THE BACA CHARITY

England & Wales · Charity number 1124569

Details

Status	Registered
Legal form	Charitable company
Company number	06510559
Registered	2008-06-18
Register	View on the Charity Commission register

Contact

Address	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Industrial Estate Northampton NN3 6WL
Phone	01509550438
Email	info@bacacharity.org.uk
Website	www.bacacharity.org.uk

Activities

Objects: THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED (THE OBJECTS) ARE THE ADVANCEMENT OF EDUCATION AND THE RELIEF OF POVERTY AMONGST THE FORCED MIGRANTS IN THE UNITED KINGDOM AND ABROAD AND THE PROMOTION OF HARMONY AND MUTUAL RESPECT AND DIVERSITY.

Activities: The Baca Charity works with unaccompanied young people who have been forced to leave their homes to seek asylum due to war and persecution or through trafficking for exploitation. Baca creates a safe environment through its holistic support for them to have hope to rebuild their lives for a better future and become positive empowered individuals who are contributors to the community they live in.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL AND OVERSEAS.
- Cambridgeshire
- Leicestershire
- Peterborough City
- Rutland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,222,876	£2,214,060	£2,413,074	43
2024-03-31	£2,249,418	£1,803,046	£2,404,258	39
2023-03-31	£1,991,023	£1,615,986	£2,001,850	36
2022-03-31	£1,691,135	£1,095,595	£1,626,813	39
2021-03-31	£1,128,026	£963,467	£1,031,273	36

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Trustees

Name	Role	Appointed
Andrew Brackett		2020-10-01
James Daniel Fyleman		2022-12-08
Justin De Koszmovszky		2025-04-14
Louise Lloyd-Jarvis		2020-03-12
Mark Vyner		2017-03-22
Paul Nicholas Clark		2022-12-08
Ravi Kiran Singh Kohli		2026-03-26
SARAH SHORT		2025-02-27
Vesna Joan Dubaic		2025-04-14

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THE BACA CHARITY

England & Wales - Charity number 1124569

Accounts

Baca

Safe to heal, free to thrive

CHILD REFUGEES FROM STRENGTH TO STRENGTH

The Baca Charity impact report
and financial statements 2024-25

bacacharity.org.uk

Baca's vision is a world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives for a better future

ABOUT US

Scan this QR code to watch the film:

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Baca

Welcome

Imagine being a child, forced to flee your home and everything you know, on your own, to find safety and protection. Who is going to welcome you and champion you to thrive, to go from strength to strength? Like your family might have done, if only they were around?

This is where Baca comes in. We welcome, serve and strengthen young people who have fled war, persecution, trafficking and exploitation, by providing a safe and inspiring environment so they can recover, heal, rebuild their lives and thrive for the common good.

We are much more than a supported-accommodation provider. Based in the East-Midlands and East-of-England, we not only provide safe homes, but the education, mentoring, friendship and care that enables young people to fulfil their potential and become thriving members of the community.

This report details our achievements in 2024, as we work towards a world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives.

Did you know?

48.8 Mil

children had been displaced due to conflict and violence globally by the end of 2024[1]

40%

of all forcibly displaced people are children. Though children account for 29 per cent of the world's population[2]

2/3

of all young people seeking asylum in Europe are 16-17 years unaccompanied minors[3]

3707

claims in the UK from unaccompanied asylum-seeking children (UASC), 4% of people claiming asylum. The majority of UASCs (76%) were aged 16 to 17 years olds[4]

1 https://data.unicef.org/topic/child-migration-and-displacement/displacement/
2 https://docs.un.org/en/A/79/12
3 https://euaa.europa.eu/sites/default/files/publications/2024-08/2024_factsheet29_data_unaccompanied_minors_EN.pdf
4 https://www.gov.uk/government/statistics/immigration-system-statistics-year-ending-march-2025/how-many-people-claim-asylum-in-the-uk

From our CEO

FROM STRENGTH TO STRENGTH

In the current global context of escalating conflicts, failing governance in states, extreme weather events, unaccompanied children flee their home countries in larger numbers; facing a host of untold horrors and complex challenges.

Escalating conflicts in regions such as the Middle East, parts of Africa, and Eastern Europe have led to a sharp increase in displaced minors, many of whom undertake dangerous journeys alone in search of safety. They are particularly vulnerable to abuse, exploitation, and human trafficking due to the lack of adult protection and inadequate oversight in refugee and migration systems[5]. Border closures and restrictive asylum-migration policies in many countries often result in prolonged detention or homelessness.

In the UK, the current discourse and policies do not promote the safety and wellbeing of young people seeking asylum. Instead, it reinforces a culture that views people with suspicion, undeserving of support and even criminalising their entry into the country. Alongside the lack of access to safe homes, therapeutic support, education and legal advice; it has been a year of navigating misunderstandings, bitterness, fear and discrimination for the young people. This hinders their safety as children and compounds their trauma. Imagine having to live like this every day?

Within this context, I am once again humbled by the courage of the young people with whom we have the privilege to journey with. They are going from strength to strength!

As you will read in this report, it has been a year of welcome, compassion, celebration and hope. Against all odds the young people have persevered with determination, to adapt and learn how to re-establish life in a new environment. They have done so with kindness and generosity even when the same has not been extended to them. Their resilience continues to shine through.

Jimmy Zachariah
CEO
Baca

5 https://www.unhcr.org/global-trends-report-2024

WHAT'S THE DIFFERENCE BETWEEN A REFUGEE AND A PERSON SEEKING ASYLUM?

A refugee is someone who has been forced to leave their country due to war, violence, or persecution, and is unable or unwilling to return. An asylum seeker is someone who has applied for refugee status, but there has not yet been a decision on their claim.

We have enabled young people to go from strength to strength despite adversity because we believe each young person we work with, should have the opportunity to thrive.

> *"The good neighbor looks beyond the external...and discerns those inner qualities that make all men human and, therefore, brothers."*
>
> *Martin Luther King Jr*

As the young people have dug-in, a community of committed people has stood with them. I want to express my gratitude to every member of this community - staff team, volunteers, supporters and advocates - creating a safe and inspiring environment that enables something most of us take for granted, safety and hope of a better future.

Driven by our commitment to our mission, we choose to partner and not work on our own. We are committed to working with all in the complex system. Whilst staying true to our values, we seek deep conversations to produce mutual learning and trust to sustain mutual collaboration.

We continue to push through barriers and are determined to meet the needs of more young people. This unrelenting passion for our mission and the learning from the past three years has now formed the basis for our new 5-year strategy.

I hope this report gives the reader a strong sense of how incredible Baca's young people are – and how we continue to pursue excellence to see them thrive.

Jimmy Zachariah
CEO
Baca

2024 at a glance

71

young people in our supported accommodation

80%

young people have seen an improvement in their physical wellbeing

5

local authorities we've worked with across the UK

91%

young people have seen an improvement in their emotional wellbeing

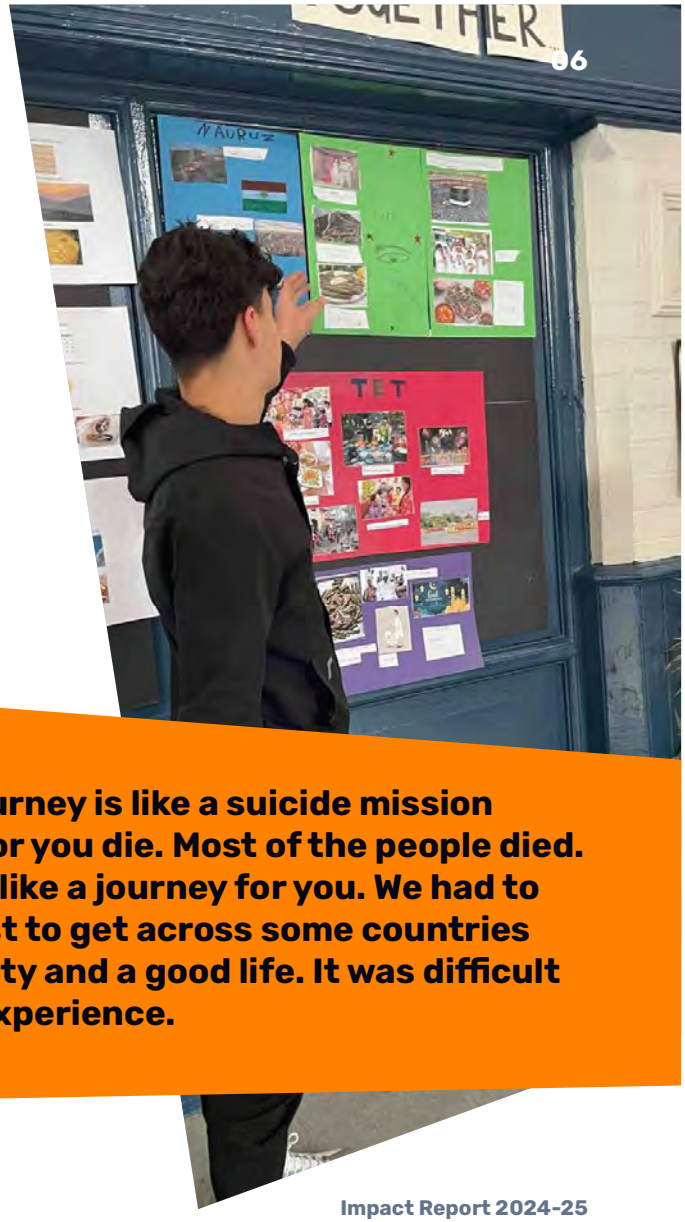
35

community members have taken part in volunteering to support Baca with such things as careers advice, teaching, overnight cover in house

85%

young people have seen an increase in their level of engagement with education, employment and training, exceeding our target of 80%

6 Name changed to protect identity. As have all names of our young people throughout this report.



To be honest, the journey is like a suicide mission either you succeed or you die. Most of the people died. It's a fight. It wasn't like a journey for you. We had to fight for your life just to get across some countries in order to seek safety and a good life. It was difficult and a very terrible experience.

Raahim[6]

How we change young people's lives

Baca recognises the difficulties faced by young people seeking asylum in the UK. Our holistic approach to care and support ensures that child refugees have the best opportunities to heal and thrive in their new home.

Positive and empowered young people, able to live independently as contributors to society

Increased personal safety | Improved emotional wellbeing | Increased engagement with education, employment and training | Improved physical wellbeing | Increased social engagement

The provision of these activities lead to:

Safe Homes | Education | Therapeutic Support | Physical and Emotional Wellbeing | Social Engagement

To reduce these risks:

Harm from poor physical conditions | Harm from crime | Exploitation | Antisocial behaviour | Long-term mental health problems

Putting them at risk of:

Absconding behaviour | Isolation

Leading to:

A lack of trust | Difficulty forming close relationships | Poor concentration | Low motivation

Which can result in:

Low self esteem | Shame | Fear | Anxiety | Depression | Trauma | Low confidence | Physical deprivation

This can lead to:

Victim of trafficking | Lack basic needs | Lack of understanding of people, places & law | Poor communication & language skills | Lack of community base

Separated young people arriving in the UK are often traumatised from their journey, from the experiences that initially made them flee and from exploitation that may have occurred through trafficking or other violence.

Our progress

We're working to provide a safe place for child refugees to heal and have the freedom to build a better future. Read about the difference we've made to young people's lives in 2024-25

I would just like to say a BIG THANK-YOU to the Baca team, for the support Adam has had during his time with you. I first met Adam in May 2023 and seeing the difference in him now is amazing! Seeing how much he has matured emotionally; how much happier he is and how he has developed his independent living skills to be able to gain his own tenancy. This would not have been possible without the support he has received from the Art Therapist, education staff and consistency of support from his keyworkers each week.

Personal Advisor based at Leicestershire County Council

Safe Homes, Healing and Belonging

SPACE TO HEAL

Each year around 5,000 children arrive in the UK alone without their families, having fled their home country. Many of them have been trafficked and are traumatised.

Baca served 71 of these young refugees, each one having lost the only life they know in the past year. Their courage is inspiring but without support they are at extreme risk of harm and exploitation, unsure who they can trust or where they belong.

It has been our determination to serve more young people where possible. Since increasing our capacity with our housing in Cambridge last year, we have now been able to provide safe homes for 12 young people in the city. This has taken significant determination in very challenging housing market conditions.

In this past year, our focus has not only been in receiving young people to the houses but making them homes – safe spaces of belonging. This has meant that our approach to the setup and care of properties has moved from beyond meeting the compliance requirements of safety of the bricks and mortar to how these spaces facilitate recovery from trauma, healing and safety. More work has been done in how spaces are furnished, maintained, repaired and restored. Wherever possible, cultural representations of the ethnicities of the young people have been pursued in their homes.

"The house is big, the rooms are big. It has a nice garden and a nice living room. We have a timetable for cleaning. We clean one area each and then swap to a different area next week. We all do our bit and keep the house nice.

Mustafe

COME, EAT!

Food plays a big part in anyone's culture and identity, and the young people at Baca are no exception. At Baca, we are committed to young people expressing these traditions and parts of who they are. We do this by intentionally eating together regularly. It breaks down barriers, builds proximity of understanding and connection across cultures, languages and differences.

Young people put together a cookbook, called Come, Eat! It captures the young people's recipes, but more importantly the stories and people important to them behind each dish. It represents their home, families, cultures, memories and traditions.

The self-published book is now in every Baca house and all the libraries in Leicestershire. In addition to this, we have sold over 300 books to people in the community.

Through this book, the young people have invited all to participate in this journey of discovering belonging together.

If we eat together we cannot be enemies.

From the book *Come, Eat!*

Hassen (not his real name) got up at the launch event, to say thank you to people for helping to make the book. This was not preplanned, and spontaneous. It was a wonderful moment. After the event Hassen said that he would like to write a book about everyone at Baca. He pointed at the building and said, "inside, that is where the magic happens."

BUY THE BOOK

Scan this QR code to go to our online shop:

In Afghanistan people are very hospitable. We don't stay in hotels or go to restaurants because we go to someone's house to stay and eat. This dish is very special to us because it is our country's national dish. At home, we ate it with our families and with our friends at their homes. We would eat it regularly, maybe more than once a week because we would eat the leftovers the next day. It was also the first meal that would be served to visitors. On the next day we would serve soup.

Samiullah

Through My Eyes: Reflection on the 2024 Riots

KINDNESS IN THE FACE OF HATE: THE 2024 RIOTS SIX MONTHS ON: A CONVERSATION WITH KARIM

Baca young person Karim who moved onto independence in December 2024 came back to share his thoughts on the riots in summer 2024. In the conversation he reveals his story, his feelings and what he believes can be done to bring communities together to create a better understanding of people seeking safety.

When you first heard about the riots, what were your initial thoughts and feelings?

The feeling was mixed. I was disappointed because I believed that I arrived in a safe and secure country after making a long way to get here.

But, I also thought first-hand about those who help us in teaching us about life here, whether in college or outside it, starting from Baca employees to Loughborough citizens who try to help us and integrate us with them in our new life like the people who just let us play football with their children. I have said within myself that there is something else. These people are not like those who welcomed us and love us and help people.

I remember when I had just arrived here, they let us play in for example, in a local football club for football, study at Baca College but then also to bigger local colleges. The teachers there know us, they know me. English is not my first language, and they try to help me to explain more, let us ask a lot of questions and these people try and they help me a lot. Then I thought no, that's not the people who I know who I saw online. There is something wrong.

I think the other feeling which is very strong is there's no English people who have lived with people like me for three years and that know us who would do this so this helped calm me a little and I thought okay it would be fine. But, it was a very, very dangerous feeling at first when you just thought about these things.

> **This made me believe that they would not accept these problems in the country, and this is what reassured me.**

How do you think these riots have affected your sense of belonging in your community? Have these events have changed your perspective on living in the UK?

I was concerned about myself because I was afraid that I would not find safety here and that I am in the only country in Europe where I feel safe if it happens that I face a problem here I do not have the opportunity to leave because it is the only hope I have and the last.

Because from the first day of my time in Loughborough and in the United Kingdom I only felt welcome from the community and their assistance through living, studying, and football activities with their children. This made me to believe that they would not accept these problems in the country, and this is what reassured me.

I think I was just so afraid that I would not be safe because things were not safe with the riots in some communities in the UK. However, I've got experience and have been throughout lots of communities, and I know that these people do not represent this community I know and live in. As I have already said in the community here, everyone is open and always people they just try to help us, accept us, they volunteer to help us and by remembering this, that made me feel more like it will be fine.

How do you think people in the community can come together to support one another after such events?

This is through seminars and cultural lectures. Yes, it is possible that there is a part of society that does not know us that has the right to ask and know that we are also people with different cultures and different languages trying to live and integrate into English society to be a large, diverse and united society.

I think that the people who were rioting, they have done the wrong thing and it is a problem. But the only thing that I believe is they have the right to know who we are. That's absolutely fine. And, I think it would be a good thing to be safe for the people who were rioting to know us. It would be good for them and good for refugees and people like us as well. People can come all together in a safe place anywhere like a church, for example. Everyone in the community can come there and we can all talk about our cultures. By talking, these people can know us: we have culture, we have

language, we are part of tribes, we have different food. I hope this would help them realise we are just people you know. They will understand us. Mix everyone together and we will be bigger and beautiful, and we will be safe. It's something special to mix and to be a big and nice community. The people who rioted, they don't know us, they don't know who refugees like us are. There are people though who know us, who love us, like people at Baca. There is love over here. Every day they help us by helping us learn the language, the rules of this country, they teach us how to do this. I think this would be the best thing, just to allow all people: rioters and refugees to come in one place and explain and meet each other.

Also, I think something the rioters need to understand is refugees bring skills. We have skills. For me, for example, I will try to be a journalist in the future and I will help the community here by bringing the news from here, helping share the problems and supporting people. And there are other ones like my friend he wants to be a doctor and that's where we can help other people. Everyone has skills, they bring skills. We think carefully about our lives and what we want to do but we need a chance to do this.

And this is very good, it will help my mind. I feel good, happy and relaxed, being with community takes more deep pressure out for me. It is good for me. That's why always I try to come to Baca to see people, to go to play football – these people they make me feel very happy and relaxed. I think that's what life is about, isn't it? The goal is to feel at peace and happy and safe. That is all people need.

What emotions do you feel when you engage with a new, welcoming community in the UK?

To me, I feel like there's freedom. There is freedom being part of a new community. There is safety because when someone tells you come and join us, I then try to understand the different community a different group and they understand me.

Mix everyone together and we will be bigger and beautiful, and we will be safe. It's something special to mix and to be a big and nice community.

It can be difficult for me because I come from a country where there's only one or two groups of people. In the UK, there are a big mix of people who are part of different groups, they may follow different religions, have different nationalities but when you are part of the community everyone, they tell you welcome which makes you like the people here and feel like you are living in peace. People are free. People are welcome. I try to understand and be more knowledgeable to understand different groups to make sure there's not any option for misunderstanding in the future. Misunderstanding effects everything that happened with the riots. So, with welcome and getting to know each other that makes me feel very like safe, happy and free and like there's a lot of good in the world and that makes me happy.

So I have taken part in activities like football with a local football club, activities at college and other things in the community. This makes me very happy because for me when I am alone, I think too much but when we are together, we can do anything. Whether we study together, do sport together or other activities that build community and new friends, all the new friends feel like family to me.

What does it mean to you when volunteers spend time supporting you at Baca?

It makes me feel very happy. When I saw these problems happen with the riots, I just remembered the volunteer who comes and helps me. That's who the English people I know are. They come and they help me and they accept me. It makes me feel very happy and safe. They make me feel even more safe because I feel like I am part of the community. We are all together in a healthy way and that's very important and very good for me and for other people as well. It's amazing.

Education, skills and purpose

PURSUIT OF KNOWLEDGE AND SKILLS

Our education work supports the educational development of the young people at Baca through direct teaching at Baca College, as well as support for their continuing education at Further Education (FE) Colleges, namely Loughborough College, Wyggeston and Queen Elisabeth College (WQE) and Leicester College.

It is our goal to equip the young people with the knowledge and skills necessary to pursue their chosen careers once they leave Baca, alongside strengthening their resilience.

Throughout their education journey, the young people are faced with abundant challenges. For the majority, the most significant challenges are overcoming their own significant trauma, adapting to classroom learning in the UK and making sense of the need or desire to work. Additional challenges are adapting to UK culture, understanding the education system, having a knowledge of the different types of jobs they could aspire to and the amount of study it may require. Furthermore, young people arriving at Baca with mainly pre-entry level abilities in English and at post-enrolment windows of the year, have a limited amount of time to learn English before they move on to a FE college in September.

Within this context, at Baca 62 young people were supported with education and skills development. Of these 53 were present for the academic year and have been able to achieve both Entry Level 2 and Entry Level 3 qualification, thereby shortening that education journey.

92% of the young people at Baca were engaged in education and or work. 85% of young people have seen an increase in their level of engagement with education, employment and training, above our target of 80%.

22 young people were eligible to sit exams in 2024, in comparison to 20 young in 2023.

92%

of the young people at Baca were engaged in education and or work

85%

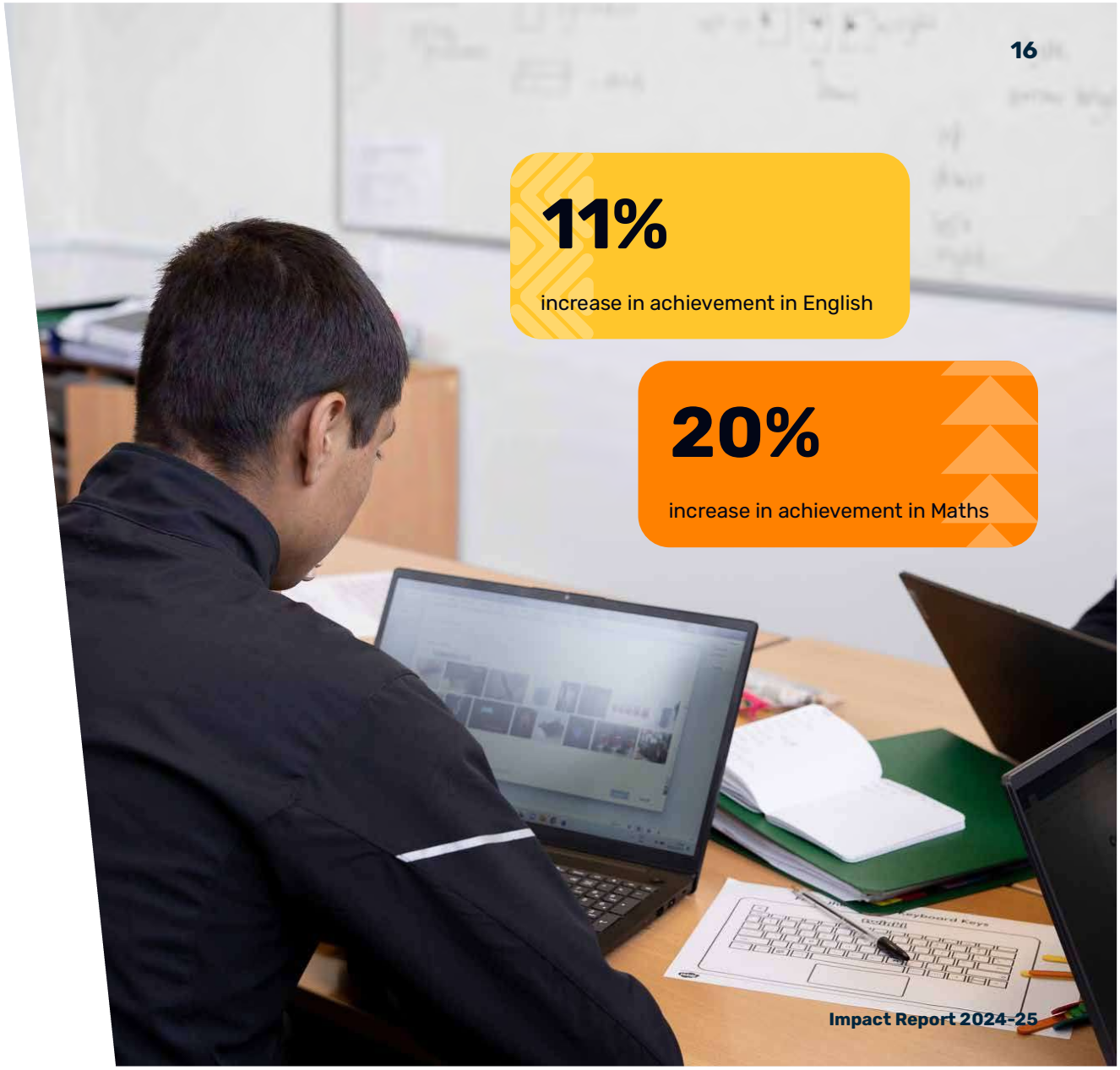
of young people have seen an increase in their level of engagement with education, employment and training

> *"I took three young people to the careers fair. All three found it helpful, and they engaged well with some of the stalls. Kazim gained a better understanding of his likely pathway towards higher education, while Nazir was interested in various courses available after Level 1 at Loughborough College. Sonny was interested in some placement programmes for care leavers at Leicester Hospital. All three did well talking to people they didn't know in a busy environment. They seemed to be encouraged by the visit and were talking about it in the car home."*
>
> Support Worker, Baca

In English, 25% of all in Loughborough had achieved Entry Level 3 (E3) in comparison to 14% in 2023. 22.5% of all the Young People in Loughborough had achieved Entry Level 2 (E2) in comparison to 12% in 2023.

In Maths, 45% of learners achieved E3/L1 in 2024 in comparison to 25% in 2023.

The students at WQE have stayed the whole academic year and completed their courses. One of the key factors for this increased engagement is WQE's more supportive student experience, as well as being able to pass two Entry levels in one year.

