The remainder of the funds are invested in various higher rate bank 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: Leeds Building Society, Charles Hayward Foundation, BBC Children in Need, West Yorkshire Mayor's Safer Community Fund, Lawnswood School / Leeds City Council, Leeds City Council Community Cohesion grant, Leeds City Council Youth Work Small Grant, Beeston Primary Care Network, The National Lottery Community Fund programme "Reaching Communities/ Partnerships", UK Shared Prosperity Fund, Womble Bond Dickinson Foundation, Touchstone, Leeds City Council for the SHAP project, The BUPA Foundation, Voluntary Action Leeds, GIPSIL.

### **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) and FRS102;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company will continue in business.

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

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

## Statement disclosure

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 13 August 2025 and signed on its behalf by:

*Stewart Firth*

**Stewart Firth**

**Chair of Trustees  
Barca-Leeds**







# Part 3 - Financial Statements and Independent Auditors Report

## HPH

### Chartered Accountants

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

### BARCA - LEEDS

#### OPINION

We have audited the financial statements of Barca - Leeds for the year ended 31 March 2025, 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 2025 and of the its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### BASIS OF OPINION

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

#### CONCLUSIONS RELATING TO GOING CONCERN

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

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

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



## HPH

### Chartered Accountants

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

### BARCA - LEEDS

#### OTHER INFORMATION

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

#### MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

#### RESPONSIBILITIES OF DIRECTORS

As explained more fully in the Trustees' responsibilities statement on page 83, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**HPH****Chartered Accountants****INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF****BARCA - LEEDS****AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

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

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

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

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

**HPH**

**Chartered Accountants**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF**

**BARCA - LEEDS**

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://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.

*Adrian Rodaway*

.....

A C Rodaway (Senior Statutory Auditor)

For and on behalf of HPH, Statutory Auditor

54 Bootham  
York  
YO30 7XZ

17 December 2025





TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
<b>INCOME</b>					
<b>Donations and legacies</b>	<b>3</b>	23,923	2,333,618	<b>2,357,541</b>	<b>1,652,095</b>
<b>Charitable activities</b>					
Grants and Contracts	<b>4</b>	-	4,439,650	<b>4,439,650</b>	<b>4,361,659</b>
<b>Other trading activities</b>					
Fundraising		2,814	1,423	<b>4,237</b>	<b>9,465</b>
<b>Investments</b>					
Investment income		239	-	<b>239</b>	<b>243</b>
Bank and other interest		26,041	-	<b>26,041</b>	<b>21,846</b>
<b>TOTAL INCOME</b>		<b>53,017</b>	<b>6,774,691</b>	<b>6,827,708</b>	<b>6,045,308</b>
<b>EXPENDITURE</b>					
<b>Charitable activities</b>	<b>6</b>	142,629	6,647,287	<b>6,789,916</b>	<b>6,265,998</b>
<b>TOTAL EXPENDITURE</b>		<b>142,629</b>	<b>6,647,287</b>	<b>6,789,916</b>	<b>6,265,998</b>
<b>Net income / (expenditure) before (losses) / gains on investments</b>		(89,612)	127,404	<b>37,792</b>	<b>(220,690)</b>
Net (losses) / gains on investments		(1,842)	-	<b>(1,842)</b>	<b>14,653</b>
<b>Net income / (expenditure)</b>		(91,454)	127,404	35,950	(206,037)
<b>Transfers between funds</b>	<b>14</b>	88,274	(88,274)	-	-
<b>Net movement in funds</b>		(3,180)	39,130	<b>35,950</b>	<b>(206,037)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	<b>14</b>	1,327,045	554,879	<b>1,881,924</b>	<b>2,087,961</b>
<b>Total funds carried forward</b>	<b>14</b>	<b>£ 1,323,865</b>	<b>£ 594,009</b>	<b>£ 1,917,874</b>	<b>£ 1,881,924</b>

All activities derive from continuing operations.