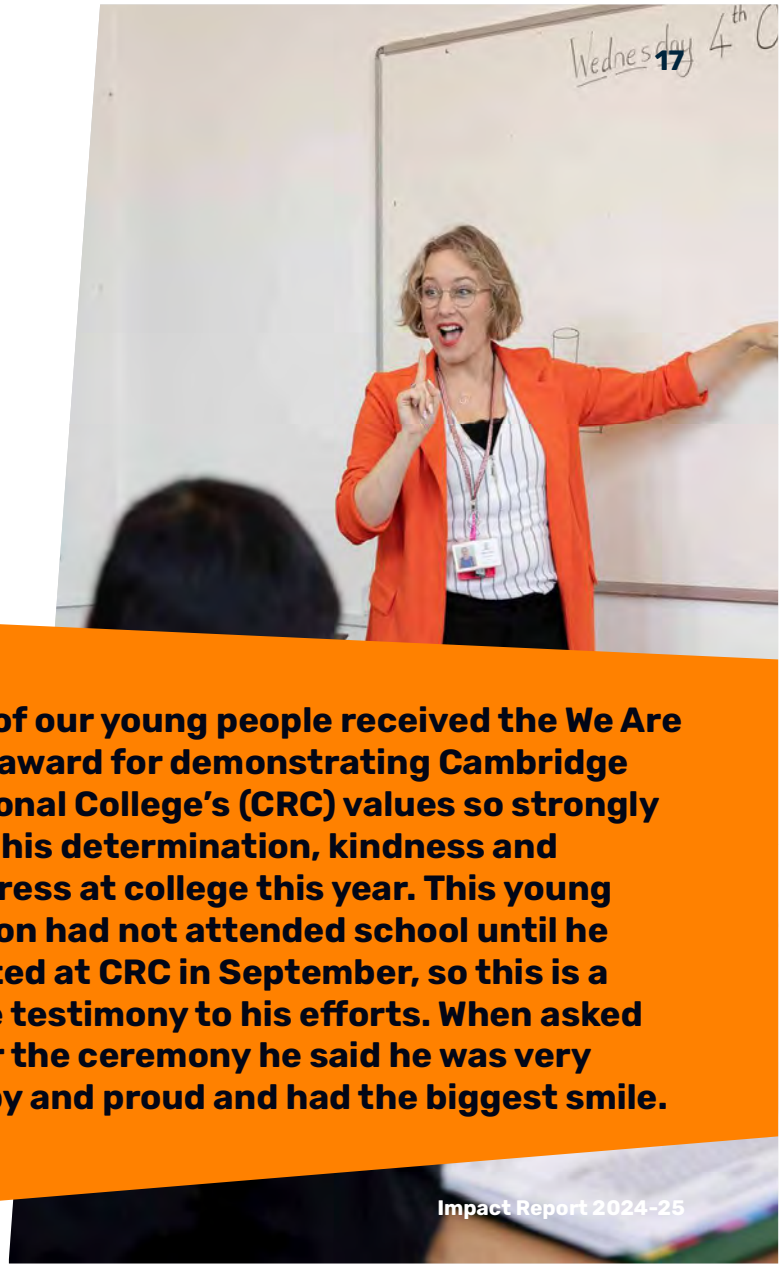


WHAT HAVE WE LEARNT

1. A young person requires several years of study of English and Maths exclusively to start studying for a career of their interest. GCSE in English and one GCSE in Maths is the minimum requirement needed to start a vocational course or go on to further GCSEs (one year) and 'A' Levels. Most young people find completing these qualifications, a significant challenge. Many young people do not withstand such a long education journey as they need or want to earn money and find it increasingly irrelevant to study a narrow curriculum of English and Maths (at Entry Levels and Level 1) without any apparent connection to what they want to do in the future. If they do not continue with further education, their communicative ability – particularly their reading and writing skills – is insufficient to support the independent skills necessary for them to become independent and fulfil their potential.
2. The lack of a 'general education' in the curriculum covering subjects such as sciences, history, geography, arts etc, reduces the broad learning and the possible new discoveries of interests and aspirations is a barrier to new doors being opened for the young people.
3. Young people are resilient and have an incredible desire to work hard and carry responsibilities and expectations normally not done so by young people their age.

NEXT STEPS

1. Reduce the time it could take for young people to get more proficient in English and Maths by increasing our education support to at least achieve Level 1 to accelerate their educational journey to prepare for work, further and or higher education.
2. Increase preparedness for entering work by integrating work-career guidance and basic knowledge of other subjects in the curriculum of education support delivered by Baca.
3. Increase opportunities for young people to experience a broader range of career choices that utilises their talents and skills.

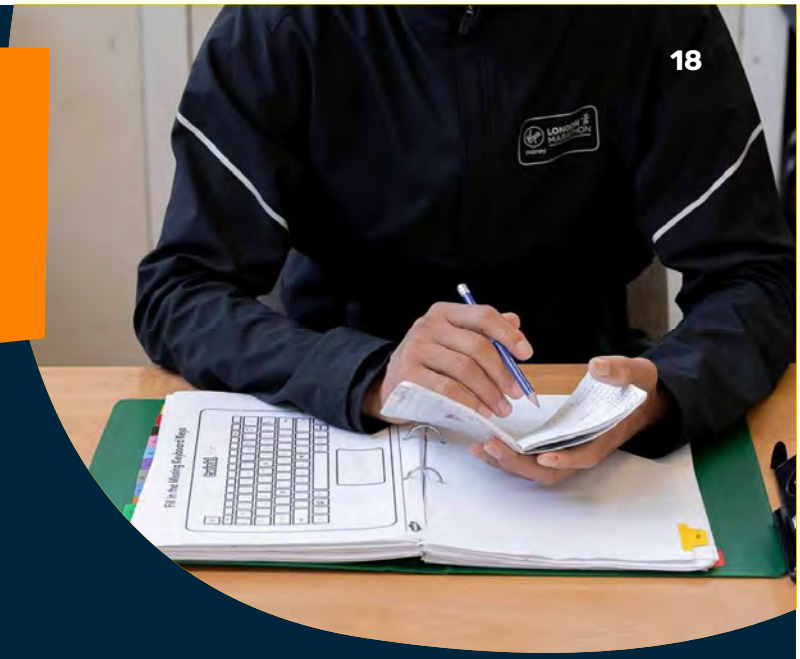


One of our young people received the We Are CRC award for demonstrating Cambridge Regional College's (CRC) values so strongly with his determination, kindness and progress at college this year. This young person had not attended school until he started at CRC in September, so this is a huge testimony to his efforts. When asked after the ceremony he said he was very happy and proud and had the biggest smile.

Case Study: A conversation

RAAHIM'S STORY

I'm quite optimistic about my life. I'm very positive about my future because I'm doing the best I can and I'm working hard. So, I know that I'm going to achieve what I want.



"Life in my country was nice, actually. But, as I was growing up, life got difficult. Because of the new government by the Taliban. Some political stuff was going on with our family. So, because of those things, I wasn't safe, actually, so I had to leave my country.

I was roughly 15 when I left. When I reached the UK I was about 17. It took me one and a half years to make the journey. To be honest, the journey is like a suicide mission either you succeed or you die. Most of the people died, to be honest. It's a fight. You had to fight for your life just to get across of some countries to seek safety and a good life. It was difficult and a very terrible experience.

When I came to the UK, I claimed asylum and after that they gave us shelter. I spent a month in a hotel. Being in the hotel we still faced a lot of unfair stereotypes. Also, because you're new to the country, you were just thinking about lots of things like new place, new language and new traditions. Everything was different. I didn't find it very good in the hotel. It was uncomfortable because you are not stable,

My only goal was just to go somewhere, start education and do my studies.

After a month, they took me here to Baca and then I started a new life. I was happy because I came to Baca college for a few months because at the time I came here, I couldn't get into a local college because the admission window was over. So, I came to Baca College every day. I did separate revision because I had previous experience learning English, so I was revising by myself with special support from the teachers. This was the thing I was very happy about because there was no education in the hotel. When I came here, I started my studies, got to know new people, and I started talking to people. So, it was good. I enjoyed it. Our support workers helped us with many things because when I came here, I could speak like a little bit of English, but not that much. Baca found us a club, a cricket club, so we joined and then we were playing there in the club. It's good to be involved with a community because it's a kind of help for you because if you're learning things, talking to new people, then it can help you in the future.

I didn't even spend two years here with Baca before I moved out. It was a bit difficult at first, but now I'm getting independent and I'm doing it myself. I recognise there were lots of things I didn't even have to worry about at Baca to be honest. Now I must do it myself, so I know the importance of Baca's support!

Right now, I'm doing GCSEs. I'm looking at what my future will be like. Right now, I just want to study - that's the goal and that's the aim of my life. I'm quite optimistic about my life. I'm very positive about my future because I'm doing the best I can and I'm working hard. So, I know that I'm going to achieve what I want."

Emotional and physical wellbeing

YOUNG MINDS MATTER

Being in a safe home and supportive community is an essential starting point for the recovery and healing necessary for young people to thrive again. Whilst the young people at Baca are welcomed into this safe space and community, it is not the panacea to the challenges they face for their emotional wellbeing. They live with the unknown of their asylum claims. They are exposed to discrimination, suspicion and viewed as a threat by society.

They could be struggling to process their new surroundings or missing the comfort of their own culture and family. All of this in addition to the trauma of their past experiences.

Providing in-house therapeutic support, therefore, is key in supporting the young people's emotional wellbeing.

Exercise and sport, meanwhile, are not only good for the body – but the brain and emotions too.

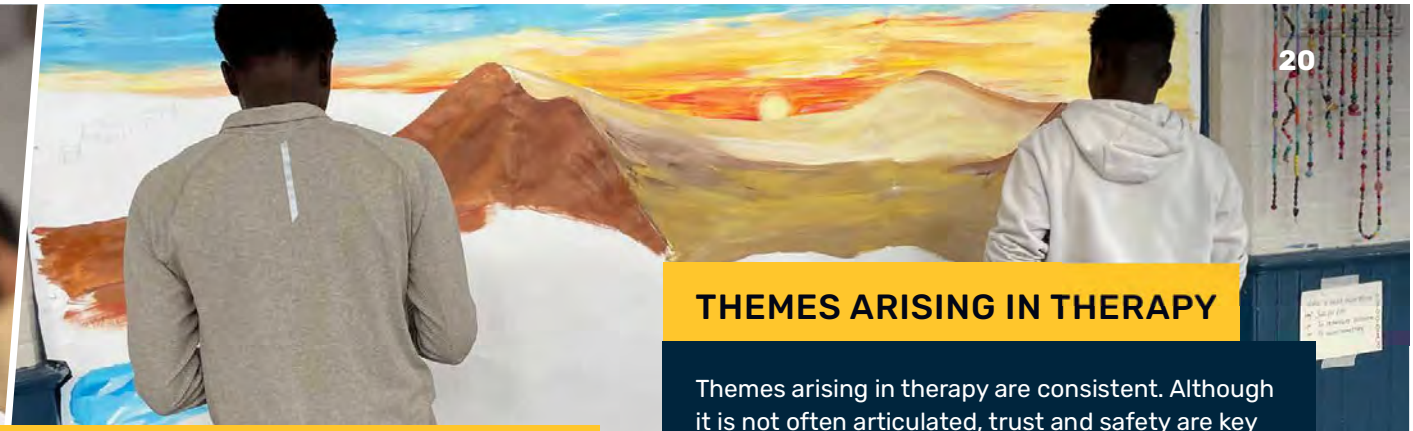
45 young people have attended at least one therapy group or one-to-one session

OUR KIND OF THERAPY

We use art, drama and dance to build on the innate creativity of the young people at Baca, overcoming the language, accessibility and cultural barriers often posed by traditional counselling techniques. Dance is so important in many of our young people's cultures.

As well as sessions in-house in Loughborough and Cambridge, one of our art therapists runs regular therapy sessions at WQE College, Leicester, for young people who are studying and unable to get to Baca after college. Since September 2024, the same has been initiated for young people studying at Cambridge Regional College.

Through 2024, we have delivered 560 therapy sessions, at an average of 51 sessions per month, serving an average of 56 young people every month. This is 80% of all young people at Baca. 91% of them have seen an improvement in their wellbeing.



WHAT OUR YOUNG PEOPLE THINK

'I would tell them that it's okay to feel things and not keep everything inside. In my culture, people don't always talk about feelings, but that doesn't mean we don't have them. Art therapy is a safe space to let things out without feeling judged.'

'That I can express myself in different ways, not just with words. And that my feelings matter, even if I don't always know how to talk about them.'

'It takes time to trust, a long time. I would never have talked in front of a translator or if someone had made me rush.'

'If I have stress I learned breathing exercises and that I can communicate my feelings and because I have learned that for myself I think that I can help others as well and it makes me want to do that.'

THEMES ARISING IN THERAPY

Themes arising in therapy are consistent. Although it is not often articulated, trust and safety are key factors in engagement with therapy and of course with every aspect of Baca support.

Grief, loss, and culture shock/change are overwhelming in the impact they have on young people and on their behaviour during the weeks and months after arrival – to a greater or lesser extent.

Underlying all of these things is the experience they have endured prior to and during their journey, this often isn't what they are focussed on processing on arrival just because they are not ready to trust or even to begin to think about these things, or they are made to talk about them when not ready and so they become unable to process in a safe way.

Therapeutic support needs to find the balance between creating the conditions that enables young people to access therapeutic support but are not ready on the one hand, whilst being responsive to those who are ready to engage on the other.

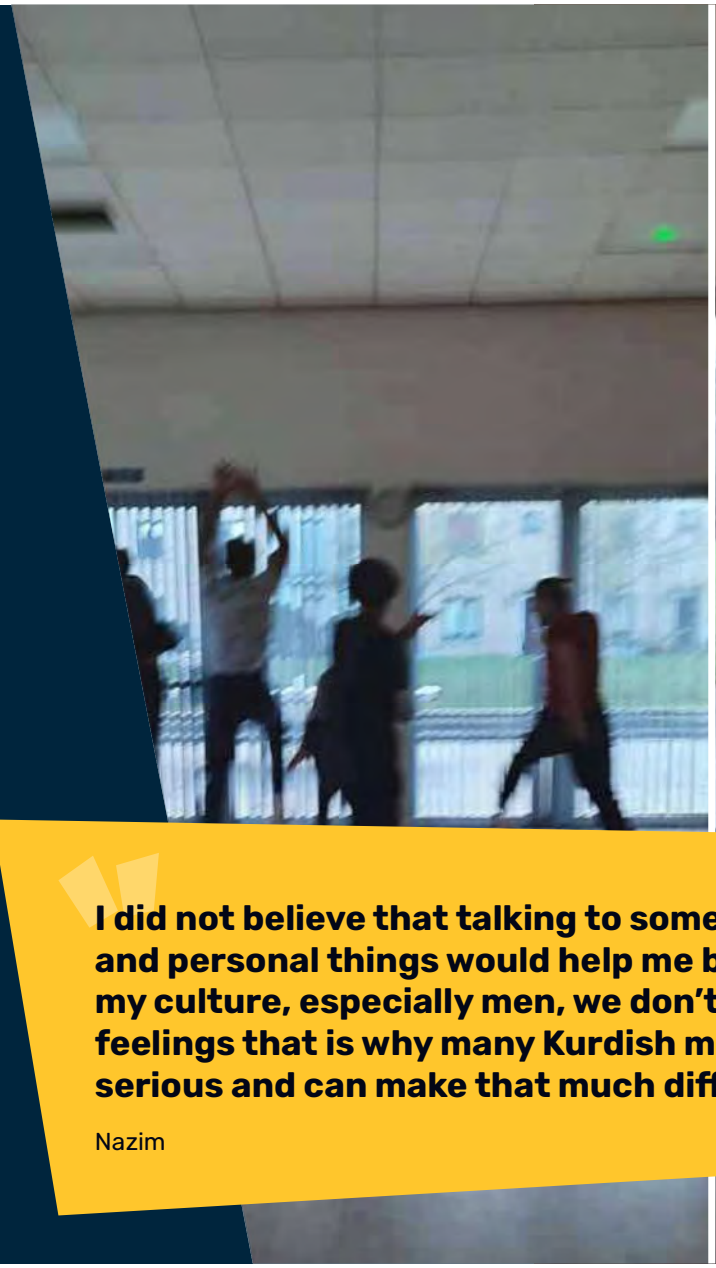
Case Study

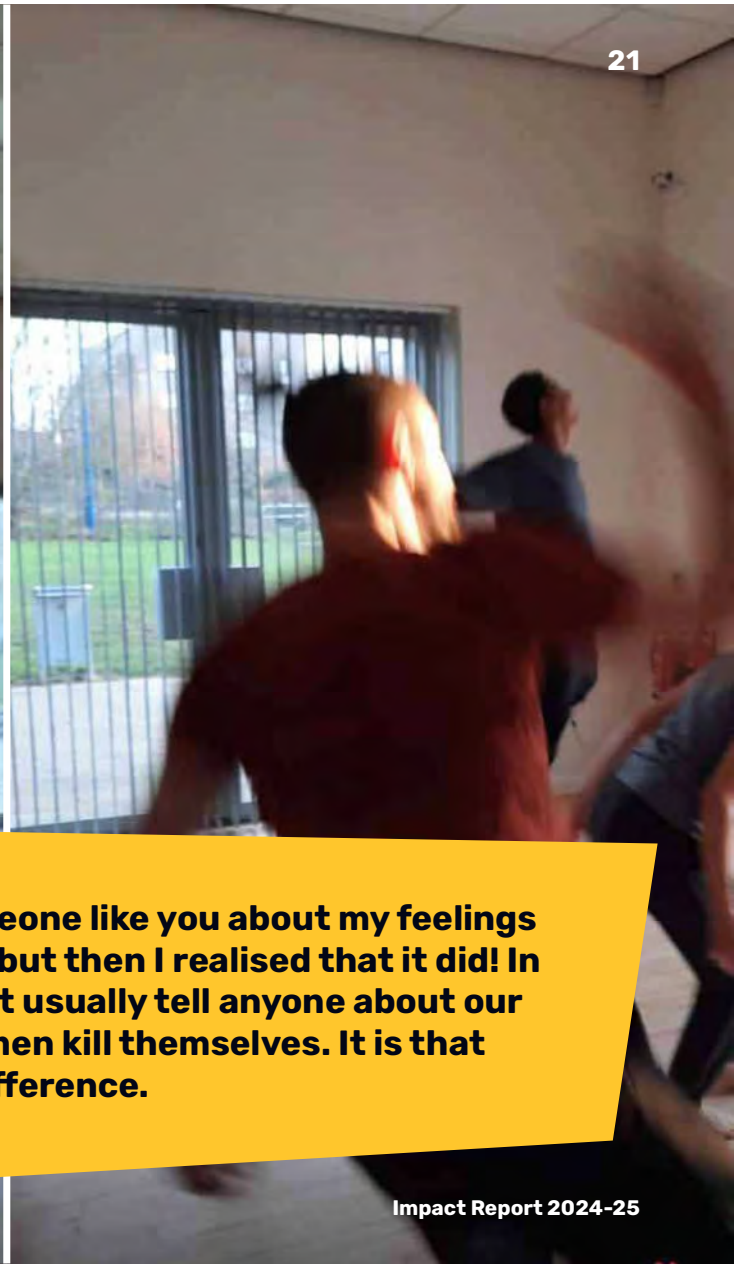
DANCING WITH OUR FRIENDS

Many of our young people love to dance so they were overjoyed when our friends Dan and Mel from Infusion Physical Theatre ran a unique dance workshop for them.

Through movement and dance, they enthusiastically engaged exploring concepts of emotional regulation, from adrenaline and fight and flight to soothing calm, connection and balance through partner work. Afterwards, Babak shared, *"it was amazing and good not just for your body but also for your mind."* And, Dan told us, *"The guys are so warm and daring and it was super fun to dance with them!"*

Partnerships with Infusion give young people exciting opportunities to try something new with skilled professionals. We're grateful for their upcoming workshops and can't wait to dance with them again!





I did not believe that talking to someone like you about my feelings and personal things would help me but then I realised that it did! In my culture, especially men, we don't usually tell anyone about our feelings that is why many Kurdish men kill themselves. It is that serious and can make that much difference.

Nazim

MIND, BRAIN, AND BODY

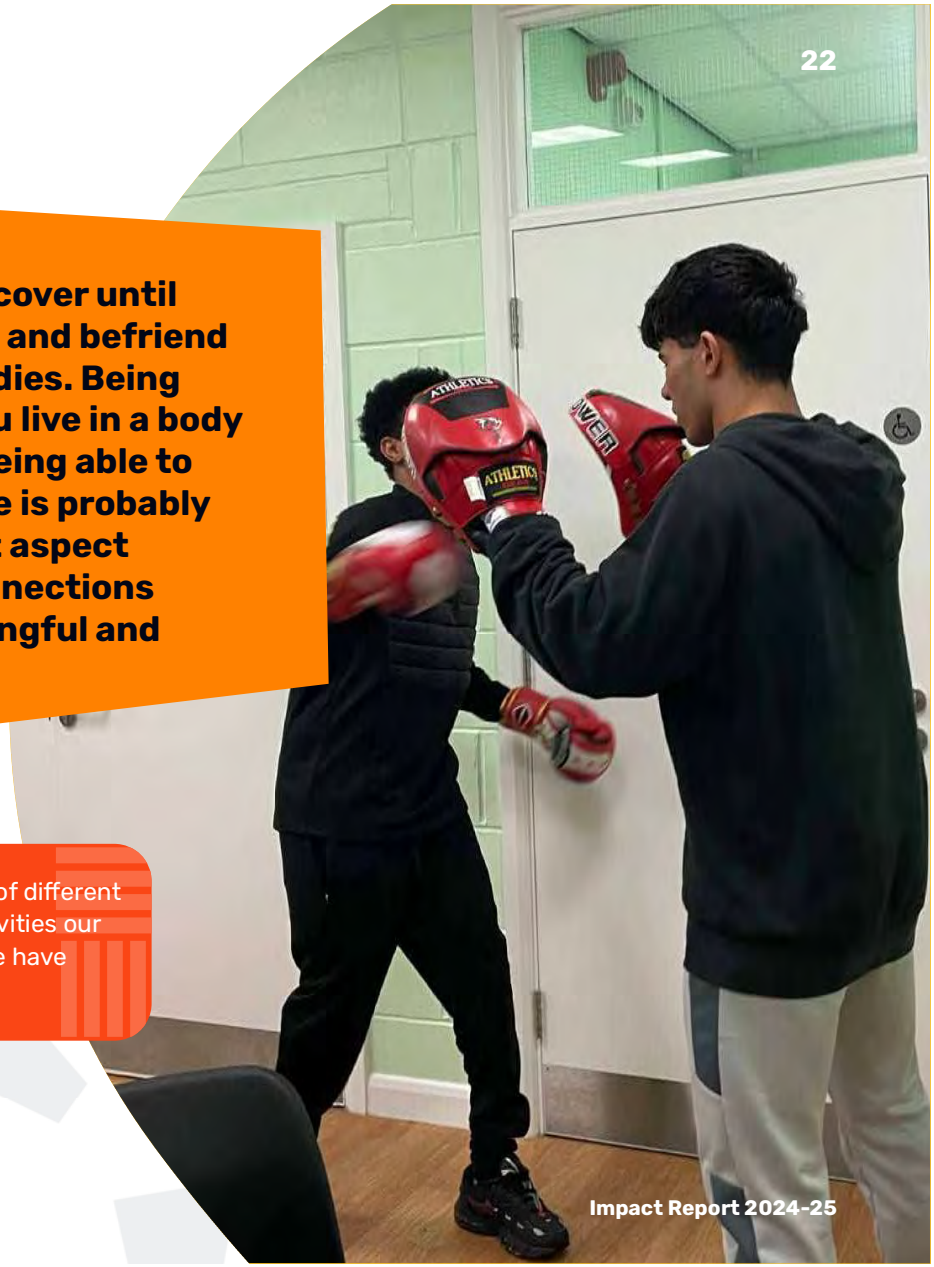
While football remains the most popular sport among our young people, we provide a wide range of options to ensure as many as possible. This includes gymnastics, boxing, swimming, running and cricket.

As well as organising sports in-house, we have also connected more young people with a range of local clubs. One of our young people within weeks of arriving in the UK was determined to play cricket. The team supported him to join Histon Cricket Club. He has quickly risen through the teams and now is regularly playing with their adults' 1st team. He absolutely loves cricket, is committed to training and has a dream of playing for the county as soon as he can. His talent is quickly being recognised: a few of his teammates have donated money for kit and a cricket bat to support him. He is a fast bowler and has his sights fixed on a bright future.

As well as the benefits of keeping fit these activities facilitate recovery from trauma, meet people outside Baca and helps our young people make a deeper connection to the community where they live.

Trauma victims cannot recover until they become familiar with and befriend the sensations in their bodies. Being frightened means that you live in a body that is always on guard. Being able to feel safe with other people is probably the single most important aspect of mental health; safe connections are fundamental to meaningful and satisfying lives.[7]

35 The number of different sporting activities our young people have taken part in



7 Bessel A. van der Kolk, The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma

Community enables belonging

SAFE CONNECTIONS

"Being able to feel safe with other people is probably the single most important aspect of mental health; safe connections are fundamental to meaningful and satisfying lives."[8]

We believe in community – a community of people who are willing to learn, support, share and encourage each other in the highs and the lows. A community who are willing to discover what it means to belong together across all our differences. This community is not just the team at Baca but also the supportive people from the towns the young people live in. Many of them volunteer even in quite challenging external circumstances.

We actively pursue opportunities that connect young people's interests with the shared interests of supporters in the community. These opportunities not only facilitate the creation of belonging and safety, but also the development of language, skills, interests and aspirations for the future.

Strong community connections locally and beyond are also crucial for nurturing a more inclusive attitude towards the young people in our care.

Therefore, as we look ahead, we are committed to building and extending this community so that it includes decision makers and experts who influence policy and practice affecting young people.

35 members of the local community have taken part in Baca volunteering events

8 Bessel A. van der Kolk, The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma

RUN. VOLUNTEER. RUN

Last year, one of the young people we served tragically died due to a heart defect. Ibrahim was a 17 year old teenager who loved taking part in the park run. His dealth deeply impacted everyone at Baca, but his legacy lives on. Now every Saturday morning, three to four young people have regularly taken part in the park run. They turn up, volunteer with the others to set it up, run and then volunteer after. They encourage and cheer the other runners from the sidelines. The young people talk about their time with enthusiasm and pride.

One of our quieter young people has been volunteering with the Papworth Trust at OWLs bike shop to build his skills and English. On Friday he attended an awards ceremony and was presented with two certificates for his work, and he has been using his skills to help fix bikes.

One of our volunteers said, *"I was inspired by the young people I met at Parkrun. Hearing their stories and how Baca was supporting them, motivated me to give."*

MORE THAN JUST CRICKET

"I received a call from Hassan's cricket coach while we were both out together. He told me how integral Hassan is not only to the first team but the club as well. He said that Hassan has so many people at the club that want to see him do well. I relayed this to Hassan, his face lit up. Hassan then showed me some videos of the match at the weekend where he took three wickets. He was so proud, and so was I.

"Hassan then showed me a message that his volleyball coach had sent him where his coach was asking if he was going to continue playing for the team next season. Hassan had responded saying yes, to which the coach had replied "You've made my year". He then went on to say how important Hassan is to the team and thanked him for everything he does for the team. I said to Hassan that this is all down to who he is as a person and all the hard work he has put into his studies and himself. I said he is a big part of the community! He said "it is also the help of Baca. I love being here." This is a huge celebration, and it is amazing to see how people outside of Baca see the same person that we do."

Support Worker at Baca

MY JEWELLERY, MY STORY

People have loved wearing jewellery for thousands of years. Occasionally it's useful, sometimes it's for decoration and often it holds special memories.[9]

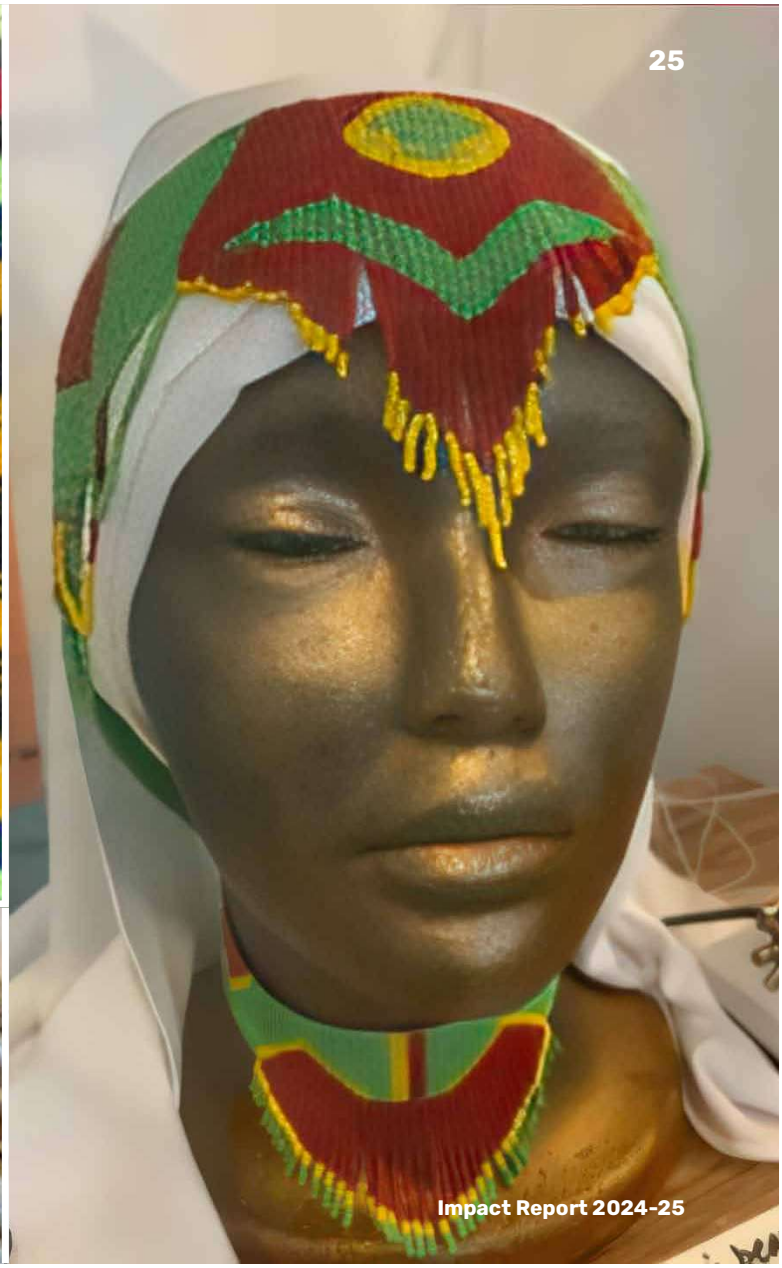
Baca's young people have been involved in curating a case for the *'My Jewellery My Story'* exhibition at Charnwood Museum. Every young person who has been part of the Baca case arrived in the UK alone, having lost their families and loved ones. Though they have endured immense loss, their passion and stories have come together in a powerful and moving exhibition that shares their identities with the local community.

Here's a snapshot of one of the stories shared by an Eritrean young lady at Baca.

"This cross was given to me by the Priest when I was baptised in the Christian Orthodox Church at 80 days old. After this, I kept it on all the time, it came all the way with me on my journey from Eritrea. In Libya, many Orthodox Christians are killed for their faith because they will not take off their cross. It is very bad. Wearing a cross is so special for me, it is like my heart beating." Noor

"Much of our valuable things are lost or broken because we have left everything behind when we left our families and our countries, but we still remember the stories. Now we are making new stories for our future." Nadhim

9 https://www.cultureleicestershire.co.uk/projects/my-jewellery-my-story/



INFLUENCING DECISION MAKERS

Part of the role of Baca is to be advocates for the young people we serve. Drawing on their stories, achievements and challenges, we want to:

- raise awareness of the strengths and challenges facing child refugees
- raise standards of response in the care of child refugees

This year we started working with the local catholic secondary school who were keen to introduce to the students the idea of seeing work as vocation representing the outworking of one's values. We joined in with the Year 9 'Vocation Retreat Day' and end-of-term 'Celebrations of the Word'. Through these opportunities, we were able to introduce to the students the real experiences faced by young people similarly aged to them. We were able to share stories of their generosity, kindness, resilience and determination, whilst also sensitively sharing their grief, loss and challenges. We were able to speak about our work and how as a team we work to create an environment that inspires hope, strengthens resilience, discovers their talents and celebrates their dignity.

> *"Your visit truly opened the eyes and hearts of our young people. It was inspiring for them to hear first-hand how they can be part of a world that offers hope, dignity, and care to those who need it most. We deeply appreciate the way you connected with them and shared your mission so passionately."*
>
> *Chaplain, Secondary School*

This year, we also made inroads into influencing those in authority. We were invited by Cambridgeshire County Council to deliver a seminar on "Working Together to Support UASCs" at the 2025 Supported Accommodation Conference. The primary audience of the conference were commissioners of local authorities, service deliverers and Ofsted. Four young people joined us in delivering the seminar. We shared young people's views on what support made a difference to them and enabled them to thrive. We also shared the key ingredients that make our service to the young people impactful in the long term.

A representative of the local authority gave us the following feedback:

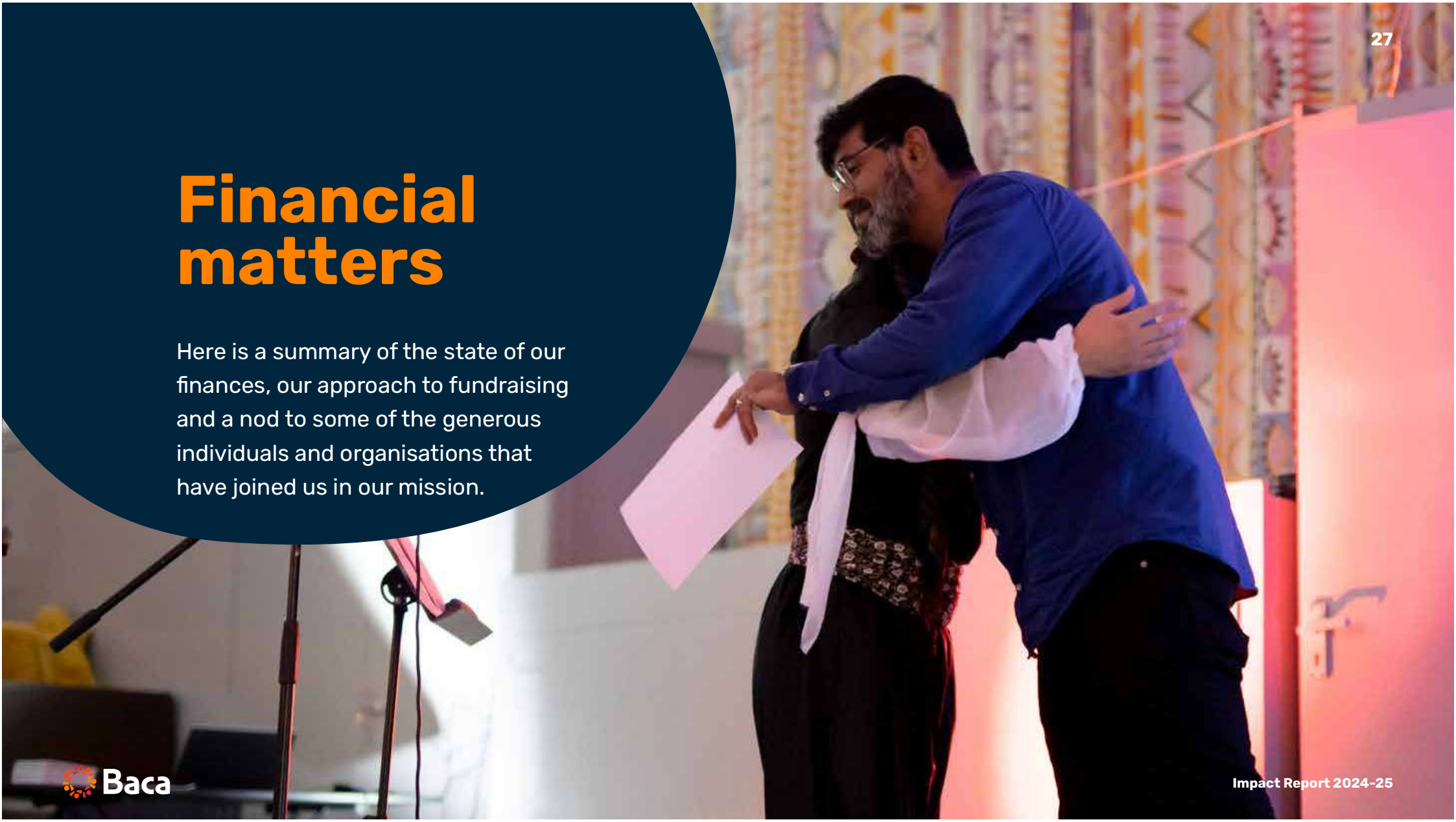
> *"Thank you everyone for bringing the young people and delivering the workshop. I was struck just by how busy the workshop was and how engaged the audience was. Real highlight of the day - Thank you!"*

Another said,

> *"The lads where amazing and the room was packed with commissioners and providers. They did so well and should be proud of themselves."*

Financial matters

Here is a summary of the state of our finances, our approach to fundraising and a nod to some of the generous individuals and organisations that have joined us in our mission.



FOCUS ON FUNDING

Baca's funding primarily comes from contracts with partner local authorities. We would like to particularly acknowledge our partnership with Leicestershire County Council and Cambridgeshire County Council. Even in the midst of the challenging economic environment, the councils have partnered with us to deliver the best possible service for the young people we serve.

Baca would not be able to deliver our holistic support services without the support of various grant funding bodies and foundations (see page 30). We thank them for their generosity and commitment to our work.

Amid the challenges of rising costs, challenging financial situation faced by local authorities and challenges faced by families in meeting their own expenditures - we have been humbled by the long-term commitment of our supporters and local communities. The unwavering support from individual fundraisers, churches, schools, universities and various community members has been critical in the pursuit of our mission. We do not take the sacrificial generosity of our supporters for granted.

We continue to strengthen our existing connections and develop new ones as we focus on sharing the stories of hope and resilience of our young people, whilst standing in solidarity with them in the most challenging moments.

Baca subscribes to the Code of Fundraising Practice in all its fundraising activities. The code is implemented through our human resources and fundraising processes. Every person involved in fundraising for Baca is trained and inducted on the expectations set out in the code of practice.

It is also reflected in our fundraising pack, and we comply with all the GDPR legal requirements regarding donors' or fundraisers' personal data.

No third-party organisations or consultants were used for raising funds for Baca. And there have been no breaches or complaints received with the application of this code and GDPR regulations in the reporting period.

FUNDRAISING AND SUPPORT IN KIND

Thank you to everyone who has campaigned for us, made donations (both financial and in-kind), volunteered their valuable time and skills, and supported us financially.

These donations have enabled us to enable young people to learn, explore and discover new experiences, skills and insights to help them establish life in the UK. We have been able to take young people away on trips to London (visiting London Eye, Big Ben, National Gallery, Westminster Abbey and the Houses of Parliament), Warwick Castle, participate in a football tournament.

Thanks to your generosity we've been able to provide a safe place for child refugees to heal and the freedom to build a better future.

Here are some of the highlights,

- Regular donors have continued to support us with their generosity, giving £7850 through 24-25.
- One of our trustees achieved the incredible feat of running a full 24-hours in 24-hour equinox race, raising £1276.
- An ardent supporter of our work championed Baca and the RNLI, through his 'Wet around the fringes' fundraising walk across Wales, raising £2100 for Art Therapy.
- Other individual supporters ran 10k races and half marathons to raise awareness and £1000 for our work.
- 'Young Support' – a brave and kind daughter of one of the individuals in the Cambridge community, having heard about Baca's young people chose to sell hot chocolate to show her support for our mission. She raised £114.
- Local faith groups like churches continued to support our work through donations of day-to-day essentials and raising £2300 through the year.
- Baca continued to be connected to the local schools and were invited to raise awareness through assemblies and information evenings.
- The Loughborough Students Union Action society and RAG group supported us through volunteering and raising money through their regular fundraising activities.
- Church Pharmacy, Praise Along and Gallaghers insurance all supported our mission this year through both donations of their time and with money.

THANK YOU TO OUR FUNDERS

Special thanks to our funders:

- Leicestershire County Council
- Rutland County Council
- Cambridgeshire County Council
- Leicester City Council
- Peterborough Council
- The National Lottery Community Fund
- Samworth Foundation
- The Henry Smith Charity
- CHK Foundation
- Paul Hamlyn Foundation
- BBC Children in Need
- Society of the Holy Child Jesus
- Magnify Foundation
- The Simon Gibson Charitable Trust
- The Balcombe Charitable Trust
- The Swire Charitable Trust
- The Cambridge Build Society Community Fund
- Cambridgeshire Community Reach Fund
- The Police and Crime Commissioner for Leicestershire
- Next PLC
- The Evelyn TrustOutlook Fund
- John Lewis Partnership Foundation
- The National Lottery Community Fund (Awards For All)
- The Austin and Hope Pilkington Trust
- Cambridgeshire County Council Cultivate Cambs Grant

Thank you

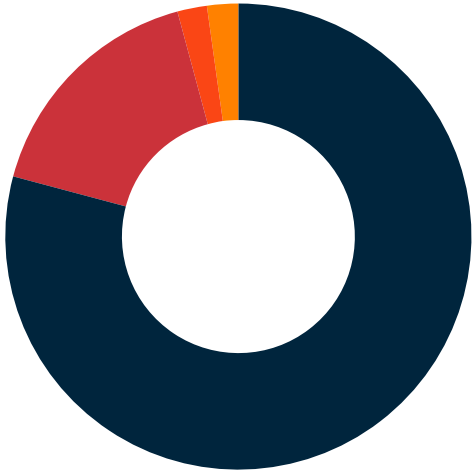
FINANCES AT A GLANCE

INCOME

Accommodation and support	£1,759,426	79.2%
Grants and trusts	£369,620	16.6%
Donations and legacies	£46,029	2.1%
Investments	£47,801	2.1%

Total income £2,222,876

Our total income for the year decreased by £258,395, or 1.18% on the previous year.

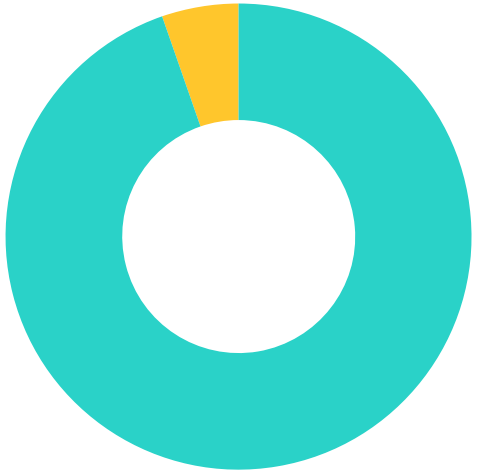


EXPENDITURE

Accommodation and support	£2,108,743	95%
Fundraising	£105,317	5%

Total expenditure £2,214,060

Our total expenditure for the year increased by £411,014, or 22.8% on the previous year. £2,108,743 or 95% of our income was spent on charitable activities.



Future plans

You've read about what we've achieved this year. See overleaf for a summary of our priorities for the year ahead

People who pass through the valley of Baca, dig deep to find a pleasant pool where others find only pain. As they go through it, they grow from strength to strength, and the early rain covers it with blessings.

Dig deep to go from strength to strength

STRATEGIC GOALS

We have come to the end of the previous strategic period. We have conducted a review involving all of team and the young people to learn from the past 5 years. The following conclusions have been reached following our review,

- We are making an impact, but we want to get better for the sake of the young people.
- The difference we make is attracting those around us to help them and to raise the standards. But our response needs to be more effective to create greater influence.
- The external environment (socially, politically, economically and legally) is challenging and is expected to become even more challenging.
- In response we need to double down our single priority – see young people thrive. Furthermore, we need to step up to influence the community and those in authority to create an environment that welcomes child refugees, be safe, heal and inspired with hope to thrive again.

STRENGTHEN OUTCOMES FOR GREATER IMPACT

We have developed a service over 17 years that seeks to understand and respond to the needs of unaccompanied young people seeking refuge in the UK. Our review has shown us that 92% of young people transitioning out of Baca are prepared to live independently. However, our review has also shown us that young people need more support to better manage the challenges of society right now. This also includes their desire to be productive members of the community, ideally working with their skills, gifts and talents in purposeful and sustainable employment. Strengthening our current foundations and building new ones for this end-goal is a priority for us over the next strategic period.

SAFE HOMES AND COMMUNITY SPACES

People and places are inter-connected with each other. Safe spaces enable people to come together to heal, rest, recover, learn, dream and discover together. We will be focusing on our homes and spaces we use to deliver our services to be even more safe, culturally representative of the young people we serve, stable for the long-term and sustainable to operate.

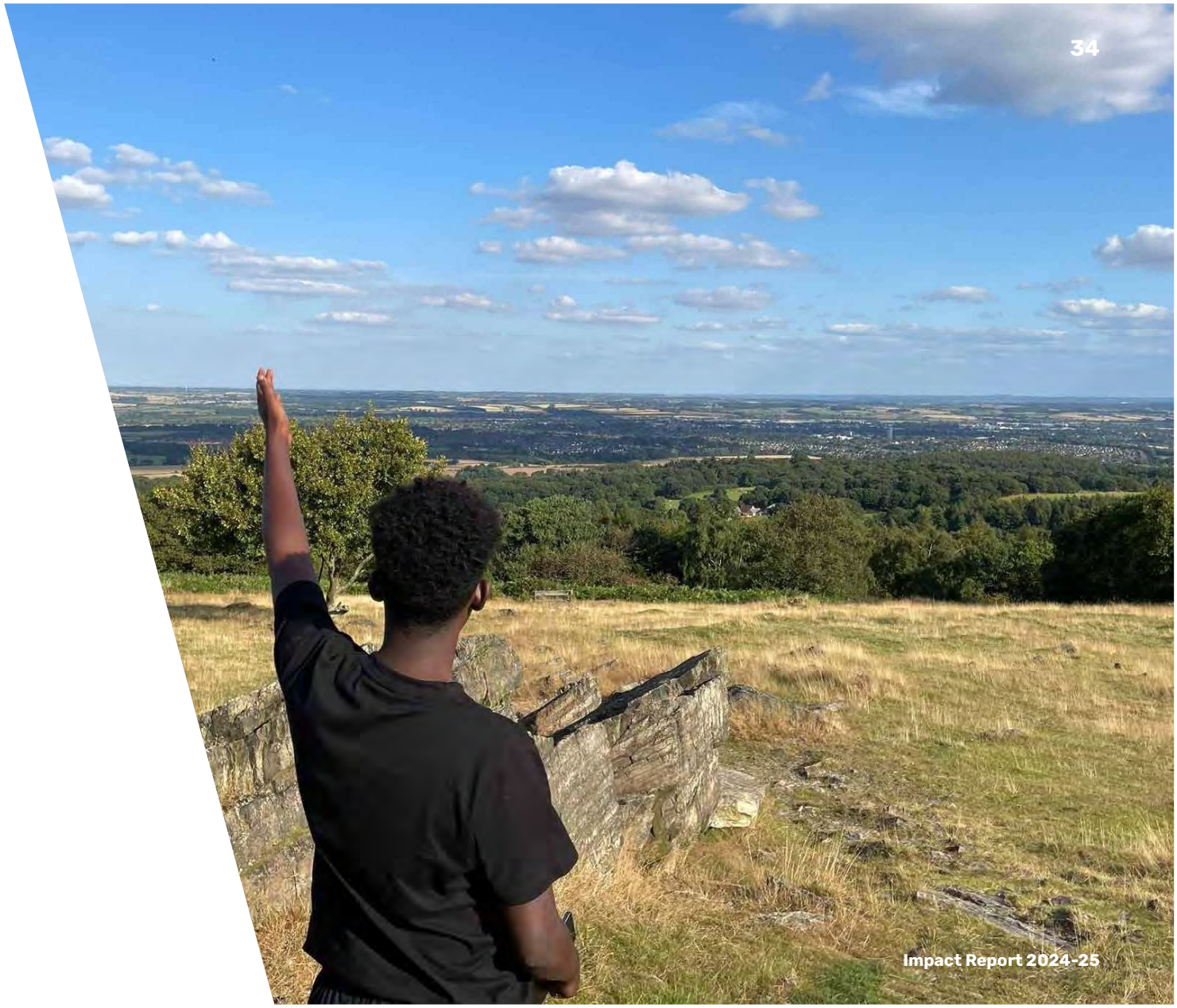
SPREAD THE WORD

“Our lives begin to end the day we become silent about things that matter,” said Martin Luther King Jr. Our young people want the confidence to share their story. It is a key part of them taking ownership of their healing journey and dignity. Through mentoring and advocacy in the wider world, we’ll continue to equip young people to tell their stories and have their voices heard, particularly when it comes to decisions that affect their futures.

AMPLIFY IMPACT

We will be working hard to influence those in authority to raise the standards of welcome, service and outcomes for unaccompanied young people seeking refuge in the UK.

Having increased our capacity to serve more young people in Cambridge, we will be aiming to grow our capacity even further due to large number of young people that do not have a better option and are not being served by us due to our limited spaces.



Trustees' report

The Trustees, who are also the Directors, present their report together with the financial statements for the year ended 31 March 2025

From the Baca Chair

FROM STRENGTH TO STRENGTH

Once more Baca has demonstrated throughout a very challenging year both the highest quality of holistic care and a constant ambition to invest in improving to even better serve the vulnerable young people we work with. In the face of an increasingly noisy and negative public discourse around asylum seekers, deep financial constraints facing councils and ongoing rises in cost-of-living challenges, Baca has remained true to our vision and values and continued to deliver first class care to increasing numbers of young people.

Our supporters, partners, staff and volunteers remain united in a resolve to deliver our mission and rebuild lives. This values-based approach fed into the process for delivering our new 5 year strategy, which recognises the strengths we are building on but identifies where we want to further invest for even greater impact. We build in time for constant learning and reflection as part of this.

This report highlights the specialist nature of our provision. Our houses are not just secure houses – they are safe homes. Our provision goes above and beyond the basics to provision of therapeutic, young people centred care. We are more than a safety net and we continue to strive to be a launch pad for our young people to rebuild their lives and go from strength to strength when they leave us.

This report also highlights the commitment to enabling young people to share their own stories, views and experiences. In sharing their stories, they have courageously invited us to get to know. As we do, we celebrate their courage, kindness, generosity and determination to rebuild their lives.

Whilst pursuing this excellence, Baca has maintained uncompromising focus on safeguarding. The risks and vulnerabilities facing young people continue to be on the rise. In this past year, the team have navigated some challenging circumstances. Our response has been to continuously learn and adapt our service whilst enabling young people to take positive risks that enable their development and transition to independence. This approach means we are not just protecting from unsafe influences and situations but also equipping young people to stay themselves as they prepare for adulthood.

We could not do all that we do without the incredible efforts of our staff and volunteers. I want to thank each one of them as they continue to sacrificially serve Baca. I also want to thank the local authorities who, despite facing their own challenges, have continued to support us through the ongoing external changes and challenges.

Mark Vyner
Chair of Trustees
Baca

Objectives and activities

VISION

A world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives for a better future.

MISSION

It is our mission to serve young people who have been forced to flee their home country — offering safe homes, education, therapeutic care and support in every area of their lives.

We believe each young person, many of whom are victims of human trafficking, has a dignity worth celebrating, talents worth discovering and a life to live to its fullest potential, no matter their past experiences nor present circumstances.

We are committed to providing an inspiring environment that raises hope and strengthens resilience.

VALUES

Our values underpin all we do and how we behave as an organisation and as individuals. The staff team, volunteer team and the Trustees seek to demonstrate these values and behaviours to those we work with, those we seek to influence, and wider society.

Respect

Treating everyone with dignity in all circumstances.

Integrity

Unexaggerated truth, expressed with humility, purity of motive and sincerity of intention, in both our words and deeds.

Passion

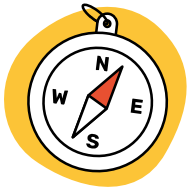
Embracing risk for the sake of the mission, with courage to take bold risks and to innovate despite adversity.

Grace

Costly additional opportunity for everyone, to enable us to be our best by taking responsibility and being perpetual learners.

Compassion

Serving sacrificially, rooted in an unwavering zeal to seek the best for those we serve and not self.



Wisdom

Finding a way through a challenge by listening, learning, perceiving what is at stake, applying insight and considering diverse options.

Leadership, structure and governance

Baca is a company limited by guarantee not having share capital. The governing documents are the Company's Memorandum and Articles of Association. The Company obtained registered charitable status on 18th June 2008.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

- M Vyner
- S Short
- A Brackett
- J Fyleman
- L Lloyd-Jarvis
- P Clark

In addition to the Trustees, the members of the Management Committee (Leadership Team) during the period were:

- J Zachariah
- M Banister
- Á Oliver
- T Yakub
- I Lowings

APPOINTMENT OF TRUSTEES

Trustees are appointed by the Board. The recruitment process is undertaken in line with the charity's policy and procedure. In considering potential Trustees, account is taken of their alignment with the charity's objectives, values and any specific skills or relevant expertise, through a skills audit, with which they will enhance the Board's ability to carry out its responsibilities.

Vacancies are advertised through networks and recruitment sites or through direct contacts by current members of the Board of Trustees. Applicants are shortlisted and invited to an interview with the members of the Staff and Young People Sub-Committee and the CEO. Recommendations are then made to the full Board.