The notes on pages 93 to 104 form part of the accounts.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**BALANCE SHEET  
AS AT 31 MARCH 2025**

Company registration number: 02949419

	Note	2025	2024
		£	£
<b>FIXED ASSETS</b>			
Tangible Assets	8	372,000	387,368
Investments	9	124,206	125,048
		<u>496,206</u>	<u>512,416</u>
<b>CURRENT ASSETS</b>			
Debtors	10	984,040	708,462
Cash at Bank and in Hand	17	938,722	1,089,001
		<u>1,922,762</u>	<u>1,797,463</u>
<b>LIABILITIES</b>			
Creditors: amounts falling due within one year	11	336,459	289,940
		<u></u>	<u></u>
<b>NET CURRENT ASSETS</b>		1,586,303	1,507,523
		<u></u>	<u></u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		2,082,509	2,019,939
		<u></u>	<u></u>
Provisions for liabilities and charges	12	(164,635)	(138,015)
		<u></u>	<u></u>
<b>TOTAL NET ASSETS</b>		<u>£ 1,917,874</u>	<u>£ 1,881,924</u>
<b>THE FUNDS OF THE CHARITY</b>			
Restricted Funds	14	594,009	554,879
Unrestricted Funds			
- Designated Funds	14	648,000	705,000
- Undesignated Funds	14	675,865	622,045
		<u></u>	<u></u>
<b>TOTAL FUNDS</b>		<u>£ 1,917,874</u>	<u>£ 1,881,924</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 93 to 104 form part of the accounts.

These financial statements were approved by the directors and trustees on 13 August 2025 and signed on its behalf by:

*Stewart Firth*

Stewart Firth  
**Chair of Trustees**



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025**

	<b>2025</b>		<b>2024</b>	
	£	£	£	£
<b>Net cash used in operating activities (Note 16)</b>		(175,559)		(437,230)
<b>Cash flows from investing activities</b>				
Interest received	26,280		22,089	
Purchase of investments	(1,000)		-	
<b>Net cash provided by investing activities</b>		25,280		22,089
<b>Change in cash and cash equivalents in the year</b>		(150,279)		(415,141)
Cash and cash equivalents at beginning of the year		1,089,001		1,504,142
<b>Cash and cash equivalents at end of the year (Note 17)</b>		£ 938,722		£ 1,089,001

The notes on pages 93 to 104 form part of the accounts.





TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

## BARCA - LEEDS

(A company limited by guarantee)

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

#### 1 GENERAL INFORMATION

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

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

#### 2 ACCOUNTING POLICIES

##### 2.1 Basis of preparation of accounts

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

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

##### 2.2 Going Concern policy

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

##### 2.3 Income

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

###### *Voluntary income*

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

###### *Grants receivable*

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

###### *Donated services and facilities*

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

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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025****2 ACCOUNTING POLICIES (continued)****2.4 Expenditure**

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

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

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

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

**2.5 Operating leases**

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

**2.6 Staff costs**

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

**2.7 Tangible fixed assets and depreciation**

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

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

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

**2.8 Fixed asset investments**

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

**2.9 Debtors**

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

**2.10 Cash at bank and in hand**

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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

## BARCA - LEEDS

(A company limited by guarantee)

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

## 2 ACCOUNTING POLICIES (continued)

### 2.11 Creditors

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

### 2.12 Fund accounting

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

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

### 2.13 Pension costs

The charity operates a defined contribution scheme for its employees. 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 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Donations	4,451	1,039	5,490	3,582
Non-performance grants				
Children, youth & Families	-	869,615	869,615	956,846
Health, wellbeing & Adults	-	569,699	569,699	252,259
Complex Needs	-	880,415	880,415	412,842
Donated services and facilities	19,472	12,850	32,322	26,566
	<u>£ 23,923</u>	<u>£ 2,333,618</u>	<u>£ 2,357,541</u>	<u>£ 1,652,095</u>

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

Included in Non-performance grants is £1,421,419 (2024 - £1,243,188) of Government Grants.





TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**
**4 INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted Funds 2025 £</b>	<b>Restricted Funds 2025 £</b>	<b>Total Funds 2025 £</b>	<b>Total Funds 2024 £</b>
Performance grants and contracts				
Children, young people & Families	-	148,321	148,321	156,327
Health, wellbeing & Adults	-	1,103,137	1,103,137	1,035,024
Complex needs	-	3,188,192	3,188,192	3,170,308
	<u>£ -</u>	<u>£ 4,439,650</u>	<u>£ 4,439,650</u>	<u>£ 4,361,659</u>

Included in Performance grants and contracts is £726,767 (2024 - £482,499) of Government Grants.

**5 TOTAL STAFF COSTS**

	<b>2025 £</b>	<b>2024 £</b>
Wages and Salaries	5,074,812	4,673,473
Social Security Costs	460,668	414,659
Other Pension Costs (Employer)	166,451	149,962
Other Benefits	858	751
	<u>£ 5,702,789</u>	<u>£ 5,238,845</u>

During the year the Charitable Company made redundancy payments totalling £4,161 (2024: £10,083).

Employees earning £60,000 or more per annum

	<b>2025</b>	<b>2024</b>
£60,000 - £69,999	1	1
£70,000 - £79,999	-	1
£80,000 - £89,999	1	-

The average number of employees for the year was 194 (2024 - 178).

The key management personnel of the charity comprise the trustees and the senior management team. The total remuneration of the key management personnel, with only senior management team members being paid, were £366,154 (2024 - £347,254).



## TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**
**6 ANALYSIS OF TOTAL EXPENDITURE**

	<b>Children, Young People &amp; Families 2025 £</b>	<b>Health Wellbeing and Adults 2025 £</b>	<b>Complex Needs 2025 £</b>	<b>Total 2025 £</b>	<b>Total 2024 £</b>
<b>6.1 Charitable activities</b>					
Staff costs	601,410	1,139,799	3,181,811	4,923,020	4,522,224
Training, clinical supervision and volunteer expenses	10,761	24,386	32,211	67,358	62,234
Recruitment	1,539	3,537	9,039	14,115	7,349
Activities	223,221	147,332	168,602	539,155	513,578
Travel	10,914	11,804	62,593	85,311	71,741
Premises	27,936	51,882	147,784	227,602	216,162
Vehicle costs	246	467	1,304	2,017	1,807
Depreciation	1,292	7,238	6,838	15,368	17,082
Insurance	2,646	5,015	13,998	21,659	33,719
Support costs (note 6.2)	113,066	210,632	570,613	894,311	820,102
	<b>£ 993,031</b>	<b>£ 1,602,092</b>	<b>£ 4,194,793</b>	<b>£ 6,789,916</b>	<b>£ 6,265,998</b>
<b>6.2 Support costs</b>					
Support staff	89,147	168,951	471,637	729,735	670,765
Support staff - governance	6,112	11,584	32,338	50,034	45,856
Office costs	16,657	27,918	60,551	105,126	89,122
Professional fees	927	1,756	4,902	7,585	12,224
Bank charges	223	423	1,185	1,831	2,135
	<b>£ 113,066</b>	<b>£ 210,632</b>	<b>£ 570,613</b>	<b>£ 894,311</b>	<b>£ 820,102</b>
Included in support costs is:					
Auditor's remuneration					
Audit fees				4,477	4,228
Accountancy fees				6,323	5,972
				<b>£ 10,800</b>	<b>£ 10,200</b>

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.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025****7 RELATED PARTIES**

No Trustees received remuneration or expenses during the year (2024 - £nil).

There were no related party transactions in the reporting period which require disclosure (2024 - none).

**8 TANGIBLE FIXED ASSETS**

	Freehold land & Buildings £	Fixtures, fittings & Equipment £	Motor Vehicles £	Total £
<b>Cost</b>				
At 1 April 2024	551,828	247,964	23,107	822,899
At 31 March 2025	551,828	247,964	23,107	822,899
<b>Depreciation</b>				
At 1 April 2024	171,828	240,596	23,107	435,531
Charge for year	8,000	7,368	-	15,368
At 31 March 2025	179,828	247,964	23,107	450,899
<b>Net Book Amounts</b>				
At 31 March 2025	£ 372,000	£ -	£ -	£ 372,000
At 31 March 2024	£ 380,000	£ 7,368	£ -	£ 387,368

Freehold land with a historic cost of £151,828 (2024 - £151,828) is not depreciated.