Recommended candidates are invited to a Trustee Board meeting to establish their suitability and to gain a wider understanding of the governance function carried out by the Board. The final decision to appoint lies with the full Board and is made after this meeting. If necessary, a second invitation to observe the Board will be made to the relevant candidate. All Board members must agree. Where an affirmative decision is made, the necessary legal process of appointment is commenced. Trustees are recruited to serve on the Board of Trustees for a five-year period, at the end of which they may be re-elected for a second term.

TRUSTEES' INDUCTION AND TRAINING

New Trustees' induction consists of a briefing of their legal obligations under charity law, the committee and decision-making processes, together with the budgets and recent financial performance of the charity.

During this process they meet key employees and other Trustees. New Trustees are invited to attend a series of short induction sessions to familiarise themselves with the charity and the external context. Trustees are also encouraged to attend appropriate training events where these will facilitate the undertaking of their role. In addition, they complete online training in safeguarding, health and safety, and equality and diversity.

ORGANISATIONAL STRUCTURE

Baca is organised so that Trustee Board meetings are held quarterly. The Board is also divided into two subgroups:

- Finance and Fundraising
- Staff and Young People.

These groups meet quarterly. Between such meetings there are email exchanges as necessary.

The Finance subgroup takes the lead on all aspects of Baca's financial resourcing and report its recommendations to the Board. The Staff and Young People subgroup takes the lead on all aspects of the workforce, safeguarding, and service delivery oversight, and makes recommendations to the full Board. The Memorandum of Articles enforces that there must be a minimum of three Trustees appointed for the Trustees to be able to exercise the powers conferred upon them under company law. There are no restrictions on the Trustees' power in respect of the charity's investments. The Trustees may invest and apply all of the charity's monies in all respects as if they were absolutely and beneficially entitled thereto.

A scheme of delegation is in place, delegating responsibility of running the charity to the Chief Executive along with the Leadership Team. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The Leadership Team is responsible for the day-to-day operational management of the charity, ensuring that the team continue to develop their skills and working practices are in line with good practice.

REMUNERATION POLICY

The aim of our remuneration policy, which applies to all employees, is to offer salaries that are fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims and meet the cost of living as closely as possible.

In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors. The Trustees consider the key management personnel of the charity as the members of the Leadership Team, comprising the Chief Executive (CEO), Finance Director, Service Director, Operations Director, and Head of Fundraising and Communications.

The remuneration of the Leadership Team is determined by the Trustees upon recommendations made by the Staff and Young People subgroup. In agreeing the remuneration, the subgroup considers indicators in the wider economy and the stewardship of resources for the long term.

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

In order to best serve child refugees, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors.

The charity works in formal partnership with local authorities to deliver services. We also work with a range of charities who are specialists in working with vulnerable young people in areas including mental health, trafficking and child sexual exploitation. This can include referrals and sharing best practice. None of the Trustees received remuneration or other benefit during the reporting year.

VOLUNTEERS

Baca's work relies on the support of volunteers from the local community; without them we wouldn't be able to deliver a holistic service. These volunteers provide a range of activities including one-to-one reading lessons, help with writing CVs and mentoring sessions.

Volunteers also work one-to-one with the young people so they can practise hobbies such as cooking or sewing or develop new interests. This enables them to build positive relationships with volunteers and creates an informal setting to practise their English.

We also have residential volunteers who stay overnight to cover for our Support Team.

In the past year, there have been 35 of these regular volunteers.

Baca also provides one-off events for companies to come and volunteer. This has included activities such as painting and gardening.

A big thank you to all our volunteers for their support.

SAFEGUARDING

Baca continuously strives to prioritise the safeguarding of the young people placed with us. The Leadership Team continues to provide direct oversight of our safeguarding structure, with a member of the Leadership Team being our Designated Safeguarding Officer (DSO).

The Leadership Team consistently ensures that safeguarding practices and behaviours are embedded in the culture of the organisation. The DSO works closely with the service delivery teams, conducting weekly safeguarding reviews. They ensure the robust escalation system, as described in our safeguarding policy, is followed, which is reviewed annually.

We follow safe recruitment practices which involves all recruits going through an enhanced DBS check and two references. Serious incidents of safeguarding concerns are reported initially to the Trustees. These are also reviewed in detail by the Staff and Young People subgroup which includes the designated lead Trustee on safeguarding. Monthly reports to the Trustees include safeguarding as a standing item.

Baca works very closely with the local authority social work teams to ensure we are complying with government guidance. Baca continues to strengthen the processes across the organisation to ensure safeguarding considerations are a core part of all decision making. Risks to young people are reviewed in weekly team meetings. All staff and volunteers have clear information on how to report any concerns within the charity. This information is reviewed and refreshed annually through training and induction.

By the very nature of the vulnerabilities faced by the young people supported by Baca, safeguarding is an area of consistent change and challenge. There are ongoing low-level instances of safety concerns which are regularly monitored and resolved.

In the past year, we have had two young people were involved in separate safeguarding incidents that posed safety risks to two individuals in the community. Baca followed procedures as per policy alongside following advice and guidance from the Local Authority Designated Officer and took necessary action. Timely reports were produced and sent to all relevant authorities.

We also worked very closely with all other statutory and front-line services including the police where necessary.

A full review was conducted to establish learning. It was concluded that personal choices from the young people involved were the primary reasons led to these incidents. This was despite every effort being made to ensure these young people were trained to understand and practice personal safety. The review also established the importance of team being able to be firm in boundaries with the young people. This led to further training and development activities to contextualise safeguarding and in developing confidence in boundary setting.

PUBLIC BENEFIT

Baca's objects, as set out in its Articles of Association, are the advancement of education and the relief of poverty among forced migrants in the United Kingdom and abroad, and the promotion of racial harmony and mutual respect and diversity.

Each year, the Trustees review the charity's objectives and activities to ensure they continue to reflect Baca's aims. In carrying out this review, the Trustees have complied with their duty in section 17 of the Charities Act 2011, to have paid due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The Trustees consider that Baca's activities provide benefit both to the child refugees who use the charity's services, and to the wider community.

RISK MANAGEMENT

The Trustees have reviewed the major risks to which the charity is exposed, and systems have been established to mitigate those risks. A full risk assessment is carried out as part of the strategy and business planning process.

Risks are presented at each quarterly Trustees meeting. In these meetings, significant external risks to income and reserves are reviewed to ensure that sufficient funds are in place. Internal risks are reviewed and minimised by the Trustees and Leadership Team by the implementation of appropriate procedures. The core risks to the charity are as follows (see next page):

RISK SUMMARY	MITIGATIONS	
Safeguarding young people Baca works with highly vulnerable young people, some of who have been victims of exploitation and trafficking. The risks to safety are also intensified due to the challenges posed by poor emotional wellbeing, lack of trust, limited knowledge of English and unknown immigration status. In addition, the young people are facing increased vulnerability due to the impact of the Safety of Rwanda Act, and the Illegal Migration Act. The uncertainty these Acts cause can increase the young people's vulnerability to exploitation by organised criminal groups.	• Weekly review of risks to personal safety across the organisation. • Holistic support service, providing a detailed picture of the vulnerabilities, needs and positive progress made by the young people. • Risks highlighted in monthly Trustee reports. Critical incidents discussed at quarterly Trustee meetings with clear action plans agreed.	• The therapy project has been supported by a placement student who was studying for an MA in Drama Therapy. Following the success of this approach, in December we recruited a new placement student. She has settled in well and is making a positive impact. • This year, we have been implementing the Trauma Recovery Model into our work. The model is a road map to help professionals care for and guide troubled people towards recovery. • To further support the wellbeing of our young people, all our frontline staff are now accredited mental health first aiders.
Occupancy levels Uncertainty over our occupancy levels continues to be the key challenge we face as a charity. Unfortunately, it is not possible to plan when young people might arrive (driven by several external factors outside of our control). This makes it difficult to budget and plan for any significant period. Pressure on local authority finances is also starting to reduce the average time a young person is placed with Baca. On a wider level, the Illegal Migration Act and the Safety of Rwanda Act could affect the numbers of young people that are placed with us.	• Baca has contracts with multiple local authorities thereby reducing reliance on any single authority/ contract. • In Cambridge, we can accommodate up to eight young people at any one time. A third house has recently been purchased. Once it is ready to take on referrals, our capacity will increase to 12 young people. • While we have purchased additional housing in Loughborough, we have retained some rented property. This creates the option of reducing space if required.	• We are seeking to build partnerships with more local authorities who have a need for safely supporting child refugees. • We are focused on ensuring our service delivery is of the highest quality while maintaining excellent cost effectiveness. • Baca continues to work closely with various advocacy groups to positively influence the government's proposals.

RISK SUMMARY	MITIGATIONS	
Volatility of income and rising costs Baca's income is primarily from contracts with local authorities, most of whom are now under increased pressure to reduce their expenditure. Within each contract, income is only guaranteed at the point of placement of a young person with Baca. Budgeting for variable income remains a challenge, as we cannot predict how many young asylum seekers will be placed with us, and the level of funding we will receive per placement. While we have started to develop our donor support and good progress has been made, it will take time to grow this income source.	• We are working to limit the impact of fluctuations in the numbers of young people and the level of income we receive by increasing the proportion of income we generate from alternative sources, such as donors and corporates. • Baca is also engaging with local authorities to understand their needs and provide realistic solutions for delivering a service that is high quality, affordable and sustainable.	• Baca has rigorous processes for budgeting, management reporting and monitoring of financial performance through the Trustees and the Leadership Team. This has meant that we have been able to build up the six months' liquid reserves needed to meet operational expenditure in line with our loan covenant with Social and Sustainable Capital (SASC). In addition to this, we are currently building funds to repay the loan in six years (2030).
External environment The past year has seen extremes of opinion and behaviours towards individuals seeking refuge in the UK. The 'stop the boats' messaging and use of unsuitable accommodation such as hotels, has only compounded this issue. This poses a risk to the young people in Baca's care and the overall support received by the charity from the local community.	• Baca's vision encourages us to seek positive solutions to this challenging situation. Baca works with young people to ensure they know their rights, responsibilities and how they can seek help in an unfriendly situation. • Baca has launched a new logo and website. This improves our ability to engage externally. We have also engaged with academics and researchers to change the narrative and evidence the impact of our service.	• We are also committed to sharing stories of hope, highlighting the positives of everyone's life and how that contributes to the wider community to ensure barriers and myths are broken down. To help achieve this aim, Baca has increased our community engagement this year. We have also completed our brand book; this document frames all our communication.

ACHIEVEMENTS AND PERFORMANCE

It has been another year of growth at Baca, and we have been able to increase the number of young people in our care. We aim to improve the lives of the young people we work with by supporting their:

- Basic needs, such as providing a safe home
- Education and life skills
- Emotional and physical needs
- Social and community engagement.

Our objective is that is that the boys and girls in our care feel positive and empowered, and able to live independently as contributors to society.

Basic needs

This year Baca provided supported accommodation for 51 boys and girls in Loughborough and Cambridge.

Education and life skills

We ensure all our young people have access to education, either in-house with Baca's own teachers, or at a local college. We provide one-to-one mentoring, too.

We also recognise that the traditional route through education is not necessarily the best for some people, so are developing more non-mainstream training options and support for our young people that need it.

In 2024, 51 young people were in education, and 85% of our young people engaged in education, training or employment.

Emotional and physical needs

Providing in-house therapeutic support is key for our young people's emotional wellbeing. Exercise and sport are not only good for the body, but the mind as well. This year, 45 people have attended at least one therapy group or one-to-one session, which includes drama, art and dance. Thirty-five young people joined in at least one sports session and 91% of the young people we work with report an improvement in their wellbeing each year.

Social and community engagement

We encourage connections between our young people, the staff and the wider community. We do this through such things as organising social occasions and trips, encouraging communal activities such as cooking together, supporting volunteers to work with our young people, and enabling Baca's boys and girls to volunteer and play sport in the community.

This year's highlights include a residential trip to the Peak District, presentations to MPs and schools about the asylum system, and some of our young people taking part in high-profile art exhibitions. Thirty regular volunteers supported our young people with such things as careers advice and teaching, while 35 community members took part in volunteering at Baca in 2023.

For more on Baca's impact this year, see pages 6 to 34.

FINANCIAL REVIEW

The following narrative provides a review of income and expenditure for the year ended 31 March 2025.

Income

Total income for the year amounted to £2,223k (£2,249k in 2024) of which £2,177k (£2,211k in 2024) was generated from charitable activities and £46k (£38k in 2024) was from donations and gifts.

Income from direct delivery of service was £1,759k (£1,750k in 2024) which was £9k higher than 2024, despite Baca having been unable to secure the expected price increases.

Income from non-contract income further decreased during the year to £370k (£425k in 2024). This decrease reflects the increasing challenges faced raising grant income. The competition for funding remains high throughout the sector. Income from gifts from individuals and corporates continues to be a small but growing proportion of the total income, £46k (£37k in 2024). We are very grateful for the incredible generosity of Baca's many supporters.

Expenditure

Total expenditure for the year 2025 was £2,214k (£1,803k in 2024) including a £78k depreciation charge (£59k in 2024). The main reason for the increase in costs was due to an increase in staff costs which were £1,118k during the year (909k in 2024). This was driven by pay rises in line with cost-of-living increases.

Net assets and mission related investment

The Charity's consolidated net assets on 31 March 2025 were £2,413k (2024: £2,404k). The net assets comprise fixed assets of £3,620k (2024: £3,640k), net current assets of £1,152k (2024: £1,163k) and long-term liabilities of £2,360k (mortgage and SASC housing loan) (2024: £2,399k). All debtors are deemed recoverable and there are no material amounts that needs to be written off.

Access to housing options in Loughborough is extremely competitive both in choice of houses and in their affordability. To minimise the annual disruption caused by one-year rental contracts and to afford better quality housing in the long term, in 2019 the Charity decided to move towards a model of owning properties. This was deemed necessary to secure the best possible accommodation provision for our young people.

Raising capital for deposits repeatedly prior to securing mortgages is a significant challenge for small charities. Therefore, we have utilised the social investment loan for a maximum amount of £1.71 million for a period of 10 years, from Social and Sustainable Capital (SASC). The loan has facilitated the purchase of a total of 6 properties to provide high quality supported accommodation, with 4 of the 6 properties replacing rented houses. The properties will be maintained at good standard, in accordance with the charitable objectives of the Charity.

Regular financial reports, including a quarterly reserves assessment and a designated cash reserves statement, are produced for the Trustees, giving the Board clear and regular oversight of the loan repayment strategy. This is part of the long-term strategy to ensure that Baca can pay back the loan from SASC in 2030. There are future plans to further invest our cash reserves in properties in areas of need.

Reserves Review

The Trustees have examined the requirement for reserves, to ensure that the Charity can meet all its obligations. The business plan is regularly reviewed to ensure the Charity's funds are not in deficit. As part of the social investment loan from SASC, a covenant is in place that Baca need to have more than 5 months operating costs in unrestricted

assets. In light of this covenant and other considerations, the Trustees have decided that the Charity must have or be working towards at least 5-months of operational costs as reserves this includes cash and other unrestricted reserves. This amounts to £1m at end of March 2025.

The purpose of such reserves in common with best practice for charities is:

- To ensure Baca can continue to meet its obligations to our young people, staff, funders and creditors and to ensure that Baca has sufficient funds to meet all of its outstanding commitments in the unlikely event the charity is forced to close.
- To enable Baca to explore alternative options to ensure that service delivery can continue, should the Charity face sudden unforeseen challenges to its future viability
- To cover periods of low occupancy driven by complex factors such as unknown impact of immigration controls, new immigration policy and Brexit, on spontaneous arrivals of young people.
- To cover risks associated with financial constraints faced by local authorities translating into lower amounts paid for placements.
- Finally, to cover risks associated with the unpredictability of raising income through donations and gifts.

The current level of total reserves for Baca, including both cash reserves and fixed assets (including properties used for service delivery), is £2,413k.

Furthermore, the Trustees have also designated £700k of unrestricted reserves to the "Baca Property Fund". These are designated for future spends on property including a £50k maintenance fund for out of budget major spends on properties. The terms of the SASC loan require repayment at the end of the 10-year term based on market value at the date of repayment of the properties acquired using the loan. We currently have two mortgages for houses in Cambridge and no mortgaged properties in Loughborough. This designated reserve, along with houses owned by the Charity, is designed to ensure sufficient funds are held to secure mortgages on all properties bought through the loan as it is anticipated mortgages will be required to be secured against the properties to repay the loan.

The Trustees have decided to consolidate funds of at least £800k in the Property Fund over the 10-year period, to enable Baca to raise mortgages and repay the SASC loan. The designated fund will be reviewed each year by the Trustees with a view to maximising the amount in it and minimising mortgages required to be raised.

Following this review, the Trustees are satisfied that the current reserves give the assurance that Baca can meet all its obligations and commitments for the reserves period.

Reference and Administrative Information

Charity number	1124569
Company number	06510559
Principal address and registered office	Hawsons Jubilee House, 32 Duncan Close Moulton Park Northampton NN3 6WL
Independent auditors	Hawsons Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL
Banker	The Co-Operative Bank PO Box 250 Delf House Southway Skelmersdale WN8 6WT

Financial statements

Here is our financial position in 2024-25, including income, expenditure, reserves and our auditor's report

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Baca Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the charities SORP 2019 (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought tohave taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.
- Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the Baca Trustees

Mark Vyner
Chair
Baca
26 September 2025

Independent auditor's report to the members of the Baca charity

Opinion

We have audited the financial statements of The Baca Charity for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, The Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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 our 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 Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 48, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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.

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:

The charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations that were most significant included FRS 102, Charities Act 2011, Children's Act 1989, Modern Slavery Act 2015, Immigration Act 2016, Nationality and Boarders Act 2022, Illegal Migration Bill, ISA 9001:025 and Health and Safety regulations. We considered the extent to which non- compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override on controls), and determined that the principal risks were related to the posting of inappropriate accounting entries to improve the charity's results for the period, and management bias in key accounting estimates. In addition to this, we have also identified the following principal risk areas:

- Income recognition – there are two components to this risk, being income completeness and income cut-off;
- Allocation of funds – there is a risk that income and expenditure has not been used for its designated purpose;
- SASC funding valuation – there is a risk of the valuation of the funding liability being misstated as amounts disclosed are based on management's estimate;
- Breach of laws and regulations - noted as a specific risk as the charity is subject to a number of laws and regulations where a breach could have a material impact on the financial statements.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustees' meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Reviewing a sample of income received close to the period-end to gain assurance that income is included in the period to which it relates;
- Reviewing management's assessment of the SASC liability and assessing it for reasonableness.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves

intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Hawsons

Will Amos
Senior Statutory Auditor
for and on behalf of:
Hawsons Chartered Accountants, Statutory Auditor
Jubilee House
32 Duncan Close
Moulton Park
Northampton
NN3 6WL

29/09/2025

The Baca Charity statement of financial activities

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Incoming resources						
Donations and legacies	2	46,029	-	-	46,029	36,674
Charitable activities						
Grants and trusts income	5	145,000	-	224,620	369,620	424,799
Accommodation and support income	3	1,749,635	-	9,791	1,759,426	1,750,315
Investment income	4	47,801	-	-	47,801	37,630
TOTAL INCOME		1,988,465	-	234,411	2,222,876	2,249,418
Expenditure						
Expenditure on raising funds	6	50,844	-	54,473	105,317	95,994
Expenditure on charitable activities						
Accommodation and support work	7	1,914,892		193,851	2,108,743	1,707,052
Other		-	-	-	-	-
TOTAL EXPENDITURE		1,965,736	-	248,324	2,214,060	1,803,046
Net income/(expenditure)		22,729	-	(13,913)	8,816	446,372
Transfer between funds		(150,000)	150,000	-	-	-
Net movement in funds		(127,271)	150,000	(13,913)	8,816	446,372
Reconciliation of funds						
Total funds brought forward		1,808,320	550,000	45,938	2,404,258	1,957,886
TOTAL FUNDS CARRIED FORWARD		1,681,049	700,000	32,025	2,413,074	2,404,258

The Baca Charity statement of financial position

AS AT 31 MARCH 2025

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS						
Intangible assets	15	5,661	-	-	5,661	9,124
Tangible assets	16	3,614,562	-	-	3,614,562	3,631,198
Total fixed assets		3,620,223	-	-	3,620,223	3,640,322
CURRENT ASSETS						
Debtors	17	312,619	-	-	312,619	273,807
Cash at bank	18	417,468	700,000	130,358	1,247,826	1,191,254
Total current assets		730,087	700,000	130,358	1,560,445	1,465,061
CURRENT LIABILTIES						
Amounts falling due within one year	19	(309,648)	-	(98,333)	(407,981)	(302,032)
NET CURRENT ASSETS		420,439	700,000	32,025	1,152,464	1,163,029
TOTAL ASSETS LESS CURRENT LIABILITIES		4,040,662	700,000	32,025	4,772,687	4,803,351
NON CURRENT LIABILITIES						
Amounts falling due after one year	20	(2,359,613)	-	-	(2,359,613)	(2,399,093)
NET ASSETS		1,681,049	700,000	32,025	2,413,074	2,404,258
FUNDS						
Unrestricted funds	25	-	-	-	1,681,049	1,808,320
Designated funds	25	-	-	-	700,000	550,000
Restricted funds	25	-	-	-	32,025	45,938
TOTAL FUNDS CARRIED FORWARD					2,413,074	2,404,258

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue. They were signed on the Board's behalf by:

Mark Vyner

V M Vyner - Trustee

26/09/2025

The Baca Charity statement of cash flows

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	27	161,263	477,065
Net cash provided by operating activities		161,263	477,065
Cash flows from investing activities			
Purchase of intangible fixed assets	15	(4,200)	(8,591)
Purchase of tangible fixed assets	16	(61,154)	(507,642)
Interest received	4	25,241	20,292
Net cash used in investing activities		(40,113)	(495,941)
Cash flows from financing activities			
Interest paid	13	(54,693)	(36,461)
New loans issued in the year	21	-	329,000
Loan repayments in the year	21	(9,885)	(218,486)
Net cash provided by/(used in) financing activities		(64,578)	74,053
Change in cash and cash equivalents in the year		56,572	55,177
Cash and cash equivalents at the beginning of the year	18	1,191,254	1,136,077
Cash and cash equivalents at the end of the year	18	1,247,826	1,191,254

The Baca Charity notes to the financial statements for the year ended 31 March 2025

1. ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material to the charitable company's affairs.

Statutory information

The Baca Charity is a Private Charitable Company Limited by Guarantee, registered in England and Wales. The charity's registered number is 1124569 and the Company registration number is 06510559. The address of its registered office is: Hawsons Chartered Accountants, Jubilee House 32 Duncan Close, Moulton Park Industrial Estate, Northampton, England, NN3 6WL.

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

The Baca Charity 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 notes.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

Income

All income is recognised in the Statement of Financial Activities once the charitable company has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives grants in respect of the charitable activities it carries out as detailed in the trustees' report. Income from grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

For donations to be recognised the charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met, or the fulfilment of those

conditions is wholly within the control of the charitable company and it is probable that these conditions will be fulfilled in the reporting period.

Income from trading activities includes income earned from the provision of accommodation and support work and the provision of education as detailed in the trustees' report. Income is received in exchange for supplying services in order to raise funds and is recognised when entitlement has occurred.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Costs of raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure directly associated with individual projects and support costs relating to those activities.

Support costs are those incurred in connection with the management of the Charity and its assets, organisation, administration and compliance with constitutional and statutory requirements.

Support costs include central function and have been allocated to activity cost categories on a basis consistent with their use of resource.

Rentals paid under operating leases are charged against income and on a straight line basis over the term of the lease.

Intangible assets

Intangible assets are stated initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

The bespoke computer software is being amortised evenly over its estimated useful life of three years.

Tangible assets

Tangible fixed assets are stated at cost less accumulated depreciation and impairment. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	33.33% straight line
Fixtures, fittings and equipment	25% straight line
Freehold property	100 year straight line
Long leasehold property	Depreciated on a straight line basis over the remaining life of the lease.
Leasehold improvements	33.33% straight line

At the end of each reporting period end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such loss exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any), and the impairment loss is recognised in the Statement of Financial Activities.

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fund structure

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted income funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are set up at the discretion of the Trustees.

Pensions and other post-retirement obligations

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Loans and borrowings

Bank loans and borrowings are initially recognised at the transaction price included transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

The SASC funding agreement is treated as described in Note 20 of the accounts.

Value added tax

The charitable company is not required to register for VAT. All income and expenses included VAT where applicable.

Trade receivables and payables

Trade receivables and payables with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Significant accounting judgements and estimation uncertainty

Drawing up the financial statements in accordance with FRS102 required management to make necessary estimates and assessments. Estimates are based on past experience and other reasonable assessment criteria. The estimates are reviewed on an ongoing basis. Revisions to the accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that and the prior periods, or in the period of the revision and future period if the revision affects both current and future periods.

Given the judgemental nature of such estimates, actual results could be different from the assumptions used. The critical accounting judgements and estimates are set out below:

- Valuation of SASC funding liability (see Note 21);
- Impairment of freehold property (see Note 16).

2. DONATIONS AND LEGACIES

	2025 £	2024 £
Donations	42,505	34,548
Gift aid	3,524	2,126
	46,029	36,674

3. ACCOMMODATION AND SUPPORT WORK

	2025 £	2024 £
Accommodation and support work	1,747,022	1,728,285
ESOL teaching	12,404	22,030
	1,759,426	1,750,315

4. INVESTMENT INCOME

	2025 £	2024 £
Rents received	22,560	17,338
Deposit account interest	25,241	20,292
	47,801	37,630

5. INCOME FROM CHARITABLE ACTIVITIES

	2025 £	2024 £
Grants and trusts income	369,620	424,799
	369,620	424,799

Included within grants above are the following amounts, which are government grants as defined by the SORP:

- Big Lottery – Core £58,899 (2024: £69,080)
- Commissioners Safety Fund £8,334 (2024: £1,666)
- BBC Children In Need £24,578 (2024: £32,522)
- Community Reach Fund – Cambridge Sports £272 (2024: £672)
- Community Reach Fund – Cambridge Cookery £Nil (2024: £462)
- Awards for All £1,838 (2024: £5,514)
- Cambridgeshire County Council Cultivate Cambs Grant £Nil (2024: £14,567)
- Lottery 25 Core £12,398 (2025: £Nil)

6. RAISING FUNDS, RAISING DONATIONS AND LEGACIES

	2025 £	2024 £
Staff costs	99,377	88,314
Administration costs	5,940	7,680
	105,317	95,994

7. CHARITABLE ACTIVITIES COSTS

	Direct costs £	Support costs (see note 8) £	2025 Totals £	2024 Totals £
Accommodation and support work	1,937,109	171,634	2,108,743	1,707,052

8. SUPPORT COSTS

	Other £	Governance costs £	2025 Totals £	2024 Totals £
Accommodation and support work	154,308	17,326	171,634	129,618

6. RAISING FUNDS, RAISING DONATIONS AND LEGACIES

Support costs included in the above are as follows:

Other	2025 £	2024 £
Trustee's expenses	613	397
Wages	-	-
Social security	-	-
Pensions	-	-
Finance charges	4,183	4,335
Legal and professional fees	-	6,465
Support costs – office	-	-
Depreciation	85,454	66,990
Consultancy	12,459	4,317
HR consultancy	6,411	4,252
DBS checks	1,910	1,279
Recruitment	25,244	10,720
Insurance	18,034	9,863
	154,308	108,618

9. NET INCOME/(EXPENDITURE)

	2025 £	2024 £
Depreciation – owned assets	77,790	59,060
Computer software amortisation	7,663	7,930
Auditors' remuneration	17,326	21,000
Operating lease rentals	108,081	109,479

10. AUDITOR'S REMUNERATION

	2025 £	2024 £
Audit of the financial statements	17,326	21,000

The auditor's remuneration of £17,326 (2024: £21,000) which is included within governance costs includes costs for the preparation of the accounts and other advice and assistance provided throughout the year.

11. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' expenses	2025 £	2024 £
Travel and Subsistence	613	397

12. STAFF COSTS

	2025 £	2024 £
Wages and salaries	991,070	815,038
Social security costs	79,655	56,106
Other pension costs	47,752	37,832
	1,118,477	908,976

The total employment benefits of the key management personnel of the charity were £218,407 (2024: £157,893).

The average monthly number of employees during the year was as follows:

	2025	2024
Management and admin	5	9
Charitable activities	32	30
Directors	6	7
	43	46

No employees received emoluments in excess of £60,000 in the current or prior year.

13. BANK INTEREST PAYABLE AND SIMILAR EXPENSES

	2025 £	2024 £
Bank interest payable	54,693	36,461

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Designated funds £	Restricted funds £	2024 Total funds £
Incoming resources				
Donations and legacies	34,109	-	2,565	36,674
Charitable activities				
Grants and trusts income	122,000	-	302,799	424,799
Accommodation and support income	1,740,452	-	9,863	1,750,315
Investment income	37,630	-	-	37,630
TOTAL INCOME	1,934,191	-	315,227	2,249,418
Expenditure				
Expenditure on raising funds	73,446	-	22,548	95,994
Expenditure on charitable activities				
Accommodation and support work	1,410,808	-	296,244	1,707,052
Other	-	-	-	-
TOTAL EXPENDITURE	1,484,254	-	318,792	1,803,046
Net income/(expenditure)	449,937	-	(3,565)	446,372
Transfer between funds	(304,000)	304,000	-	-
Net movement in funds	145,937	304,000	(3,565)	446,372
Reconciliation of funds				
Total funds brought forward	1,662,383	246,000	49,503	1,957,886
TOTAL FUNDS CARRIED FORWARD	1,808,320	550,000	45,938	2,404,258

15. INTANGIBLE FIXED ASSETS

	Computer software £
Cost	
At 1 April 2024	57,890
Additions	4,200
Disposals	-
At 31 March 2025	62,090
Amortisation	
At 1 April 2024	48,766
Charge for the year	7,663
Disposals	-
At 31 March 2025	56,429
Net book value	
At 31 March 2025	5,661
At 31 March 2024	9,124

16. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Leasehold Improvements £	Fixtures and fittings £	Computer equipment £	Total £
Cost						
At 1 April 2024	3,555,362	92,254	35,562	124,960	6,521	3,814,659
Additions	-	-	-	57,844	3,310	61,154
Disposals	-	-	-	-	-	-
At 31 March 2025	3,555,362	92,254	35,562	182,804	9,831	3,875,813
Depreciation						
At 1 April 2024	67,087	2,193	20,684	87,743	5,754	183,461
Charge for the year	26,665	1,025	14,878	33,351	1,871	77,790
Disposals	-	-	-	-	-	-
At 31 March 2025	93,752	3,218	35,562	121,094	7,625	261,251
Net book value						
At 31 March 2025	3,461,610	89,036	-	61,710	2,206	3,614,562
At 31 March 2024	3,488,275	90,061	14,878	37,217	767	3,631,198

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	253,944	231,446
Other debtors	27,535	1,799
Prepayments and accrued income	31,140	40,562
	312,619	273,807

18. CASH AND CASH EQUIVALENTS

	2025 £	2024 £
Cash at bank and in hand	1,247,826	1,191,254

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Bank loans and overdrafts (see note 21)	66,224	36,629
Trade creditors	27,108	31,172
Social security and other taxes	21,696	13,575
Other creditors	10,182	7,025
Accruals and deferred income	282,771	213,631
	407,981	302,032

Deferred income

	2025 £	2024 £
Deferred income is included within:		
Creditors due within one year	191,068	139,485
Movement in the year was as follows: Grants received:		
Total deferred income at 1 April 2024	139,485	157,937
Amounts received in the year	421,203	406,343
Amounts credited to the Statement of Financial Activities	(369,620)	(424,795)
Grants – deferred income at 31 March 2025	191,068	139,485

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (CONTINUED)

Deferred income	2025 £	2024 £
Rent for use of the community hub:		
Total deferred income at 1 April 2024	500	905
Amounts received in the year	22,310	16,933
Amounts credited to the Statement of Financial Activities	(22,560)	(17,338)
Rent – deferred income at 31 March 2025	250	500

Income has been deferred in relation to grant income when performance conditions have not been met.

20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025 £	2024 £
Other loans (see note 21)	1,711,069	1,711,069
Bank loans and overdrafts (see note 21)	648,544	688,024
	2,359,613	2,399,093

21. LOANS

An analysis of the maturity of loans is given below:

	2025 £	2024 £
Amounts falling due within one year:		
Bank loans	66,224	36,629

	2025 £	2024 £
Amounts falling due between two and five years:		
Bank loans	438,385	329,072

	2025 £	2024 £
Amounts falling due in more than five years:		
Bank loans	210,159	358,952
Other loans	1,711,069	1,711,069

In March 2020 The Baca Charity entered into an agreement with Social and Sustainable Capital LLP (SASC).

21. LOANS (CONTINUED)

This is a secured loan facility, secured over the assets of the charity whereby SASC has set aside up to £1.75m for The Baca Charity to purchase eligible properties which they can use to further their charitable objectives.

The Baca Charity will pay back the equivalent of 85% of the market value of all properties purchased via this facility on 20th June 2030. The Trustees have designated the Baca Housing Fund and intend to set aside excess reserves over the next 10 years into this fund in order to repay this.

At the balance sheet date, a total of £1,711,069 had been drawn down on this agreement. Please see note 31 for further detail.

The amounts drawn down on the SASC agreement are secured with fixed charges over the properties purchased using these monies and there is a floating charge in place over the balance of the SASC bank account.

22. SECURED DEBTS

	2025 £	2024 £
Bank loans	714,768	724,653
Other loans	1,711,069	1,711,069

The bank loans are secured with fixed charges over the properties they were used to purchase.

The other loan is the SASC funding agreement as described in Note 21 of the accounts.

23. OTHER FINANCIAL COMMITMENTS

The charitable company has commitments due as follows:

	2025 £	2024 £
Due in one year	116,887	108,081
Due in two-five years	30,599	71,484
	147,486	179,565

The amount of non-cancellable operating lease payments recognised as an expense during the year was £108,081 (2024: £109,479).

24. OTHER FINANCIAL INSTRUMENTS – SASC FUNDING

The carrying amount of the charity's financial instruments are as follows:

	2025 £	2024 £
Amounts falling due in more than five years:	1,711,069	1,711,069

There were no net gains or losses or changes in fair value through the Statement of Financial Activities.

25. MOVEMENT IN FUNDS

	At 01.04.24 £	Net movement in funds £	Transfer between funds £	At 31.03.25 £
Unrestricted funds				
General fund	1,808,320	22,729	(150,000)	1,681,049
Designated funds				
Baca Housing Fund	550,000	-	100,000	650,000
Baca Emergency Maintenance Fund	-	-	50,000	50,000
	2,358,320	22,729	-	2,381,049
Restricted funds				
BBC Children in Need	1,809	(1,000)	-	809
Big Lottery - Core	(1,726)	2,498	-	772
CAF Main Grant	5,593	(2,500)	-	3,093
CHK Foundation Grant	12,704	(5,000)	-	7,704
CHK Leaving Care	158	(155)	-	3
Cultivate Cambridge	1,393	(1,150)	-	243
The Henry Smith Charity	14,117	-	-	14,117
Leslie Aldridge House Fund Setup	-	(5,222)	-	(5,222)
Lottery 25 - Core	-	(597)	-	(597)
Other Restricted Funds	11,890	9,146	-	21,036
Paul Hamlyn	-	-	-	-
Paul Hamlyn 2024	-	(9,933)	-	(9,933)
SHCJ 2024	-	-	-	-
The Swire Charitable Trust	-	-	-	-
	45,938	(13,913)	-	32,025
TOTAL FUNDS	2,404,258	8,816	-	2,413,074

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,843,465	(1,820,736)	22,729
The Henry Smith Charity	45,000	(45,000)	-
Samworth Foundation	80,000	(80,000)	-
Magnify	20,000	(20,000)	-
	1,988,465	(1,965,736)	22,729
Restricted funds			
BBC Children in Need	24,758	(25,758)	(1,000)
Big Lottery - Core	58,899	(56,401)	2,498
CAF Main Grant	-	(2,500)	(2,500)
CHK Foundation Grant	-	(5,000)	(5,000)
CHK Leaving Care	22,919	(23,074)	(155)
Cultivate Cambridge	-	(1,150)	(1,150)
Leslie Aldridge House Fund Setup	-	(5,222)	(5,222)
Lottery 25 - Core	12,398	(12,995)	(597)
Other Restricted Funds	55,854	(46,708)	9,146
Paul Hamlyn	17,500	(17,500)	-
Paul Hamlyn 2024	20,835	(30,768)	(9,933)
SHCJ 2024	8,750	(8,750)	-
The Swire Charitable Trust	12,498	(12,498)	-
	234,411	(248,324)	(13,913)
TOTAL FUNDS	2,222,876	(2,214,060)	8,816

25. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds (As restated)

	At 01.04.24 £	Net movement in funds £	Transfer between funds £	At 31.03.25 £
Unrestricted funds				
General fund	1,662,383	449,937	(304,000)	1,808,320
Designated funds				
Baca Housing Fund	246,000	-	304,000	550,000
	1,908,383	449,937	-	2,358,320
Restricted funds				
BBC Children in Need	2,490	(681)	-	1,809
Big Lottery - Core	(684)	(1,042)	-	(1,726)
CAF Main Grant	17,015	(11,422)	-	5,593
CHK Foundation Grant	12,664	40	-	12,704
CHK Leaving Care	-	158	-	158
Cultivate Cambridge	-	1,393	-	1,393
Leslie Aldridge House Fund Setup	14,117	-	-	14,117
Other Restricted Funds	2,309	9,581	-	11,890
Paul Hamlyn Covid Grant	3,325	(3,325)	-	-
Paul Hamlyn Foundation	(850)	850	-	-
SHCJ	-	-	-	-
The Swire Charitable Trust – Volunteer Project	(883)	883	-	-
	49,503	(3,565)	-	45,938
TOTAL FUNDS	1,957,886	446,372	-	2,404,258

Comparative net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,812,191	(1,362,254)	449,937
The Henry Smith Charity	20,000	(20,000)	-
Samworth Foundation	80,000	(80,000)	-
Magnify	20,000	(20,000)	-
The Blue Thread	2,000	(2,000)	-
	1,934,191	(1,484,254)	449,937
Restricted funds			
BBC Children in Need	32,522	(33,203)	(681)
Big Lottery - Core	69,080	(70,122)	(1,042)
CAF Main Grant	-	(11,422)	(11,422)
CHK Foundation Grant	68,352	(68,312)	40
CHK Leaving Care	32,081	(31,923)	158
Cultivate Cambridge	14,567	(13,174)	1,393
Other Restricted Funds	36,875	(27,294)	9,581
Paul Hamlyn Covid Grant	-	(3,325)	(3,325)
Paul Hamlyn Foundation	33,000	(32,150)	850
SHCJ	15,000	(15,000)	-
The Swire Charitable Trust – Volunteer Project	13,750	(12,867)	883
	315,227	(318,792)	(3,565)
TOTAL FUNDS	2,249,418	(1,803,046)	446,372

25. MOVEMENT IN FUNDS (CONTINUED)

COMPLETED GRANTS

Paul Hamlyn Foundation - November 2021 to October 2024

The Foundation awarded Baca a three-year grant through their Youth Fund. This grant ended in October. The grant supported Baca's project in Cambridge. On 5th December 2022 we received an additional £6,000 uplift grant from the Foundation. This was in recognition of the rising cost of living. This took our total grant to £96,000.

The Balcombe Charitable Trust – June 2021 to May 2024

This grant from The Balcombe Charitable Trust, contributed towards the cost of delivering our volunteer project. The volunteer project is vital as it enables the young people to have additional 1:1 support.

The National Lottery Community Fund – February 2022 to January 2025

We have finished the final year of our three-year grant from the Community Fund. The grant contributed towards the cost of delivering part of our rebuild project. This funding enabled Baca to deliver our therapy, trips and sports sessions.

Children in Need - February 2022 to January 2025

This three-year grant from Children in Need ended this year. The grant contributed towards the cost of providing in-house education lessons, which we deliver in partnership with the Wyggeston & Queen Elizabeth College, Leicester. The grant also enabled our teachers to provide additional support to the young people who are now attending local colleges. On 21st October 2022, we received an additional £500 from Children in Need, in recognition of the rising cost of living. Our total grant was therefore £97,865.

Cambridgeshire Community Reach Fund – March 2023 to August 2024

This grant from Cambridgeshire County Council ended in August. The funding covered the cost of delivering our sports project in Cambridge.

Cambridgeshire County Council Cultivate Cambs Grant – April 2023 to March 2024

This grant covered the cost of delivering our therapy support in Cambridge. The grant was extended to the end of April 2024.

The Simon Gibson Charitable Trust – July 2023 to June 2024

We are grateful that the Trust recognised the value of our work. This grant contributed towards the delivery of our volunteer project in Cambridge.

The National Lottery Community Fund (Awards For All) - July 2023 to June 2024

This grant covered the cost of both the day trips and residential trip in Cambridge.

CHK Foundation – September 2023 to August 2024

We were delighted that the CHK Foundation were able to fund our work supporting the young people into meaningful employment, training and education, along with the provision of safe accommodation. This grant ended in August.

25. MOVEMENT IN FUNDS (CONTINUED)

The Cambridge Building Society Community Fund – September 2023 to August 2024

We are grateful that the Cambridge Building Society have been able to fund our work in the city. The grant has contributed towards staff costs.

The Police and Crime Commissioner for Leicestershire – February 2024 to January 2025

We are pleased to have worked with the PCC for Leicestershire. This one-year grant contributed towards the cost of delivering our volunteer project in Loughborough.

NEXT PLC – February 2024 to January 2025

NEXT PLC, who have their headquarters in Leicestershire, agreed to contribute towards the cost of delivering our education project in Loughborough.

The Austin and Hope Pilkington Trust – April 2024 to March 2025

This grant contributed towards the cost of delivering our volunteer project in Loughborough.

ONGOING GRANTS

The Samworth Foundation – December 2022 to November 2027

We are delighted that the Samworth Foundation have made such a long-term commitment to supporting Baca's work. We are now in the third year of our five-year grant.

Magnify Foundation – April 2023 to March 2026

We are now in the second year of our three-year grant from the Foundation. This funding contributes towards our core costs.

The Henry Smith Charity – October 2023 to September 2026

We are delighted that The Henry Smith Charity have agreed to fund Baca's work for another three years. This is our third grant from the Charity. The grant contributes towards our core costs.

The Evelyn Trust – May 2024 to April 2025

We are grateful that this local Trust have recognised the value of our work in Cambridge. They are contributing towards the cost of delivering our therapy project..

The National Lottery Community Fund – February 2025 to January 2028

This new three-year grant contributes towards the cost of delivering our rebuild project. The funding enables Baca to provide therapy, trips and sports sessions in Loughborough.

The Society of the Holy Child Jesus – September 2024 to August 2025

We were delighted that the Society awarded Baca a second year of funding. This grant contributes towards the cost of delivering volunteer support in Cambridge.

25. MOVEMENT IN FUNDS (CONTINUED)

Outlook Fund – August 2024 to July 2025

This grant which is administered by the Cambridgeshire Community Foundation, contributes towards the cost of delivering our therapy project in Cambridge.

Paul Hamlyn Foundation – November 2024 to October 2026

We are delighted that the Foundation have agreed to fund Baca for an additional two years. This grant will allow Baca to grow our impact.

The Swire Charitable Trust – October 2024 to September 2027

This grant contributes towards the cost of delivering our leaving care project in Loughborough. This project recognises that leaving care can feel like a cliff face for the young people.

CHK Foundation – April 2025 to March 2026

The CHK Foundation have kindly funded Baca's work for an additional year. This grant contributes towards the cost of delivering our education project in Loughborough.

John Lewis Partnership Foundation – May 2025 to April 2026

The Foundation have kindly agreed to fund Baca's volunteer project in Loughborough. This grant will help Baca to deliver the additional 1:1 support the young people need.

SECURED GRANTS FOR THE NEXT FINANCIAL YEAR

Children in Need – April 2025 to March 2028

We are delighted that Children in Need are funding our work for another three years. This new grant contributes towards the cost of providing in-house education lessons. The grant also enables our teachers to provide additional support to the young people who are now attending local colleges.

26. ANALYSIS OF FUNDS

Fund balances at 31 March 2025 are represented by:

	Unrestricted fund £	Designated fund £	Restricted fund £	Total fund £
Intangible fixed assets	5,661	-	-	5,661
Tangible fixed assets	3,614,562	-	-	3,614,562
Net current assets/(liabilities)	420,439	700,000	32,025	1,152,464
Non-current liabilities	(2,359,613)	-	-	(2,359,613)
TOTAL NET ASSETS	1,681,049	700,000	32,025	2,413,074

27. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net movement in funds	8,816	446,372
Adjustments for:		
Depreciation and amortisation charges	85,453	66,990
Interest received	(25,241)	(20,292)
Interest paid	54,693	36,461
Increase in debtors	(38,812)	(53,450)
Increase/(decrease) in creditors	76,354	984
Net cash provided by operations	161,263	477,065

28. ANALYSIS OF NET DEBT

	At 1 April 2024 £	Cashflows £	New debt £	At 31 March 2025 £
Net cash				
Cash on hand and at bank	1,191,254	56,572	-	1,247,826
	1,191,254	56,572	-	1,247,826
Net debt				
Bank loans	(724,653)	9,885	-	(714,768)
Other loans	(1,711,069)	-	-	(1,711,069)
Total	(2,435,722)	9,885	-	(2,425,837)

25. RELATED PARTY TRANSACTIONS

During the year rent of £20,618 (2024: £18,867) was paid to A Dando, a ex-member of the management committee (resigned 24th September 2024), for use of the current office. £10,074 (2024: £10,074) is included within prepayments and £10,074 (2024: £10,074) is included within trade creditors at the balance sheet date.

30. LIMITED BY GUARANTEE

The charitable company is a private limited company limited by guarantee and consequently does not have share capital. Each member is liable to contribute an amount not exceeding £1 towards the assets of the company in event of liquidation.

31. CONTINGENT LIABILITY

As detailed in Note 21, in March 2020 The Baca Charity entered into an agreement with Social and Sustainable Capital LLP (SASC), under which it is required to repay, on 20 June 2030, an amount equivalent to 85% of the market value at that time of the properties acquired using this facility. While the obligation to repay exists, the final repayment amount cannot currently be measured reliably, as it depends on the future market value of multiple properties and would require costly external valuations. As a result, only the drawn-down amount of £1,711,069 has been recognised as a liability. The remaining component is disclosed as a contingent liability, in accordance with Section 21 of FRS 102.

Baca

Safe to heal, free to thrive

Get involved

PARTNER WITH US

If you are a school, university, business, group, network or foundation, ready to champion our mission to serve young people who have been forced to flee their home country, please get in touch. Email: **fundraising@bacacharity.org.uk**

FUNDRAISE FOR US

Whether you're up for a marathon, craft sale or yoga class, when you raise funds for Baca, you become a champion for young people seeking asylum and refugees. For ideas and more details, go to: **bacacharity.org.uk/fundraising**

DONATE TO US

Support our vision to create a world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives for a better future. To donate, scan the QR code below or go to our website.

bacacharity.org.uk

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THE BACA CHARITY

England & Wales - Charity number 1124569

Accounts

Baca

Safe to heal, free to thrive

Changing lives for child refugees

The Baca Charity annual report and financial statements 2023-24

Baca is working for a world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives for a better future

ABOUT US

Scan this QR code to watch the film:

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Baca

Welcome

Imagine being a child refugee, on your own and often thousands of miles from home and everything you know. Who is there to protect you, to help you thrive and grow? Like your family might have done, if only they were around.

This is where Baca comes in. We support young people who have been forced to flee their home country because of war, persecution or trafficking.

We are much more than accommodation providers. Based in Loughborough and Cambridge, we not only provide safe homes, but the education, mentoring, friendship and care that enables young people seeking safety to fulfil their potential and become thriving members of the community.

This report details our achievements in 2023, as we work towards a world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives.

41%

of all forcibly displaced people globally are children[1]

5,000

children arrive annually in the UK, having fled their country, according to the Home Office

31%

of trafficked children are reported missing each year from care in the UK[2]

1 UNHCR
2 2020 figures in 2022 report: www.missingpeople.org.uk/wp-content/uploads/2022/04/ECP04-A9-SIHW-report_AW7.pdf

Picture: the 2023 Baca annual celebration event

From our CEO

GOING ABOVE AND BEYOND

As I reflect on another successful year of Baca, I am struck by the incredible journey we are on with the young people we serve.

In 2007, we opened our first house in Loughborough, East Midlands. In 2022, we expanded to Cambridge. We now operate 14 properties across both regions, offering safe homes to 47 child refugees.

The perseverance, determination, generosity and kindness of the young people Baca works with continue to inspire me. As you will read in this report, they have immersed themselves in education, sports, their communities and more – often against the odds.

These young people have fled war, persecution, exploitation and trafficking. But now, thanks to you and other supporters, they are rebuilding their lives and experiencing something that most of us take for granted – safety, freedom and the hope of a bright future.

In this report, you can read about how Baca works hard to support them on that journey, how we not only provide a home, but also constantly try to enrich our young people's lives (in this report, we've changed their names to protect their identities). We go above and beyond a baseline service because we believe each young person we have the privilege of working with should have the opportunity to thrive.

We are driven by our commitment to this mission, and so are determined to take our holistic care model to more towns and cities to meet the needs of more young people. We will do this by working with similar organisations supporting young refugees and people seeking asylum, influencing how they do things.

While key themes in this report are celebration and hope, this year we also experienced a devastating loss when one of our young people died following a heart transplant. He showed great courage and determination during his illness and received wonderful support from his friends and the Baca staff. His death came as a surprise to all of us, and we miss him.

Jimmy Zachariah
CEO
Baca

It is important to be realistic about just how tough things can be for our young people. The system does not make life easy for people seeking asylum, and there is little in the way of specialist provision for children.

Many people in Baca's care are also still living in limbo, waiting to see if the authorities accept their asylum claim or not. Imagine having this hanging over you as you try to get on with a new life in a foreign culture, and to process the trauma of what you have been through back home and on your journey to the UK? All of this is now even more pronounced since the racially-motivated riots that took place in summer 2024.

Against this backdrop, however, our young people's resilience continues to shine through. They are supported by our amazing team which I am proud to be part of. We would not be who we are without the team and supporters who are part of our journey.

I mentioned earlier that the young people inspire me daily. I should add that every day I am humbled by them, too. In the face of adversity, and often away from their nearest and dearest, they choose to not give up and spread their warmth and positive attitude to those around them.

I hope this report gives the reader a strong sense of how incredible Baca's young people are – and how we continue to pursue excellence in order to see them thrive.

Jimmy Zachariah
CEO
Baca

WHAT'S THE DIFFERENCE BETWEEN A REFUGEE AND A PERSON SEEKING ASYLUM?

A refugee is someone who has been forced to leave their country due to war, violence or persecution, and is unable or unwilling to return. An asylum seeker is someone who has applied for refugee status, but there has not yet been a decision on their claim.

2023 at a glance

60

young people in our supported accommodation

53

young people in education

52

young people joined in at least one sports session

5

local authorities we've worked with across the UK

70%

of the young people we work with see an improvement in their emotional wellbeing each year

35

community members have taken part in volunteering to support Baca

500

young people from 17 countries looked after since we began

80%

of our young people engaged in education, employment or training

30

regular volunteers support our young people with such things as careers advice, teaching and overnight stays

How we change young people's lives

Baca recognises the difficulties faced by young people seeking asylum in the UK. Our holistic approach to care and support ensures that child refugees have the best opportunities to heal and thrive in their new home.

BACA SUPPORTS YOUNG PEOPLE WITH	WHICH LEADS TO	WHICH LEADS TO
Basic needs such as a safe home	Increased personal safety	Positive and empowered young people, able to live independently as contributors to society
Education and life skills	Increased engagement with education, employment and training	
Emotional and therapeutic needs	Improved emotional wellbeing	
Social and community engagement	Improved physical wellbeing	
	More social engagement	

Our progress

We’re working to provide a safe place for child refugees to heal and have the freedom to build a better future. Read about the difference we’ve made to young people’s lives in 2023-24

Baca don’t just take care of you because you are young, they are more, they are family.

Mukhtar

Basic needs

A ROOF OVER MY HEAD

Each year around 5,000 children arrive in the UK alone without their families, having fled their home country. Many of them have been trafficked and are traumatised.

Baca serves 50 of these young refugees, each one having lost the only life they know. Their courage is inspiring but without support they are at extreme risk of harm and exploitation, unsure who they can trust or where they belong.

The first part of that help begins with fulfilling basic needs, which at its simplest, is somewhere safe and welcoming to live.