<b>9 INVESTMENTS</b>	<b>2025 £</b>	<b>2024 £</b>
Market value at 1 April 2024	125,048	110,395
Additions	1,000	-
Net (losses) / gains	(1,842)	14,653
Market value at 31 March 2025	£ 124,206	£ 125,048
<b>10 DEBTORS</b>	<b>2025 £</b>	<b>2024 £</b>
Trade debtors	352,776	278,818
Prepayments	66,882	40,775
Grants receivable	562,736	387,301
Other debtors	1,646	1,568
	£ 984,040	£ 708,462





TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>11 CREDITORS: Amounts falling due within one year</b>		
Trade creditors	87,240	66,573
Deferred income	133,215	30,717
Grants repayable	42,639	115,603
Pension	753	719
Accruals	72,140	76,015
Other creditors	472	313
	<hr/>	<hr/>
	<b>£ 336,459</b>	<b>£ 289,940</b>
	<hr/>	<hr/>

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Deferred income</b>		
As at 1 April	30,717	89,103
Released to the Statement of Financial Activities	(30,717)	(89,103)
Amount deferred in the year	133,215	30,717
	<hr/>	<hr/>
As at 31 March	<b>£ 133,215</b>	<b>£ 30,717</b>
	<hr/>	<hr/>

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>12 PROVISIONS</b>		
As at 1 April	138,015	106,984
Charge in the year	26,620	31,031
	<hr/>	<hr/>
As at 31 March	<b>£ 164,635</b>	<b>£ 138,015</b>
	<hr/>	<hr/>

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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**13 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted		Restricted Funds £	Total Funds £
	Undesignated Funds £	Designated Funds £		
<b>Current year</b>				
Tangible Fixed Assets	-	372,000	-	372,000
Investments	124,206			124,206
Current Assets	1,052,753	276,000	594,009	1,922,762
Current Liabilities	(336,459)	-	-	(336,459)
Provisions	(164,635)	-	-	(164,635)
At 31 March 2025	<u>£ 675,865</u>	<u>£ 648,000</u>	<u>£ 594,009</u>	<u>£ 1,917,874</u>

	Unrestricted		Restricted Funds £	Total Funds £
	Undesignated Funds £	Designated Funds £		
<b>Comparative year</b>				
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	<u>£ 622,045</u>	<u>£ 705,000</u>	<u>£ 554,879</u>	<u>£ 1,881,924</u>



## TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

(A company limited by guarantee)

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025****14 FUNDS****Current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Investment Gains £	Transfers £	Balance at 31 March 2025 £
<b>Restricted Funds</b>						
Children, young people & families	308,244	1,020,517	(1,017,294)	-	(7,817)	303,650
Health, wellbeing & adults	128,778	1,673,495	(1,594,125)	-	(34,615)	173,533
Complex needs	117,857	4,080,679	(4,035,868)	-	(45,842)	116,826
	554,879	6,774,691	(6,647,287)	-	(88,274)	594,009
<b>Unrestricted Funds</b>						
<b>Designated</b>						
Fixed Assets - Manor House	380,000	-	(8,000)	-	-	372,000
Investment in Infrastructure	325,000	-	(45,652)	-	(3,348)	276,000
	705,000	-	(53,652)	-	(3,348)	648,000
<b>Undesignated</b>						
Free reserves	622,045	53,017	(88,977)	(1,842)	91,622	675,865
Total Unrestricted Funds	1,327,045	53,017	(142,629)	(1,842)	88,274	1,323,865
Total Funds	£ 1,881,924	£ 6,827,708	£ (6,789,916)	£ (1,842)	£ -	£ 1,917,874

**Comparative year**

	Balance at 1 April 2023 £	Incoming Resources £	Outgoing Resources £	Investment Losses £	Transfers £	Balance at 31 March 2024 £
<b>Restricted Funds</b>						
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
<b>Unrestricted Funds</b>						
<b>Designated</b>						
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
<b>Undesignated</b>						
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





TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

## BARCA - LEEDS

(A company limited by guarantee)

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

#### 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 transfer from the designated Investment in Infrastructure fund to unrestricted funds is to reduce the year end designated fund balance to £276,000, as agreed by the trustees'.