This year we completed the refurbishment of some new houses we have bought in Loughborough and are now able to support 39 young people in the area in ten houses and one flat.

Baca has also completed its second year in Cambridge, where we have recently bought another house, bringing the total to three. We are now supporting 11 young people in the city.

The house is big, the rooms are big. It has a nice garden and a nice living room. We have a timetable for cleaning. We clean one area each and then swap to a different area next week. We all do our bit and keep the house nice.

Mustafe

A RECIPE FOR SUCCESS

Food plays a big part in anyone's culture and identity, and the young people we work with are no exception. At Baca, we encourage our young people to cook together as a way to connect, and to share recipes from home.

This year, we have gone one step further and have worked with eight of our young people to create a recipe book, written by them in English and translated into their home languages.

It is much more than a collection of cooking tips, however. Each recipe in *Come, Eat!* which we self-published in 2024, tells a story, too – the young people sharing memories of home, who they cooked with, and how they learned to make the meal.

'For me, the place I am from, Tigray, is not known by many people, neither is the food,' reads one entry. 'This meal would be shared with my family. It would be a special time when we slaughtered an animal and ate meat.'

'You can get all the ingredients in this country, but goat is more difficult to find.'

If we eat together we cannot be enemies.

From the book *Come, Eat!*

The greatest game on Earth

BACA IN THE NEWS

The Baca football seven-a-side team, affectionately known by the boys and girls as ‘Bacalona’, has been making headlines.

A recent book, *50 Years of the PFA Awards*, includes the story of how football is helping to change young lives at our charity.

‘We have found football helps with language and emotional wellbeing, plus it allows them to let off steam – girls as well as boys,’ says our CEO, Jimmy Zachariah.

‘Some of our young people join local football clubs, which is a great way to understand the community.’

ASYLUM APPEALS

It is impossible to imagine what it must be like for a young person to be waiting for an asylum decision, worrying what the future holds for them if the decision does not go their way.

Unfortunately, this is too often the case among the child refugees at Baca.

At any one time, we also have several appeals against a negative asylum decision in the pipeline, which can profoundly affect our young people's ability to pursue education, hobbies and other opportunities – the everyday things that will help them heal and thrive.

Baca is there for our young people throughout this process, just like a loving parent would be. We help them deal with the stress, bureaucracy and complications of the process, supporting them with their mental health, attending solicitors' meetings with them, advocating for them, and taking them to other appointments, often many miles from home.

And it's worth it. In 2023, four young people's asylum appeals were successful, granting them five years of leave to remain in the UK, and so far in 2024 two more young people have won their appeals.

Education and life skills

LEARNING CURVE

When they first arrive at Baca, most of the young people know little or no English. Some are illiterate in their own language, having had no formal education or their school years disrupted by war.

To address this, Baca teachers run classes in Loughborough every weekday morning in English, maths and ICT. This year, 27 new arrivals attended what we call ‘Baca College’.

In Cambridge, our young people attend one of the local colleges which runs entry level classes – the first steps into formal education.

Baca’s education support includes a tutorial group for an hour a week. This is available for all our young people, and is a place where they can discuss more emotional issues such as confidence, their wellbeing and the language needed to express how you feel.

In addition, young people can take advantage of one-to-one mentoring, where volunteers help with reading, writing, speaking, listening and maths.

Several young people have completed their GCSEs this year, and some former young people have gone on to further study where, if they ever want it, Baca teachers are always there to support them.

When I arrived here, everyone, they showed me we are with you, we take care of you. Step by step, they teach me each and everything.

Solomon

NEXT STEPS

Many of the young people who are at college struggle to maintain their place. There are many reasons for this, but one key factor is that it takes too long to get into the mainstream vocational courses they want to do. The young people get stuck in entry level classes and can become disillusioned. This can lead them to drop out of education and take a low-skilled job with little opportunity to learn and develop the skills needed for more skilled work.

This year, however, we hope to have turned things around. At Baca, our young people can now take Entry Level 2 exams, instead of just Entry Level 1. This will reduce the time they need in college before starting a vocational course.

MOVING INTO WORK

While many of our young people will gain qualifications at college that help them into employment, for some this traditional route through education doesn't work.

This year we have strengthened our focus on non-mainstream training options and work opportunities for young people, developing systems for supporting them into employment, such as group sessions on developing a CV.

We have also been looking into other ways to introduce them to the working world, including through volunteering, work experience, attending job fairs, placements and visiting employers.

For example, we took a small group of young people to Everyman Racing, a company that runs driving experiences on a racetrack near Loughborough. They had an open day to highlight a range of careers, including hospitality and car mechanics.

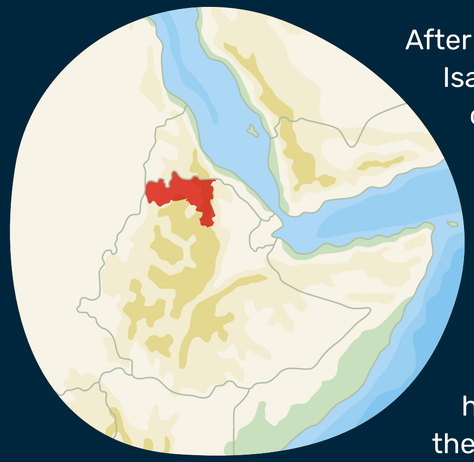
Following this event, we identified a local garage that will take on a young person with an interest in car mechanics for some work experience. If this goes well, it could create opportunities for other young people who are keen to work in the sector.

Bring it back home

ISAIAH'S STORY

Isaiah arrived at Baca aged 16, having fled his home country of Tigray. Since then, he has made incredible academic progress, passing GCSE maths and English.

While studying for his GCSEs at a local college, Isaiah decided he wanted to help the younger people at Baca College – our in-house classes where young people newly arrived in the UK can learn in a safe environment.



Isaiah suggested he could be a classroom assistant, helping to teach students in their native language. The teacher thought it was a great idea and asked him to support lessons once a week.

Isaiah's one-to-one work with Baca students has made a big difference, especially for Fatima who found maths particularly difficult. Thanks to Isaiah, she says, she is much more confident in her abilities.

After his time as a classroom assistant, Isaiah looked for more volunteer opportunities and has been working for the Red Cross as an interpreter for Tigrinya and Amharic.

Isaiah says it's important to have empathy with those you are interpreting for: 'I wanted to interpret because I wanted to help others struggling with finding their words to express themselves but uncomfortable because of the interpreter. I didn't like how some interpreters made me uncomfortable because of my dialect.'

All this volunteering, however, is not affecting his academic drive. He is now working towards GCSEs in ICT and business and looking into A-level courses that can help him achieve his goal of going to university to study IT or business. In September, Isaiah began studying Level 3 Access to Higher Social Science. He is working towards a very special goal: to give back to other young people at Baca by one day becoming a Baca Support Worker himself. Isaiah's experience, passion and commitment to acquire the skills to support other people seeking safety will put him in a great position to do this.

Emotional and physical needs

YOUNG MINDS MATTER

While the young people in our care are now safe, they can still have the uncertainty of an asylum case hanging over them, as well as the pain – often trauma – of their past experiences.

They could be struggling to process their new surroundings or missing the comfort of their own culture and family.

Providing in-house therapeutic support, therefore, is key in supporting the young people's emotional wellbeing.

Exercise and sport, meanwhile, are not only good for the body – but the brain and emotions too.

51

young people have attended at least one therapy group or one-to-one session

OUR KIND OF THERAPY

We use art, drama and dance to build on the innate creativity of the young people at Baca, overcoming the language, accessibility and cultural barriers often posed by traditional counselling techniques. Dance is so important in many of our young people's cultures.

As well as sessions in-house in Loughborough and Cambridge, one of our art therapists runs regular therapy sessions at WQE College, Leicester, for young people who are studying and unable to get to Baca after college.

DOES IT WORK?

One of the key measures of increased personal safety adopted by Baca, is the number of young people going missing from care. This is one of the biggest risks faced by unaccompanied minors, due to trafficking and other vulnerabilities.

Baca has had no young people go permanently missing from placement in the last three years – a significant achievement compared to figures for the country as a whole.

WHAT OUR YOUNG PEOPLE THINK

The following is the verdict of one person in our care, talking to new arrivals about the power of therapy: 'If you are sad, if you want to talk and if you don't have a friend or a family you should go to talk. You can trust: no one knows what I say, so I can be free, no one can listen, like having a person in the family to talk to.'

A moving story

CREATIVE THERAPY IN ACTION

In Cambridge, as in Loughborough, our young people are able to get in-house therapeutic support, both one-to-one and in group sessions.

We have also started working with other organisations: 18 of the boys attended a drumming workshop put on by Social Services, for example.

A highlight for six of the boys last year, was a movement workshop put on by the local Infusion Physical Theatre. Baca's creative therapist picks up the story: 'The workshop was called *Soothe* and inspired by the nervous system and brain chemicals. The first part focused on movement relating to the stress responses of fight, flight and freeze.

'Then the session involved looking at connection with some fun work in pairs which the boys enjoyed. It was great to see them having fun, improvising . . . laughing.'

Before I see you, I can't relax, I have lots of bad thoughts, I can't sleep, and I have bad dreams. After seeing you, and drawing a picture, I feel more relaxed, more confident, I worry less, I feel 2,000 times better.

Noor

A QUESTION OF SPORT

While football remains the most popular sport among our young people, we provide a wide range of options to ensure as many as possible can take part in sport. This includes gymnastics, boxing, swimming, running and, this year, a trip to try out skiing at Tamworth's SnowDome.

As well as organising sports in-house, we have also connected more young people with a range of local clubs. For example, two boys from Afghanistan told us how much they loved cricket, and we have found a local team for them to play in, where they have become regulars.

As well as the benefits of keeping fit, such experiences are also a great way to meet people outside Baca, and helps our young people build a deeper connection to the community where they live.

12

The number of different sporting activities our young people have taken part in

Kicking on

SAMUEL'S STORY

When Samuel, a young refugee from Eritrea, arrived in the UK at 17, he was placed in hotel accommodation alongside adults. It was a frightening and lonely environment, made worse because he didn't understand what was happening to him, and was unsure if he would be sent back to Eritrea or stay in the hotel permanently.

Samuel's life began to change, however, when he arrived at Baca.

On his first day, he showed off his impressive gymnastics and kickboxing skills to his new housemates. Within a month we had helped him join a local gymnastics club, and the weekly sessions became a highlight for him, giving him a sense of belonging.

Life in the UK wasn't easy however. He endured a long period of isolation due to his serious concerns about his asylum status. But with the support and encouragement from Baca to not give up, Samuel's perseverance paid off when he received a positive asylum decision.

After the immense relief of getting his decision, Samuel felt he could take up kickboxing sessions as well as the weekly gymnastics. Exercise, he says, has had a transformative effect on him and helps improve his mood. It also is a way for Samuel to integrate into the local community.

He is thriving academically, too, and is teaching himself computer programming. 'If you put your mind to something and believe you can do it,' he says, 'you can achieve anything.'

Social and community engagement

MAKING CONNECTIONS

We encourage more connections between our young people – and between them and the staff, the wider community, and even decision makers and experts involved in issues that affect them.

Such initiatives are important in developing the language and inter-personal skills that will benefit our child refugees in adulthood. Strong community connections locally and beyond are also crucial for nurturing a more inclusive attitude towards the young people in our care.

35

members of the local community have taken part in Baca volunteering events

SUMMER TRIPS

Our annual summer residential trips are a highlight of the year – an important chance to spend time together away from any worries and concentrate on having fun.

But they are not only for the benefit of our young people. They are designed by them, too, with the young people organising meal plans, a cooking and cleaning rota, day-time activities and what we do in the evenings.

This year, 32 Loughborough young people travelled to the Peak District. The weather was hot so water activities were the order of the day. One young person taught a member of staff how to improve their diving.

We also had our first Cambridge residential trip, with the team taking seven young people to Norfolk. This included raft building, archery and canoeing, and a day out in Great Yarmouth.

As well as the residential trips, over the past year we have taken 37 young people on seven different day trips. These have varied from karting to exploring the caves in Nottingham.

VOLUNTEERING IN ACTION

It began as a Saturday morning hobby. Now it's a weekly volunteer commitment that gives back to the community.

Over the past year, some young people in Cambridge have regularly taken part in the local park run. Four of them are now regularly giving up part of their Saturday mornings to help out with the organisation of the event – as well as take part in the running they love.

Some other young people in Cambridge have been volunteering in the British Heart Foundation and Cancer Research charity shops. Yet another is volunteering at a local café.

And in Loughborough, two young people are volunteering as interpreters with the Red Cross.

ART IN THE COMMUNITY

This year, our young people have been taking their creativity to the outside world.

In Loughborough, Clare, one of our art therapists, worked with them on an exhibition for the local Charnwood Museum.

The result was called *All Together We Are Stronger* and was inspired by injera, a giant pancake-like dish from Ethiopia and Eritrea. It symbolises the power of food and its associations with community, culture and belonging.

The centrepiece of the exhibition was a tablecloth made from individually decorated pieces, sewn together using traditional wax printing techniques. It consisted of symbols, pictures and words which were important to the young people, particularly in relation to sharing food and celebrations in their cultures.

In Cambridge, our young people took part in a project where they painted one of 31 giraffe sculptures displayed around the city.

They painted the animal with flags, a vibrant African sunset, and fingerprints tracing their paths to the UK. The sun on the giraffe's head illustrated hope and light, while a tree demonstrated shelter and growth.

A big thanks to local young people's charity Break, one of the organisers of the project, which was keen for us to take part in the project and donated the giraffe to Baca.

MAKING WAVES

Part of the role of Baca is to be advocates for the young people we serve. Drawing on their stories, achievements and challenges, we want to:

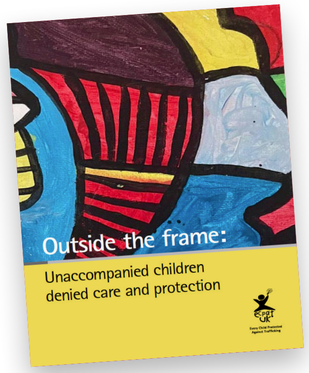
- raise awareness
- create a greater acceptance of people seeking asylum
- create improvements in the care of child refugees.

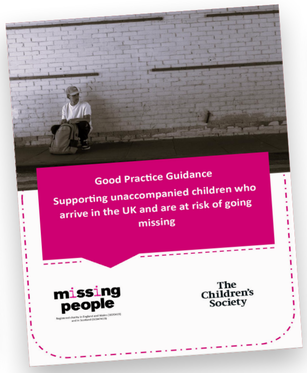
This year we worked with partner charity ECPAT to raise awareness of child refugees being denied care and ending up in inappropriate accommodation such as hotels.

Part of this was promoting ECPAT's report on the issue *Outside The Frame: Unaccompanied children denied care and protection*. Nine Baca young people played their part too, travelling to London to present the report to MPs. Two of our young people actually sat in on the briefing we gave in Parliament to MPs, giving first-hand accounts of their experience of the asylum system.

We were also key contributors to Missing People's *Good Practice Guidance* on supporting unaccompanied children who arrive in the UK and are at risk of going missing. And we also worked with Sheffield Hallam University, the University of Bedfordshire and ECPAT on *Creating Stable Futures*, which drew on the voices of young people who had experienced modern slavery.

This year also saw the publication of *Kicked Out!* by A.M. Dassu, who specialises in children's books addressing displacement, migration and identity. Baca advised the author on the content of the book and received significant profile on the back of its publicity.





Engaging with local schools has been rewarding, with enthusiastic responses to our efforts to expand understanding. We presented to Sir Jonathan North School's citizenship GCSE students, for example, providing insight into education for child refugees in Leicestershire. We also presented Baca's work to Loughborough Grammar School's year 12 geography students studying migration, providing them with real-life examples to use in their coursework and exams.

Money matters

Check out our approach to fundraising, some of the generous organisations and individuals that back us, and how we spend our money

Picture: Baca CEO Jimmy Zachariah at the 2023 Baca celebration event

FOCUS ON FUNDING

Baca's funding primarily comes from contracts with partner local authorities. We would like to particularly acknowledge our partnership with Leicestershire County Council, who we have been working with for 16 years.

Baca would not be able to deliver our holistic support services without the support of various grant funding bodies and foundations (see page 31). We thank them for their generosity and commitment to our work.

Amid the challenge of the rising cost of living, we have been humbled by the long-term commitment of our supporters and local communities. The unwavering support from individual fundraisers, churches, schools, universities and various community members has been invaluable.

We have also developed new connections within the community, broadening our outreach and engagement significantly over the past year, which has been greatly aided by the introduction of our new branding, website and communications materials.

Baca subscribes to the Code of Fundraising Practice in all its fundraising activities. The code is implemented through our human resources and fundraising processes. Every person involved in fundraising for Baca is trained and inducted on the expectations set out in the code of practice.

It is also reflected in our fundraising pack, and we comply with all the GDPR legal requirements regarding donors' or fundraisers' personal data.

No third-party organisations or consultants were used for raising funds for Baca. And there have been no breaches or complaints received with the application of this code and GDPR regulations in the reporting period.

Picture: Oliver Savage recently completed an 870-mile walk on the Welsh coast path to raise funds for Baca and other charities

FUNDRAISING AND SUPPORT IN KIND

Thank you to everyone who has campaigned for us, made donations, volunteered their valuable time and skills, and supported us financially.

Thanks to your generosity, we've been able to provide a safe place for child refugees to heal and the freedom to build a better future.

Here are some highlights of the financial support and support-in-kind that we have received.

- This year, the fundraising appeals the Gift of Learning Classroom Appeal and All Together We Are Stronger Christmas Appeal raised a combined total of £2,821 to fund our classrooms.
- A standout moment was support from the Diocese of Leicester and Bishop Martyn. After visiting Baca in Loughborough, Bishop Martyn selected us as their chosen charity for the Bishop's 2024 Lent Appeal. This led to engagement with multiple churches, attendance at a men's breakfast, a webinar and more than £5,000 in donations from existing and new church connections and individuals.
- The Loughborough University Rag Committee selected Baca as one of their partners for the 2023-24 academic year, meaning we'll receive a percentage of funds raised from their events.
- Loughborough Students Union Action Society, over six gardening sessions at the Baca centre in Loughborough, have transformed the outdoor space. Strengthening our relationship with Action has also provided us with discounted access to university sports pitches.
- We won the Gallagher Insurance Helping Hands Competition complete with £2,000 prize money, and hosted their team for a day of gardening at one of our young people's homes.
- Aggregate Industries supported us by volunteering a day to paint our car park walls.
- We have secured funding from Waitrose Give a Little Love and Tesco Loughborough Community Grants.
- Our engagement with Loughborough Grammar School has been exceptional and we are thankful for their wide-ranging support. This includes them raising funds at their 2023 Christmas carol concert and a non-school uniform day. The school also took part in fundraising and chose Baca to present at their whole school assembly during Refugee Week.

THANK YOU TO OUR FUNDERS

Special thanks to our funders:

- Leicestershire County Council
- Rutland County Council
- Cambridgeshire County Council
- Leicester City Council
- Peterborough Council
- The National Lottery – Reaching Communities Fund
- Samworth Foundation
- The Henry Smith Charity
- CHK Foundation
- Paul Hamlyn Foundation
- BBC Children in Need
- Society of the Holy Child Jesus
- Magnify Foundation
- The Simon Gibson Charitable Trust
- The Balcombe Charitable Trust
- The Swire Charitable Trust
- The Cambridge Build Society Community Fund
- The Maud Elkington Charitable Trust
- Cambridgeshire Community Reach Fund
- The Police and Crime Commissioner for Leicestershire
- Next PLC

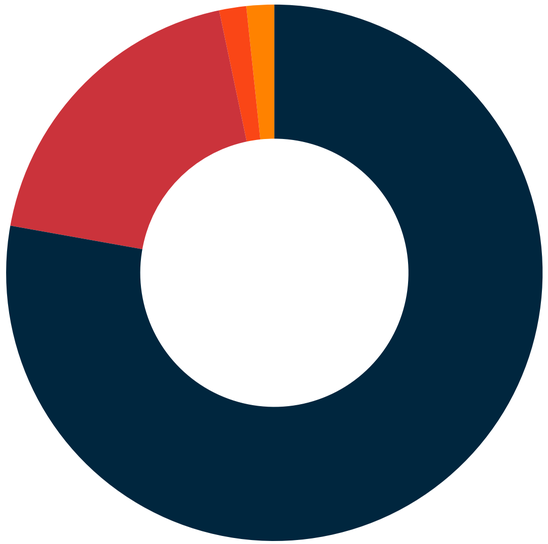
FINANCES AT A GLANCE

INCOME

Accommodation and support	£1,750,315	78%
Grants and trusts	£424,799	19%
Donations and legacies	£36,674	1.5%
Investments	£37,630	1.5%

Total income £2,249,418

Our total income for the year increased by £258,395, or 13% on the previous year.

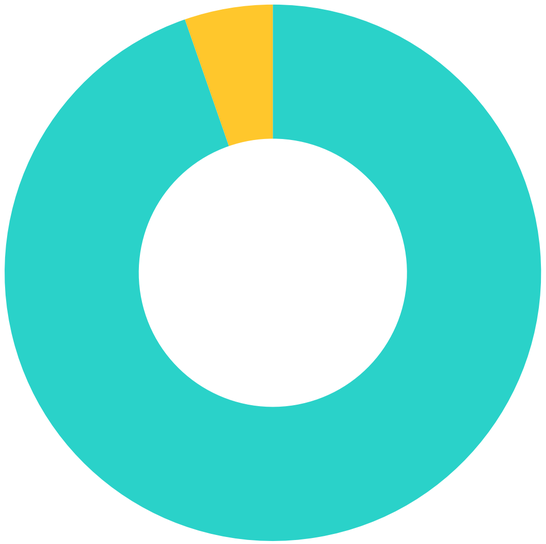


EXPENDITURE

Accommodation and support	£1,707,052	95%
Fundraising	£95,994	5%

Total expenditure £1,803,046

Our total expenditure for the year increased by £163,937, or 10% on the previous year. £1,707,052 or 76% of our income was spent on charitable activities.[1]



1 Due to reasons out of our control, we were unable to spend to our budget in the year, leading to a larger net surplus than intended. Key reasons for this were local authority reorganisation and our Cambridge service development being significantly delayed due to the death of a young person. Furthermore, we were not able to spend on wages in Loughborough as planned due to delays in recruitment to several key roles.

Future plans

You've read about what we've achieved this year. See overleaf for a summary of our priorities for the year ahead

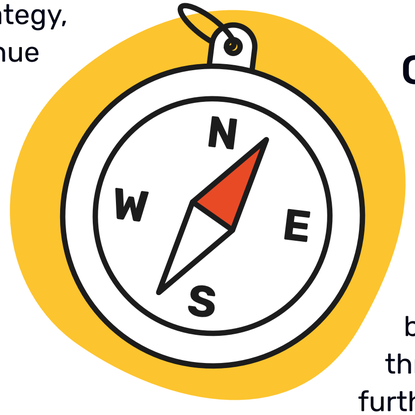
90%

of our care leavers each year report a positive experience moving into independent or semi-independent accommodation

Looking forward

NEXT STEPS

Baca's current strategy runs until 2025, so there is a lot of work going into our new strategy, which will take us to 2028. We'll continue our laser focus on enabling young people to fulfil their potential and become thriving members of the community. Here are the headlines for the areas where we want to drive further progress.



GROW IN CAMBRIDGE

We have turned down more than 40 referrals over the past year due to lack of capacity in Cambridge. Evidence shows there is a serious lack of holistic, top-quality services in the city for young people like those we serve. We will be creating a plan to identify suitable housing through sustainable partnerships, as well as further developing our Cambridge service to meet the young people's needs. This applies in particular to our education work, which complements what the local college provides but currently relies on volunteers. At the moment, also, we can only provide part-time therapy for our young people.

SHARE OUR EXPERTISE

We're really proud of our holistic approach to young people's care. Local authorities continue to reach out to us, saying there is a gap in high-quality provision in their region. As a result, we want to work more with similar organisations who support young people seeking asylum in other towns and cities to influence how they do things. We will be identifying ways to form partnerships with such organisations in order to support the development of services in these new areas.

SPREAD THE WORD

“Our lives begin to end the day we become silent about things that matter,” said Martin Luther King Jr. Our young people want the confidence to share their story. It is a key part of them taking ownership of their healing journey and dignity. Through mentoring and advocacy in the wider world, we’ll continue to equip young people to tell their stories and have their voices heard, particularly when it comes to decisions that affect their futures.

WORK ON WORK

The odds are stacked against our young people, especially when it comes to getting skilled, purposeful and sustainable employment. The educational and systemic barriers are widespread. We’ll continue working to improve our young people’s life skills and focus even more on developing supportive ways into employment. To do this, we will be looking to form partnerships with training providers and employers.

HOME AND AWAY

Safe homes, even after someone leaves Baca, continue to be of huge importance in order for our young leavers to thrive. Some of our young people have been unable to move on because they have nowhere to live. We’ll be working with partners, especially in local government, to address this and find affordable, long-term accommodation for our leavers.

Trustees' report

The Trustees, who are also the Directors, present their report together with the financial statements for the year ended 31 March 2024

From the Baca Chair

CHANGING LIVES FOR THE BETTER

Baca has been through a very significant year. Over the past 12 months, the charity has continued its specialist approach to meeting the needs of vulnerable young people without families, who are fleeing war, persecution, exploitation and trafficking.

We have been working in the context of increasing opposition towards those seeking refuge in the UK. The summer's anti-migration riots threw this into stark, and frightening, relief. Also challenging is the fact that we are operating against a backdrop of rising living costs which affect the cost of delivering our services.

Throughout it all, Baca has remained steadfast in its belief in the dignity of each young person we support. Our supporters and partners are united in their resolve to enable young people to rebuild their lives. Thanks to their support for Baca's mission, we are preparing for our new 2025-28 strategy from a position of strength.

In particular, I would like to recognise the efforts of Baca staff and many volunteers, some of whom have faced their own personal challenges but are unwavering in their commitment to helping young people when they need us most. I must also pay tribute to the local authorities who have continued to support us through the ever-changing political and financial landscape.

The need for the service we provide is greater than ever, with several hundred young people seeking asylum still living in inappropriate accommodation. And, I would argue, that need is for our specialist, therapeutic brand of service – one which bucks the national trend of many young asylum seekers going missing from care.

Our work continues to be the safety net and the backing that all our young people need during a period of uncertainty in their lives. And it continues to evolve as we learn from them about how to do things better.

As we begin another year at Baca with some of our young people moving on from our care, we will think of lives changed for the better but also of the many who are still in need. We will keep learning from the kind, courageous and resilient girls and boys we work with, and in doing so, keep delivering our service with excellence.

Mark Vyner
Chair of Trustees
Baca

Mark Vyner
Chair of Trustees
Baca

Objectives and activities

VISION

A world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives for a better future.

MISSION

It is our mission to serve young people who have been forced to flee their home country – offering safe homes, education, therapeutic care and support in every area of their lives.

We believe each young person, many of whom are victims of human trafficking, has a dignity worth celebrating, talents worth discovering and a life to live to its fullest potential, no matter their past experiences nor present circumstances.

We are committed to providing an inspiring environment that raises hope and strengthens resilience.

VALUES

Our values underpin all we do and how we behave as an organisation and as individuals. The staff team, volunteer team and the Trustees seek to demonstrate these values and behaviours to those we work with, those we seek to influence, and wider society.

Respect

Treating everyone with dignity in all circumstances.

Integrity

Unexaggerated truth, expressed with humility, purity of motive and sincerity of intention, in both our words and deeds.

Passion

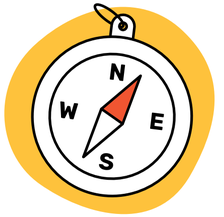
Embracing risk for the sake of the mission, with courage to take bold risks and to innovate despite adversity.

Grace

Costly additional opportunity for everyone, to enable us to be our best by taking responsibility and being perpetual learners.

Compassion

Serving sacrificially, rooted in an unwavering zeal to seek the best for those we serve and not self.



Wisdom

Finding a way through a challenge by listening, learning, perceiving what is at stake, applying insight and considering diverse options.

ACTIVITIES

Our services include:

- A 24/7 service for new arrivals so they can be met, welcomed and assessed without delay.
- Specialised, safe homes to create a sense of belonging and space to heal from trauma.
- Therapeutic support to develop life skills to prepare young people for independent living, strengthen resilience, and increase wellbeing and personal safety.
- Therapeutic interventions through one-to-one and group sessions, to enable young people to manage their emotional wellbeing.
- Social activities to enable the rebuilding of self-esteem and confidence which leads to better integration with the local community.
- Education to build skills and knowledge so they can gain independence and employment, and contribute to society.
- Ongoing support for young people who have transitioned to adulthood.
- Advocating on behalf of the young people to ensure they have fair access to their rights.
- Working with central and local government to share best practice and contribute to the development of effective support for all child refugees.

Leadership, structure and governance

Baca is a company limited by guarantee not having share capital. The governing documents are the Company's Memorandum and Articles of Association. The Company obtained registered charitable status on 18 June 2008.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

- M Vyner
- J Fyleman
- T Buttler (resigned 28/09/2023)
- L Connell (resigned 28/03/2024)
- S Short
- L Lloyd-Jarvis
- A Brackett
- P Clark

In addition to the Trustees, the members of the Management Committee (Leadership Team) during the period were:

- J Zachariah
- A Dando
- M Banister
- I Lowings

APPOINTMENT OF TRUSTEES

Trustees are appointed by the Board. The recruitment process is undertaken in line with the charity's policy and procedure. In considering potential Trustees, account is taken of their alignment with the charity's objectives, values and any specific skills or relevant expertise, through a skills audit, with which they will enhance the Board's ability to carry out its responsibilities.

Vacancies are advertised through networks and recruitment sites or through direct contacts by current members of the Board of Trustees. Applicants are shortlisted and invited to an interview with the members of the Staff and Young People Sub-Committee and the CEO. Recommendations are then made to the full Board.

Recommended candidates are invited to a Trustee Board meeting to establish their suitability and to gain a wider understanding of the governance function carried out by the Board. The final decision to appoint lies with the full Board and is made after this meeting. If necessary, a second invitation to observe the Board will be made to the relevant candidate. All Board members must agree. Where an affirmative decision is made, the necessary legal process of appointment is commenced. Trustees are recruited to serve on the Board of Trustees for a five-year period, at the end of which they may be re-elected for a second term.

TRUSTEES' INDUCTION AND TRAINING

New Trustees' induction consists of a briefing of their legal obligations under charity law, the committee and decision-making processes, together with the budgets and recent financial performance of the charity.

During this process they meet key employees and other Trustees. New Trustees are invited to attend a series of short induction sessions to familiarise themselves with the charity and the external context. Trustees are also encouraged to attend appropriate training events where these will facilitate the undertaking of their role. In addition, they complete online training in safeguarding, health and safety, and equality and diversity.

ORGANISATIONAL STRUCTURE

Baca is organised so that Trustee Board meetings are held quarterly. The Board is also divided into two subgroups:

1. Finance and Fundraising
2. Staff and Young People.

These groups meet quarterly. Between such meetings there are email exchanges as necessary.

The Finance subgroup takes the lead on all aspects of Baca's financial resourcing and report its recommendations to the Board. The Staff and Young People subgroup takes the lead on all aspects of the workforce, safeguarding, and service delivery oversight, and makes recommendations to the full Board. The Memorandum of Articles enforces that there must be a minimum of three Trustees appointed for the Trustees to be able to exercise the powers conferred upon them under company law. There are no restrictions on the Trustees' power in respect of the charity's investments. The Trustees may invest and apply all of the charity's monies in all respects as if they were absolutely and beneficially entitled thereto.

A scheme of delegation is in place, delegating responsibility of running the charity to the Chief Executive along with the Leadership Team. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The Leadership Team is responsible for the day-to-day operational management of the charity, ensuring that the team continue to develop their skills and working practices are in line with good practice.

REMUNERATION POLICY

The aim of our remuneration policy, which applies to all employees, is to offer salaries that are fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims and meet the cost of living as closely as possible.

In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors. The Trustees consider the key management personnel of the charity as the members of the Leadership Team, comprising the Chief Executive (CEO), Finance Director, Service Director, Operations Director, and Head of Fundraising and Communications.

The remuneration of the Leadership Team is determined by the Trustees upon recommendations made by the Staff and Young People subgroup. In agreeing the remuneration, the subgroup considers indicators in the wider economy and the stewardship of resources for the long term.

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

In order to best serve child refugees, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors.

The charity works in formal partnership with local authorities to deliver services. We also work with a range of charities who are specialists in working with vulnerable young people in areas including mental health, trafficking and child sexual exploitation. This can include referrals and sharing best practice. None of the Trustees received remuneration or other benefit during the reporting year.

VOLUNTEERS

Baca's work relies on the support of volunteers from the local community; without them we wouldn't be able to deliver a holistic service. These volunteers provide a range of activities including one-to-one reading lessons, help with writing CVs and mentoring sessions.

Volunteers also work one-to-one with the young people so they can practise hobbies such as cooking or sewing or develop new interests. This enables them to build positive relationships with volunteers and creates an informal setting to practise their English.

We also have residential volunteers who stay overnight to cover for our Support Team.

In the past year, there have been 30 of these regular volunteers.

Baca also provides one-off events for companies to come and volunteer. This has included activities such as painting and gardening.

A big thank you to all our volunteers for their support.

SAFEGUARDING

Baca continuously strives to prioritise the safeguarding of the young people placed with us. The Leadership Team continues to provide direct oversight of our safeguarding structure, with a member of the Leadership Team being our Designated Safeguarding Officer (DSO).

The Leadership Team consistently ensures that safeguarding practices and behaviours are embedded in the culture of the organisation. The DSO works closely with the service delivery teams, conducting weekly safeguarding reviews. They ensure the robust escalation system, as described in our safeguarding policy, is followed, which is reviewed annually.

We follow safe recruitment practices which involves all recruits going through an enhanced DBS check and two references. Serious incidents of safeguarding concerns are reported initially to the Trustees. These are also reviewed in detail by the Staff and Young People subgroup which includes the designated lead Trustee on safeguarding. Monthly reports to the Trustees include safeguarding as a standing item.

Baca works very closely with the local authority social work teams to ensure we are complying with government guidance. Baca continues to strengthen the processes across the organisation to ensure safeguarding considerations are a core part of all decision making. Risks to young people are reviewed in weekly team meetings. All staff and volunteers have clear information on how to report any concerns within the charity. This information is reviewed and refreshed annually through training and induction.

By the very nature of the vulnerabilities faced by the young people supported by Baca, safeguarding is an area of consistent change and challenge. There are ongoing low-level instances of safety concerns which are regularly monitored and resolved.

PUBLIC BENEFIT

Baca's objects, as set out in its Articles of Association, are the advancement of education and the relief of poverty among forced migrants in the United Kingdom and abroad, and the promotion of racial harmony and mutual respect and diversity.

Each year, the Trustees review the charity's objectives and activities to ensure they continue to reflect Baca's aims. In carrying out this review, the Trustees have complied with their duty in section 17 of the Charities Act 2011, to have paid due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The Trustees consider that Baca's activities provide benefit both to the child refugees who use the charity's services, and to the wider community.

RISK MANAGEMENT

The Trustees have reviewed the major risks to which the charity is exposed, and systems have been established to mitigate those risks. A full risk assessment is carried out as part of the strategy and business planning process.

Risks are presented at each quarterly Trustees meeting. In these meetings, significant external risks to income and reserves are reviewed to ensure that sufficient funds are in place. Internal risks are reviewed and minimised by the Trustees and Leadership Team by the implementation of appropriate procedures. The core risks to the charity are as follows:

RISK SUMMARY	MITIGATIONS
Safeguarding young people Baca works with highly vulnerable young people, some of who have been victims of exploitation and trafficking. The risks to safety are also intensified due to the challenges posed by poor emotional wellbeing, lack of trust, limited knowledge of English and unknown immigration status. In addition, the young people are facing increased vulnerability due to the impact of the Safety of Rwanda Act, and the Illegal Migration Act. The uncertainty these Acts cause can increase the young people's vulnerability to exploitation by organised criminal groups.	• Weekly review of risks to personal safety across the organisation. • Holistic support service, providing a detailed picture of the vulnerabilities, needs and positive progress made by the young people. • Risks highlighted in monthly Trustee reports. Critical incidents discussed at quarterly Trustee meetings with clear action plans agreed. • The therapy project has been supported by a placement student who was studying for an MA in Drama Therapy. Following the success of this approach, in December we recruited a new placement student. She has settled in well and is making a positive impact. • This year, we have been implementing the Trauma Recovery Model into our work. The model is a road map to help professionals care for and guide troubled people towards recovery. • To further support the wellbeing of our young people, all our frontline staff are now accredited mental health first aiders.
Occupancy levels Uncertainty over our occupancy levels continues to be the key challenge we face as a charity. Unfortunately, it is not possible to plan when young people might arrive (driven by several external factors outside of our control). This makes it difficult to budget and plan for any significant period. Pressure on local authority finances is also starting to reduce the average time a young person is placed with Baca. On a wider level, the Illegal Migration Act and the Safety of Rwanda Act could affect the numbers of young people that are placed with us.	• Baca has contracts with multiple local authorities thereby reducing reliance on any single authority/contract. • In Cambridge, we can accommodate up to eight young people at any one time. A third house has recently been purchased. Once it is ready to take on referrals, our capacity will increase to 12 young people. • While we have purchased additional housing in Loughborough, we have retained some rented property. This creates the option of reducing space if required. • We are seeking to build partnerships with more local authorities who have a need for safely supporting child refugees. • We are focused on ensuring our service delivery is of the highest quality while maintaining excellent cost effectiveness. • Baca continues to work closely with various advocacy groups to positively influence the government's proposals.

RISK SUMMARY	MITIGATIONS
Volatility of income and rising costs Baca's income is primarily from contracts with local authorities, most of whom are now under increased pressure to reduce their expenditure. Within each contract, income is only guaranteed at the point of placement of a young person with Baca. Budgeting for variable income remains a challenge, as we cannot predict how many young asylum seekers will be placed with us, and the level of funding we will receive per placement. While we have started to develop our donor support and good progress has been made, it will take time to grow this income source.	• We are working to limit the impact of fluctuations in the numbers of young people and the level of income we receive by increasing the proportion of income we generate from alternative sources, such as donors and corporates. • Baca is also engaging with local authorities to understand their needs and provide realistic solutions for delivering a service that is high quality, affordable and sustainable. • Baca has rigorous processes for budgeting, management reporting and monitoring of financial performance through the Trustees and the Leadership Team. This has meant that we have been able to build up the six months' liquid reserves needed to meet operational expenditure in line with our loan covenant with Social and Sustainable Capital (SASC). In addition to this, we are currently building funds to repay the loan in six years (2030).
External environment The past year has seen extremes of opinion and behaviours towards individuals seeking refuge in the UK. The 'stop the boats' messaging and use of unsuitable accommodation such as hotels, has only compounded this issue. This poses a risk to the young people in Baca's care and the overall support received by the charity from the local community.	• Baca's vision encourages us to seek positive solutions to this challenging situation. Baca works with young people to ensure they know their rights, responsibilities and how they can seek help in an unfriendly situation. • We are also committed to sharing stories of hope, highlighting the positives of everyone's life and how that contributes to the wider community to ensure barriers and myths are broken down. To help achieve this aim, Baca has increased our community engagement this year. We have also completed our brand book; this document frames all our communication. • Baca has launched a new logo and website. This improves our ability to engage externally. We have also engaged with academics and researchers to change the narrative and evidence the impact of our service.

ACHIEVEMENTS AND PERFORMANCE

It has been another year of growth at Baca, and we have been able to increase the number of young people in our care. We aim to improve the lives of the young people we work with by supporting their:

- Basic needs, such as providing a safe home
- Education and life skills
- Emotional and physical needs
- Social and community engagement.

Our objective is that is that the boys and girls in our care feel positive and empowered, and able to live independently as contributors to society.

Basic needs

This year Baca provided supported accommodation for 60 boys and girls in Loughborough and Cambridge.

Education and life skills

We ensure all our young people have access to education, either in-house with Baca's own teachers, or at a local college. We provide one-to-one mentoring, too.

We also recognise that the traditional route through education is not necessarily the best for some people, so are developing more non-mainstream training options and support for our young people that need it.

In 2023, 53 young people were in education, and 80% of our young people engaged in education, training or employment.

Emotional and physical needs

Providing in-house therapeutic support is key for our young people's emotional wellbeing. Exercise and sport are not only good for the body, but the mind as well. This year, 51 people have attended at least one therapy group or one-to-one session, which includes drama, art and dance. Fifty-two young people joined in at least one sports session and 70% of the young people we work with report an improvement in their wellbeing each year.

Social and community engagement

We encourage connections between our young people, the staff and the wider community. We do this through such things as organising social occasions and trips, encouraging communal activities such as cooking together, supporting volunteers to work with our young people, and enabling Baca's boys and girls to volunteer and play sport in the community.

This year's highlights include a residential trip to the Peak District, presentations to MPs and schools about the asylum system, and some of our young people taking part in high-profile art exhibitions. Thirty regular volunteers supported our young people with such things as careers advice and teaching, while 35 community members took part in volunteering at Baca in 2023.

For more on Baca's impact this year, see pages five to 27.

FINANCIAL REVIEW

Review of income and expenditure for the year ended 31 March 2024.

Income

Total income for the year amounted to £2,249K (£1,991K in 2023) of which £2,212K (£1,966K in 2023) was generated from charitable activities and £37K (£25K in 2023) was from donations and gifts.

Income from direct delivery of service was £1,750K (£1,428K in 2023) which was £322K higher than 2023 because of an increase in capacity between both Loughborough and Cambridge. This increase is in part due to having opened two houses in Cambridge during 2022/23 and having the full year effect of these houses during this financial year. Our average capacity increased from an average of 44 spaces in 2023 to 47 in 2024.

Income from non-contract income decreased during the year to £425K (£527K in 2023). This decrease reflects the increasing challenges faced in raising grant income. The competition for funding remains high throughout the sector. Income from gifts from individuals and corporates continues to be a small proportion of total income, £37K (£25K in 2023). We are very grateful for the incredible generosity of Baca's many supporters.

Expenditure

Total expenditure for the year in 2024 was £1,803K (£1,639K in 2023) including a £59K depreciation charge (£48K in 2023). The main reason for the increase in costs was due to an increase in staff costs which were £909K during the year (824K in 2023). This was driven by an increase in the average number of staff during the year to 39 (36 in 2023), with additional roles being introduced to achieve our strategic objectives, and pay rises in line with living wage increases.

Due to reasons out of our control, we were not able to spend to our budget in the year, leading to a larger net surplus than intended – key reasons for this being our Cambridge service development was significantly delayed due to the death of a young person, recruitment delays and local authority reorganisation. Furthermore, we were not able to spend on wages in Loughborough as planned due to delays in recruitment to several key roles. These challenges are being resolved as we step into 2024.

Net assets and mission-related investment

The charity's consolidated net assets on 31 March 2024 were £2,404K. The net assets comprise fixed assets of £3,640K, net current assets of £1,163K and long-term liabilities of £2,399K – mortgage and Social and Sustainable Capital (SASC) housing loan. All debtors are deemed recoverable and there are no material amounts that need to be written off.

Access to housing options in Loughborough is extremely competitive both in choice of houses and in their affordability. To minimise the annual disruption caused by one-year rental contracts and to afford better-quality housing in the long term, in 2019 the charity decided to move towards a model of owning properties. This was deemed necessary to secure the best possible accommodation for our young people.

Raising capital for deposits prior to securing mortgages is a significant challenge for small charities. Therefore we have utilised the social investment loan for the maximum amount of £1.75 million for a period of ten years, from Social and Sustainable Capital. The loan has facilitated the purchase of a total of six properties to provide high-quality supported accommodation, with four of the six properties replacing rented houses.

The properties will be maintained at good standard, in accordance with the charitable objectives of the charity. Regular financial reports, including a quarterly reserves assessment and a designated cash reserves statement, are produced for the Trustees, giving the Board clear and regular oversight of the loan repayment strategy.

In addition to this, Baca was able to secure grants to cover the deposits and set-up costs for two houses in Cambridge. A further house in Cambridge was purchased in March 2024 to increase the capacity of service provision in Cambridge. In addition to this, a house in Loughborough was bought in 2018 through a mortgage. During this financial year, excess cash reserves were used to repay in full the mortgage on a property in Loughborough. This is part of the long-term strategy to ensure that Baca is able to pay back the loan from SASC in 2030.

There are future plans to further invest our cash reserves in properties in areas of need.

Reserves review

The Trustees have examined the requirement for reserves, to ensure that the charity can meet all its obligations. The business plan is regularly reviewed to ensure the charity's funds are not in deficit.

As part of the social investment loan from SASC, a covenant is in place to ensure that Baca needs to have six months operating costs in unrestricted assets. In light of this covenant and other considerations, the Trustees have decided that the charity must have or be working towards at least six months of operational costs as reserves; this includes cash and other unrestricted reserves. This amounts to £1.1 million at the end of March 2024.

The purpose of such reserves, in common with best practice for charities, is:

- To ensure Baca can continue to meet its obligations towards our young people, staff, funders and creditors and to ensure that Baca has sufficient funds to meet all of its outstanding commitments in the unlikely event the charity is forced to close.
- To enable Baca to explore alternative options to ensure that service delivery can continue, should the charity face sudden unforeseen challenges to its future viability.
- To cover periods of low occupancy driven by complex factors, such as the unknown impact of immigration controls, new immigration policy and Brexit, on spontaneous arrivals of young people.
- To cover the risks associated with financial constraints faced by local authorities translating into lower amounts paid for placements.
- To cover risks associated with the unpredictability of raising income through donations and gifts.

The current level of total reserves for Baca, including both cash reserves and fixed assets (including properties used for service delivery), is £2,404K. Furthermore, the Trustees have also designated £550K (£246K in 2023) of unrestricted reserves to the Baca Property Fund. During the previous year, such designated funds were used to pay off one mortgage. Funds were then reviewed and a further £304K was designated for future spends on property, including a £50K maintenance fund for out-of-budget major spends on properties.

The terms of the SASC loan require repayment at the end of the ten-year term based on market value at the date of repayment of the properties acquired using the loan. All of the properties purchased in Loughborough were revalued during the year. The house in Loughborough which was formally mortgaged has now been fully repaid.

Our designated reserve, along with houses owned by the charity, is designed to ensure there are sufficient funds to secure mortgages on all properties bought through the loan as it is anticipated mortgagees will be required to be secured against the properties to repay the loan.

The Trustees have decided to consolidate funds of at least £800K in the Baca Property Fund over the ten-year period, to enable Baca to raise mortgages and repay the SASC loan. The designated fund will be reviewed each year by the Trustees with a view to maximising the amount in it and minimising mortgages required.

Following this review, the Trustees are satisfied that the current reserves give the assurance that Baca can meet all its obligations and commitments for the reserves period.

Charity number	1124569
Company number	06510559
Principal address and registered office	Hawsons Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL
Independent auditors	Hawsons Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL
Banker	The Co-Operative Bank PO Box 250 Delf House Southway Skelmersdale WN8 6WT

Financial statements

Here is our financial position in 2023-24, including income, expenditure, reserves and our auditor's report

Picture: Cambridge, one of the places where Baca works

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Baca Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the charities SORP 2019 (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the Baca Trustees

Mark Vyner
Chair
Baca
22nd October 2024

Independent auditor's report to the members of the Baca charity

Opinion

We have audited the financial statements of The Baca Charity for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, The Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

- We have nothing to report in this regard.

Opinions 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 our 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 Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 50, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the 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.

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:

The charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations that were most significant included FRS 102, Charities Act 2011, Children's Act 1989, Modern Slavery Act 2015, Immigration Act 2016, Nationality and Boarders Act 2022, Illegal Migration Bill, ISA 9001:025 and Health and Safety regulations.

We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override on controls), and determined that the principal risks were related to the posting of inappropriate accounting entries to improve the charity's results for the period, and management bias in key accounting estimates. In addition to this, we have also identified the following principal risk areas:

- Income recognition – there are two components to this risk, being income completeness and income cut-off;
- Allocation of funds – there is a risk that income and expenditure has not been used for its designated purpose;
- SASC funding valuation – there is a risk of the valuation of the funding liability being misstated as amounts disclosed are based on management's estimate;
- Breach of laws and regulations - noted as a specific risk as the charity is subject to a number of laws and regulations where a breach could have a material impact on the financial statements.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustees' meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Reviewing a sample of income received close to the period-end to gain assurance that income is included in the period to which it relates;
- Reviewing management's assessment of the SASC liability and assessing it for reasonableness.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Hawsons

Will Amos
Senior Statutory Auditor
for and on behalf of:
Hawsons Chartered Accountants, Statutory Auditor
Jubilee House
32 Duncan Close
Moulton Park
Northampton NN3 6WL

24th October 2024

The Baca Charity statement of financial activities

FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	2024 Total funds £	(As restated) 2023 Total funds £
Incoming resources						
Donations and legacies	2	34,109	-	2,565	36,674	25,191
Charitable activities						
Grants and trusts income	5	122,000	-	302,799	424,799	526,771
Accommodation and support income	3	1,740,452	-	9,863	1,750,315	1,428,214
Investment income	4	37,630	-	-	37,630	10,847
TOTAL INCOME		1,934,191	-	315,227	2,249,418	1,991,023
Expenditure						
Expenditure on raising funds	6	73,446	-	22,548	95,994	70,481
Expenditure on charitable activities						
Accommodation and support work	7	1,410,808	-	296,244	1,707,052	1,490,287
Other		-	-	-	-	78,341
TOTAL EXPENDITURE		1,484,254	-	318,792	1,803,046	1,639,109
Net income/(expenditure)		449,937	-	(3,565)	446,372	351,914
Transfer between funds		(304,000)	304,000	-	-	-
Net movement in funds		145,937	304,000	(3,565)	446,372	351,914
Reconciliation of funds						
Total funds brought forward		1,662,383	246,000	49,503	1,957,886	1,605,972
TOTAL FUNDS CARRIED FORWARD		1,808,320	550,000	45,938	2,404,258	1,957,886

The Baca Charity statement of financial position

AS AT 31 MARCH 2024

	Note	Unrestricted funds £	Designated funds £	Restricted funds £	2024 Total funds £	(As restated) 2023 Total funds £
FIXED ASSETS						
Intangible assets	15	9,124	-	-	9,124	8,463
Tangible assets	16	3,623,698	-	7,500	3,631,198	3,182,616
Total fixed assets		3,632,822	-	7,500	3,640,322	3,191,079
CURRENT ASSETS						
Debtors	17	273,807	-	-	273,807	220,357
Cash at bank	18	463,331	550,000	177,923	1,191,254	1,136,077
Total current assets		737,138	550,000	177,923	1,465,061	1,356,434
CURRENT LIABILTIES						
Amounts falling due within one year	19	(162,547)	-	(139,485)	(302,032)	(277,642)
NET CURRENT ASSETS		574,591	550,000	38,438	1,163,029	1,078,792
TOTAL ASSETS LESS CURRENT LIABILITIES		4,207,413	550,000	45,938	4,803,351	4,269,871
NON CURRENT LIABILITIES						
Amounts falling due after one year	20	(2,399,093)	-	-	(2,399,093)	(2,311,985)
NET ASSETS		1,808,320	550,000	45,938	2,404,258	1,957,886
FUNDS						
Unrestricted funds	25				2,358,320	1,908,383
Restricted funds	25				45,938	49,503
TOTAL FUNDS CARRIED FORWARD					2,404,258	1,957,886

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue. They were signed on the Board's behalf by:

V M Vyner - Trustee
22nd October 2024

The Baca Charity statement of cash flows

FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	27	477,065	321,632
Interest paid	13	(36,461)	(46,850)
Net cash provided by operating activities		440,604	274,782
Cash flows from investing activities			
Purchase of intangible fixed assets	15	(8,591)	(10,199)
Purchase of tangible fixed assets	16	(507,642)	(105,638)
Interest received	4	20,292	9,032
Net cash used in investing activities		(495,941)	(106,805)
Cash flows from financing activities			
New loans issued in the year	21	329,000	-
Loan repayments in the year	21	(218,486)	(377,303)
Net cash provided by/(used in) financing activities		110,514	(377,303)
Change in cash and cash equivalents in the year		55,177	(209,326)
Cash and cash equivalents at the beginning of the year	18	1,136,077	1,345,403
Cash and cash equivalents at the end of the year	18	1,191,254	1,136,077

The Baca Charity notes to the financial statements for the year ended 31 March 2024

1. ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material to the charitable company's affairs.

Statutory information

The Baca Charity is a Private Charitable Company Limited by Guarantee, registered in England and Wales. The charity's registered number is 1124569 and the Company registration number is 06510559. The address of its registered office is: Hawsons Chartered Accountants, Jubilee House 32 Duncan Close, Moulton Park Industrial Estate, Northampton, England, NN3 6WL.