##### 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 2024-25 total monies £39,644 for emotional wellbeing service for children and young people and targeted family support in West Leeds.

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

**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.

**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.

Youth Work Recovery Fund - funding to deliver family activities, youth work outreach, and detached youth sessions on the Wyther Estate.

Youth Work, Positive Futures - funding for projects to deliver youth work within disadvantaged areas.

Single Homeless Accommodation Programme - funding to deliver homes and support services for people sleeping rough or at risk of sleeping rough.

Community Recovery Fund - funding for youth and family work.

**The National Lottery Community Fund:** Reaching Communities/Partnership, Funding Bright Horizons project - funding to support 240 jobless parents and carers.

**The United Kingdom Shared Prosperity Fund (UKSPF):** funding to uplift workless households by addressing immediate needs while fostering personal growth, community connections and a self-actualisation.

##### 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 2025 was £276,000.

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.



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

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**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**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 £166,451 (2024 - £149,962).

**16 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Net income / (expenditure) for the reporting period</b>	35,950	(206,037)
<i>Adjustments for:</i>		
Depreciation charges	15,368	17,082
Losses / (gains) on investments	1,842	(14,653)
Investment income	(26,280)	(22,089)
Increase in trade and other debtors	(275,578)	(251,360)
Increase in trade and other creditors	46,519	8,796
Increase in provisions	26,620	31,031
<b>Net cash used in operating activities</b>	<b>£ (175,559)</b>	<b>£ (437,230)</b>

**17 ANALYSIS OF CASH AND CASH EQUIVALENTS**

Cash in hand	938,722	1,089,001
<b>Total cash and cash equivalents</b>	<b>£ 938,722</b>	<b>£ 1,089,001</b>

**18 OPERATING LEASES**

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

Within one year	6,691	5,856
Within two to five years	28,436	19,415
	<b>£ 35,127</b>	<b>£ 25,271</b>

The amount of non-cancellable operating lease payments recognised as an expense during the period was £5,856 (2024 - £5,856).



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

**BARCA - LEEDS**

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**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**
**19 STATEMENT OF FINANCIAL ACTIVITIES COMPARATIVE YEAR**

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





TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

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



TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 31 MARCH 2025

## BARCA - LEEDS

(A company limited by guarantee)

### INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025

	2025		2024	
	£	£	£	£
<b><u>TURNOVER</u></b>				
Grants and contracts		6,759,379		5,983,606
Donations		5,490		3,582
Donated services and facilities		32,322		26,566
Other trading activities		4,237		9,465
		<hr/>		<hr/>
		6,801,428		6,023,219
<b><u>OTHER OPERATING INCOME</u></b>				
Interest received		26,280		22,089
		<hr/>		<hr/>
		6,827,708		6,045,308
<b><u>CHARITABLE EXPENDITURE</u></b>				
Staff costs	4,923,020		4,522,224	
Training, clinical supervision and volunteer expenses	67,358		62,234	
Recruitment	14,115		7,349	
Activities	539,155		513,578	
Travel	85,311		71,741	
Premises	227,602		216,162	
Vehicle costs	2,017		1,807	
Depreciation	15,368		17,082	
Insurance	21,659		33,719	
	<hr/>		<hr/>	
		5,895,605		5,445,896
		<hr/>		<hr/>
		932,103		599,412
<b><u>OVERHEADS</u></b>				
Staff costs	729,735		670,765	
Support staff - governance	50,034		45,856	
Office costs	105,126		89,122	
Professional fees	7,585		12,224	
Bank charges	1,831		2,135	
	<hr/>		<hr/>	
		894,311		820,102
		<hr/>		<hr/>
<b>Net surplus / (deficit) for the year before (losses) / gains on investments</b>		<b>£37,792</b>		<b>£(220,690)</b>
		<hr/> <hr/>		<hr/> <hr/>



## Barca-Leeds

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## Get in touch

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Company Number 02949419