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

The Baca Charity 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 notes.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

Income

All income is recognised in the Statement of Financial Activities once the charitable company has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives grants in respect of the charitable activities it carries out as detailed in the Trustees' report. Income from grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

For donations to be recognised the charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met, or the fulfilment of those

conditions is wholly within the control of the charitable company and it is probable that these conditions will be fulfilled in the reporting period.

Income from trading activities includes income earned from the provision of accommodation and support work and the provision of education as detailed in the Trustees' report. Income is received in exchange for supplying services in order to raise funds and is recognised when entitlement has occurred.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Costs of raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure directly associated with individual projects and support costs relating to those activities.

Support costs are those incurred in connection with the management of the charity and its assets, organisation, administration and compliance with constitutional and statutory requirements.

Support costs include central function and have been allocated to activity cost categories on a basis consistent with their use of resource.

Rentals paid under operating leases are charged against income and on a straight line basis over the term of the lease.

Intangible assets

Intangible assets are stated initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

The bespoke computer software is being amortised evenly over its estimated useful life of three years.

Tangible assets

Tangible fixed assets are stated at cost less accumulated depreciation and impairment. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	33.33% straight line
Fixtures, fittings and equipment	25% straight line
Freehold property	100 year straight line
Long leasehold property	Depreciated on a straight line basis over the remaining life of the lease.
Leasehold improvements	33.33% straight line

At the end of each reporting period end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such loss exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any), and the impairment loss is recognised in the Statement of Financial Activities.

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fund structure

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted income funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are set up at the discretion of the Trustees.

Pensions and other post-retirement obligations

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Loans and borrowings

Bank loans and borrowings are initially recognised at the transaction price included transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

The SASC funding agreement is treated as described in Note 20 of the accounts.

Value added tax

The charitable company is not required to register for VAT. All income and expenses included VAT where applicable.

Trade receivables and payables

Trade receivables and payables with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Significant accounting judgements and estimation uncertainty

Drawing up the financial statements in accordance with FRS102 required management to make necessary estimates and assessments. Estimates are based on past experience and other reasonable assessment criteria. The estimates are reviewed on an ongoing basis. Revisions to the accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that and the prior periods, or in the period of the revision and future period if the revision affects both current and future periods.

Valuation of SASC funding liability (see Note 21).

2. DONATIONS AND LEGACIES

	2024 £	2023 £
Donations	34,548	22,472
Gift aid	2,126	2,719
	36,674	25,191

3. ACCOMMODATION AND SUPPORT WORK

	2024 £	2023 £
Accommodation and support work	1,728,285	1,409,799
ESOL teaching	22,030	18,415
	1,750,315	1,428,214

4. INVESTMENT INCOME

	2024 £	2023 £
Rents received	17,338	1,815
Deposit account interest	20,292	9,032
	37,630	10,847

5. INCOME FROM CHARITABLE ACTIVITIES

	2024 £	2023 £
Grants and trusts income	424,799	526,771
	424,799	526,771

Included within grants above are the following amounts, which are government grants as defined by the SORP:

- Big Lottery – Core £69,080 (2023: £66,217)
- The CAF Resilience Fund Phase 2 - £Nil (2023: £116,944)
- Commissioners Safety Fund £1,666 (2023: £Nil)
- BBC Children In Need £32,522 (2023: £32,074)
- Community Reach Fund – Cambridge Sports £672 (2023: £56)
- Community Reach Fund – Cambridge Cookery £462 (2023: £42)
- Awards for All £5,514 (2023: £Nil)
- Cambridgeshire County Council Cultivate Cambs Grant £14,567 (2023: £Nil)

6. RAISING FUNDS, RAISING DONATIONS AND LEGACIES

	2024 £	2023 £
Staff costs	88,314	66,650
Administration costs	7,680	3,831
	95,994	70,481

7. CHARITABLE ACTIVITIES COSTS

	Direct costs £	Support costs (see note 8) £	2024 Totals £	(As restated) 2023 Totals £
Accommodation and support work	1,577,434	129,618	1,707,052	1,490,287

8. SUPPORT COSTS

	Other £	Governance costs £	2024 Totals £	(As restated) 2023 Totals £
Accommodation and support work	108,618	21,000	129,618	131,562

6. RAISING FUNDS, RAISING DONATIONS AND LEGACIES

Support costs included in the above are as follows:

Other	2024 £	(As restated) 2023 £
Trustee's expenses	397	1,038
Wages	-	20,448
Social security	-	5,303
Pensions	-	3,132
Finance charges	4,335	4,599
Legal and professional fees	6,465	1,248
Support costs – office	-	7,895
Depreciation	66,990	54,672
Consultancy	4,317	3,945
HR consultancy	4,252	8,911
DBS checks	1,279	748
Recruitment	10,720	4,623
Insurance	9,863	-
	108,618	116,562

9. NET INCOME/(EXPENDITURE)

	2024 £	(As restated) 2023 £
Depreciation – owned assets	59,060	47,939
Computer software amortisation	7,930	6,733
Auditors' remuneration	21,000	15,000
Operating lease rentals	109,479	124,034

10. AUDITOR'S REMUNERATION

	2024 £	2023 £
Audit of the financial statements	21,000	15,000

The auditor's remuneration of £21,000 (2023: £15,000) which is included within governance costs includes costs for the preparation of the accounts and other advice and assistance provided throughout the year.

11. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' expenses	2024 No.	2023 No.	2024 £	2023 £
Travel and Subsistence	3	8	397	1,038

During the year one Trustee was paid £Nil (2023: £1,500) for consultancy work carried out for the charity.

12. STAFF COSTS

	2024 £	2023 £
Wages and salaries	815,038	739,226
Social security costs	56,106	53,021
Other pension costs	37,832	31,316
	908,976	823,563

The total employment benefits of the key management personnel of the charity were £157,893 (2023: £135,187).

The average monthly number of employees during the year was as follows:

	2024 No.	2023 No.
Management and admin	9	9
Charitable activities	30	27
Directors	7	8
	46	44

No employees received emoluments in excess of £60,000 in the current or prior year.

13. BANK INTEREST PAYABLE AND SIMILAR EXPENSES

	2024 £	2023 £
Bank interest payable	36,461	46,850

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (AS RESTATED)

	Unrestricted funds £	Designated funds £	Restricted funds £	(As restated) 2023 Total funds £
Incoming resources				
Donations and legacies	25,191	-	-	25,191
Charitable activities				
Grants and trusts income	133,663	-	393,108	526,771
Accommodation and support income	1,428,214	-	-	1,428,214
Investment income	10,847	-	-	10,847
TOTAL INCOME	1,597,915	-	393,108	1,991,023
Expenditure				
Expenditure on raising funds	58,207	-	12,274	70,481
Expenditure on charitable activities				
Accommodation and support work	1,122,437	-	367,850	1,490,287
Other	64,305	-	14,036	78,341
TOTAL EXPENDITURE	1,244,949	-	394,160	1,639,109
Net income/(expenditure)	352,966	-	(1,052)	351,914
Transfer between funds	504,000	(174,000)	(330,000)	-
Net movement in funds	856,966	(174,000)	(331,052)	351,914
Reconciliation of funds				
Total funds brought forward	805,417	420,000	380,555	1,605,972
TOTAL FUNDS CARRIED FORWARD	1,662,383	246,000	49,503	1,957,886

15. INTANGIBLE FIXED ASSETS

	Computer software £
Cost	
At 1 April 2023	57,939
Additions	8,591
Disposals	(8,640)
At 31 March 2024	57,890
Amortisation	
At 1 April 2023	49,476
Charge for the year	7,930
Disposals	(8,640)
At 31 March 2024	48,766
Net book value	
At 31 March 2024	9,124
At 31 March 2023	8,463

16. TANGIBLE FIXED ASSETS (AS RESTATED)

	Freehold property £	Long leasehold £	Leasehold Improvements £	Fixtures and fittings £	Computer equipment £	Total £
Cost						
At 1 April 2023	3,083,038	92,254	17,419	107,785	6,521	3,307,017
Additions	472,324	-	18,143	17,175	-	507,642
Disposals	-	-	-	-	-	-
At 31 March 2024	3,555,362	92,254	35,562	124,960	6,521	3,814,659
Depreciation						
At 1 April 2023	43,964	1,168	5,806	68,853	4,610	124,401
Charge for the year	23,123	1,025	14,878	18,890	1,144	59,060
Disposals	-	-	-	-	-	-
At 31 March 2024	67,087	2,193	20,684	87,743	5,754	183,461
Net book value						
At 31 March 2024	3,488,275	90,061	14,878	37,217	767	3,631,198
At 31 March 2023	3,039,074	91,086	11,613	38,932	1,911	3,182,616

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	231,446	167,361
Other debtors	1,799	11,841
Prepayments and accrued income	40,562	41,155
	273,807	220,357

18. CASH AND CASH EQUIVALENTS

	2024 £	2023 £
Cash at bank and in hand	1,191,254	1,136,077

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Bank loans and overdrafts (see note 21)	36,629	13,223
Trade creditors	31,172	15,309
Social security and other taxes	13,575	12,023
Other creditors	7,025	8,498
Accruals and deferred income	213,631	228,589
	302,032	277,642

Deferred income

	2024 £	2023 £
Deferred income is included within:		
Creditors due within one year	139,485	157,937
Movement in the year was as follows: Grants received:		
Total deferred income at 1 April 2023	157,937	203,968
Amounts received in the year	406,343	651,484
Amounts credited to the Statement of Financial Activities	(424,795)	(697,515)
Grants – deferred income at 31 March 2024	302,032	277,642

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (CONTINUED)

Deferred income	2024 £	2023 £
Rent for use of the community hub:		
Total deferred income at 1 April 2023	905	-
Amounts received in the year	16,933	2,720
Amounts credited to the Statement of Financial Activities	(17,338)	(1,815)
Rent – deferred income at 31 March 2024	500	905

Income has been deferred in relation to grant income when performance conditions have not been met.

20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024 £	2023 £
Other loans (see note 21)	1,711,069	1,711,069
Bank loans and overdrafts (see note 21)	688,024	600,916
	2,399,093	2,311,985

21. LOANS

An analysis of the maturity of loans is given below:

	2024 £	2023 £
Amounts falling due within one year:		
Bank loans	36,629	13,223

	2024 £	2023 £
Amounts falling due between two and five years:		
Bank loans	329,072	64,475

	2024 £	2023 £
Amounts falling due in more than five years:		
Bank loans	358,952	536,441
Other loans	1,711,069	1,711,069

In March 2020 The Baca Charity entered into an agreement with Social and Sustainable Capital LLP (SASC).

21. LOANS (CONTINUED)

This is a secured loan facility, secured over the assets of the charity whereby SASC has set aside up to £1.75m for The Baca Charity to purchase eligible properties which they can use to further their charitable objectives.

The Baca Charity will pay back the equivalent of 85% of the market value of all properties purchased via this facility on 20 June 2030. The Trustees have designated the Baca Housing Fund and intend to set aside excess reserves over the next ten years into this fund in order to repay this.

At the balance sheet date, a total of £1,711,069 had been drawn down on this agreement.

The amounts drawn down on the SASC agreement are secured with fixed charges over the properties purchased using these monies and there is a floating charge in place over the balance of the SASC bank account.

22. SECURED DEBTS

	2024 £	2023 £
Bank loans	724,653	614,139
Other loans	1,711,069	1,711,069

The bank loans are secured with fixed charges over the properties they were used to purchase.

The other loan is the SASC funding agreement as described in Note 21 of the accounts.

23. OTHER FINANCIAL COMMITMENTS

The charitable company has commitments due as follows:

	2024 £	2023 £
Due in one year	108,081	25,604
Due in two-five years	71,484	-
	179,565	25,604

The amount of non-cancellable operating lease payments recognised as an expense during the year was £109,479 (2023: £124,034).

24. OTHER FINANCIAL INSTRUMENTS – SASC FUNDING

The carrying amount of the charity's financial instruments are as follows:

	2024 £	2023 £
Amounts falling due in more than five years:	1,711,069	1,711,069

There were no net gains or losses or changes in fair value through the Statement of Financial Activities.

25. MOVEMENT IN FUNDS

	At 01.04.23 £	Net movement in funds £	Transfer between funds £	At 31.03.24 £
Unrestricted funds				
General fund	1,662,383	449,937	(304,000)	1,808,320
Baca Housing Fund	246,000	-	304,000	550,000
	1,908,383	449,937	-	2,358,320
Restricted funds				
BBC Children in Need	2,490	(681)	-	1,809
Big Lottery - Core	(684)	(1,042)	-	(1,726)
CAF Main Grant	17,015	(11,422)	-	5,593
CHK Foundation Grant	12,664	40	-	12,704
CHK Leaving Care	-	158	-	158
Cultivate Cambridge	-	1,393	-	1,393
Leslie Aldridge House Fund Setup	14,117	-	-	14,117
Other Restricted Funds	2,309	9,581	-	11,890
Paul Hamlyn Covid Grant	3,325	(3,325)	-	-
Paul Hamlyn Foundation	(850)	850	-	-
SHCJ	-	-	-	-
The Swire Charitable Trust – Volunteer Project	(883)	883	-	-
	49,503	(3,565)	-	45,938
TOTAL FUNDS	1,957,886	446,372	-	2,404,258

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,812,191	(1,362,254)	449,937
The Henry Smith Charity	20,000	(20,000)	-
Samworth Foundation	80,000	(80,000)	-
Magnify	20,000	(20,000)	-
The Blue Thread	2,000	(2,000)	-
	1,934,191	(1,484,254)	449,937
Restricted funds			
BBC Children in Need	32,522	(33,203)	(681)
Big Lottery - Core	69,080	(70,122)	(1,042)
CAF Main Grant	-	(11,422)	(11,422)
CHK Foundation Grant	68,352	(68,312)	40
CHK Leaving Care	32,081	(31,923)	158
Cultivate Cambridge	14,567	(13,174)	1,393
Other Restricted Funds	36,875	(27,294)	9,581
Paul Hamlyn Covid Grant	-	(3,325)	(3,325)
Paul Hamlyn Foundation	33,000	(32,150)	850
SHCJ	15,000	(15,000)	-
The Swire Charitable Trust – Volunteer Project	13,750	(12,867)	883
	315,227	(318,792)	(3,565)
TOTAL FUNDS	2,249,418	(1,803,046)	446,372

25. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds (As restated)

	At 01.04.23 £	Net movement in funds £	Transfer between funds £	At 31.03.24 £
Unrestricted funds				
General fund	805,413	352,970	504,000	1,662,383
The Henry Smith Charity	4	(4)	-	-
Baca Housing Fund	320,000	-	(74,000)	246,000
Underfunded Strategic Projects	50,000	-	(50,000)	-
Property Maintenance Fund	50,000	-	(50,000)	-
	1,225,417	352,966	330,000	1,908,383
Restricted funds				
BBC Children in Need	2,813	(323)	-	2,490
The Clothworkers' Foundation	1,314	(1,314)	-	-
Intelligent Energy Charitable Trust	4	(4)	-	-
Other Restricted Funds	(904)	3,213	-	2,309
The Swire Charitable Trust – Volunteer Project	17	(900)	-	(883)
Paul Hamlyn Foundation	-	(850)	-	(850)
Big Lottery - Core	(4,837)	4,153	-	(684)
CAF Main Grant	15,084	1,931	-	17,015
CAF Resilience Grant	10,000	(10,000)	-	-
CHK Foundation Grant	17,704	(5,040)	-	12,664
Paul Hamlyn Covid Grant	4,724	(1,399)	-	3,325
Leslie Aldridge House Setup Fund	4,636	9,481	-	14,117
Leslie Aldridge House Fund	330,000	-	(330,000)	-
	380,555	(1,052)	(330,000)	49,503
TOTAL FUNDS	1,605,972	351,914	-	1,957,886

Comparative net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,496,252	(1,143,282)	352,970
The Henry Smith Charity	34,996	(35,000)	(4)
Baca Housing Fund	66,667	(66,667)	-
	1,597,915	(1,244,949)	352,966
Restricted funds			
BBC Children in Need	32,074	(32,397)	(323)
The Clothworkers' Foundation	-	(1,314)	(1,314)
Intelligent Energy Charitable Trust	14,475	(14,479)	(4)
Other Restricted Funds	20,691	(17,478)	3,213
The Swire Charitable Trust – Volunteer Project	15,000	(15,900)	(900)
Paul Hamlyn Foundation	33,000	(33,850)	(850)
Big Lottery - Core	66,217	(62,064)	4,153
CAF Main Grant	116,944	(115,013)	1,931
CAF Resilience Grant	-	(10,000)	(10,000)
CHK Foundation Grant	63,898	(68,938)	(5,040)
Paul Hamlyn Covid Grant	15,000	(16,399)	(1,399)
Leslie Aldridge House Setup Fund	15,809	(6,328)	9,481
	393,108	(394,160)	(1,052)
TOTAL FUNDS	1,991,023	(1,639,109)	351,914

25. MOVEMENT IN FUNDS (CONTINUED)

The Swire Charitable Trust

We have now completed the final year of our grant from the Trust. The grant contributed towards the cost of delivering our Volunteer and Mentoring project.

CHK Foundation

We are very grateful that the CHK Foundation have been able to fund our work for three years. This grant contributed towards some of the core costs associated with the growth of the charity.

Paul Hamlyn Covid Grant

The Paul Hamlyn Foundation kindly recognised the impact of Covid-19 on the whole staff team. This grant helped Baca to continue to provide wellbeing support for staff. We agreed to extend the deadline for this grant to 2023.

Cambridgeshire Community Reach Fund

We are delighted to receive a grant through Cambridgeshire County Council. This grant covered the cost of delivering cooking workshops in Cambridge.

The Samworth Foundation

We are delighted that the Samworth Foundation has made such a long term commitment to supporting The Baca Charity's work. We are now in the second year of our five year grant.

Paul Hamlyn Foundation

The Paul Hamlyn Foundation awarded The Baca Charity a three year grant through their Youth Fund; we are now in the final year. The grant is supporting Baca's new project in Cambridge. On 5 December 2022, we received an additional £6,000 uplift grant from the Foundation. This was in recognition of the rising cost of living. This took our total grant to £96,000.

The Balcombe Charitable Trust

We are in the final year of our grant from The Balcombe Charitable Trust, which contributes towards the cost of delivering our Volunteer Project. The Volunteer Project is vital as it enables the young people to have additional one-to-one support.

The National Lottery Community Fund (Big Lottery – Core)

We have entered the final year of our grant from the Community Fund. The grant contributes towards the cost of delivery part of our Rebuild Project. This funding enables The Baca Charity to deliver our therapy, trips and sports sessions.

Children in Need (CIN)

We are in the final year of a three year grant from Children in Need. The grant contributes towards the cost of providing in-house education lessons, which we deliver in partnership with the Wyggeston & Queen Elizabeth College in Leicester. The grant also enables teachers to provide additional support to the young people who are now attending local colleges. On 21 October 2022, we received an additional £500 from Children in Need in recognition of the rising cost of living. Our total grant is therefore £97,865.

25. MOVEMENT IN FUNDS (CONTINUED)

Cambridgeshire Community Reach Fund

This grant is through Cambridgeshire County Council. The funding is to cover the cost of delivering our sports project in Cambridge.

Magnify Foundation

We are delighted that the Magnify Foundation has agreed to fund our core costs over three years.

Cambridgeshire County Council Cultivate Cambs Grant

This grant covers the cost of delivery of our therapy support in Cambridge. The grant has been extended to the end of April 2024.

The Simon Gibson Charitable Trust

We are grateful that the Trust has recognised the value of our work. This grant contributes towards the delivery of our Volunteer Project in Cambridge.

The National Lottery Community Fund (Awards For All)

This grant has covered the cost of both the day trips and residential trips in Cambridge.

CHK Foundation

We are delighted that the CHK Foundation was also able to fund our work supporting the young people into meaningful employment, training and education along with safe accommodation.

The Cambridge Building Society Community Fund

We are grateful that the Cambridge Building Society has been able to fund our work in the city. The grant has contributed towards staff costs.

The Maud Elkington Charitable Trust

The Trust has kindly funded Baca's Education Project in Loughborough.

The Henry Smith Charity

We are delighted that the Henry Smith Charity has agreed to fund Baca's work for another three years. This is our third grant from the charity. We are grateful that the charity continue to invest in our work. The grant contributes towards our core costs.

The Police and Crime Commissioner for Leicestershire

We are pleased to be working with the PCC for Leicestershire. This one year grant will contribute towards the cost of delivering our Volunteer Project in Cambridge.

Next PLC

We are delighted that Next PLC, which has its headquarters in Leicestershire, has agreed to contribute toward the cost of delivery our Education Project in Loughborough.

25. MOVEMENT IN FUNDS (CONTINUED)

The following funds are included within Other Restricted Funds:

- Cambridgeshire Community Reach Fund
- The National Lottery Community Fund (Awards For All)
- The Simon Gibson Charitable Trust
- The Cambridge Building Society Community Fund
- The Maud Elkington Charitable Trust
- The Police and Crime Commissioner for Leicestershire
- Next PLC

26. ANALYSIS OF FUNDS

Fund balances at 31 March 2024 are represented by:

	Unrestricted fund £	Designated fund £	Restricted fund £	Total fund £
Intangible fixed assets	9,124	-	-	9,124
Tangible fixed assets	3,623,698	-	7,500	3,631,198
Net current assets/(liabilities)	574,591	550,000	38,438	1,163,029
Non-current liabilities	(2,399,093)	-	-	(2,399,093)
TOTAL NET ASSETS	1,808,320	550,000	45,938	2,404,258

27. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	(As restated) 2023 £
Net movement in funds	446,372	351,914
Adjustments for:		
Depreciation and amortisation charges	66,990	54,614
Interest received	(20,292)	(9,032)
Interest paid	36,461	46,850
Increase in debtors	(53,450)	(93,565)
Increase/(decrease) in creditors	984	(29,149)
Net cash provided by operations	477,065	321,632

28. ANALYSIS OF NET DEBT

	Unrestricted fund £	Designated fund £	Restricted fund £	Total fund £
Net cash				
Cash on hand and at bank	1,136,077	55,177	-	1,191,254
	1,136,077	55,177	-	1,191,254
Net debt				
Bank loans	(614,139)	(110,514)	-	(724,653)
Other loans	(1,711,069)	-	-	(1,711,069)
	(2,325,208)	(110,514)	-	(2,435,722)
Total	(1,189,131)	(55,337)	-	(1,244,468)

25. RELATED PARTY TRANSACTIONS

During the year rent of £18,867 (2023: £18,562) was paid to A Dando, a member of the management committee, for use of the current office. £10,074 (2023: £8,968) is included within prepayments and £10,074 (2023: £9,594) is included within trade creditors at the balance sheet date.

30. LIMITED BY GUARANTEE

The charitable company is a private limited company limited by guarantee and consequently does not have share capital. Each member is liable to contribute an amount not exceeding £1 towards the assets of the company in event of liquidation.

31. PRIOR YEAR ADJUSTMENT

In previous accounting periods, no depreciation was provided on freehold property. The Trustees have now agreed that under accounting standards it is more appropriate to depreciate freehold property. A prior year adjustment of £43,964 has been raised to represent accumulated depreciation that would have been charged on each property since acquisition. The adjustment represents an additional depreciation expense of £23,123 being charged in the Statement of Financial Activities for the year ended 31 March 2023 and an adjustment of £20,841 to retained earnings brought forward from the year ended 31 March 2022. The total prior year adjustment of £43,964 has resulted in unrestricted funds brought forward to the current year of £1,662,383 being revised from £1,706,347. Depreciation on all freehold properties has been charged in the current year in line with the accounting period stated in note 1.

Baca

Safe to heal, free to thrive

bacacharity.org.uk

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THE BACA CHARITY

England & Wales - Charity number 1124569

Accounts

REGISTERED COMPANY NUMBER: 06510559
REGISTERED CHARITY NUMBER: 1124569

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

FOR

THE BACA CHARITY

Duncan & Toplis Limited, Statutory Auditor
3 Princes Court
Royal Way
Loughborough
Leicestershire
LE11 5XR

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FOR THE YEAR ENDED 31 MARCH 2023

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investing hope, shaping futures

THE BACA CHARITY ANNUAL REPORT 2022-23

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REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees	M. Vyner (Chair) T. Butler S. Short L. Lloyd-Jarvis L. Connell A. Brackett J. Fyleman (Appointed 08 December 2022) P. Clark (Appointed 08 December 2022)
Management Committee	J. Zachariah, Chief Executive A. Dando, Finance Director S. Smout, Business Development Director M. Banister, Service Director I. Lowings, Operations Director
Charity Number	1124569
Company Number	06510559
Principal Address & Registered office	C/O Duncan & Toplis 3 Princes Court Royal Way LOUGHBOROUGH LE11 5XR
Independent Auditor	Niall Kingsley FCA Duncan & Toplis 3 Princes Court Royal Way LOUGHBOROUGH LE11 5XR
Bankers	The Co-Operative Bank PO Box 250 Delf House Southway Skelmersadale WN8 6WT

ABOUT BACA

The Baca Charity (Baca) works with young people who have been forced to flee their home country, because of war, persecution, or trafficking. We provide a safe home, education and therapeutic care that enables them to fulfil their potential and become thriving members of the community. We believe each young person has a dignity worth uncovering, talents worth discovering and a life worth living to their fullest potential.

The Trustees (who are also directors of The Baca Charity for the purposes of company law) present their report and Baca's financial statements for the year ended 31 March 2023. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Kurdistan - A printed cushion created by a young person.
It was designed and printed by one of our young people as part of an art therapy project. Baca's in-house Art Therapist commented on the cathartic and therapeutic properties of printing as a physical process for our young people and noted that "if they are also able to make an item which they can take home and use as a comforter and reminder of important things which are very special to them such as a message, flag or picture then there is a long-term benefit to the activity bringing a more significant therapeutic effect."

(Baca Art Therapist)

MESSAGE FROM THE CHAIR

Baca has been through a very significant year. Over the past twelve months, we have continued to meet the needs of vulnerable young people arriving in the East Midlands without families, fleeing war, persecution, exploitation and trafficking.

Having come out of the other side of responding to the pandemic, we have been working in the context of increasing opposition towards those seeking refuge in the UK. This is against a backdrop of the rising cost of living and delivery of our services. Throughout it all, we have remained steadfast in our belief in the dignity of each young person we support, in the ever-changing external context. Our team, our supporters and our partners have been united in our resolve to enable young people to rebuild their lives for the better.

I would like to recognise the efforts of our team of staff and volunteers, many of whom have faced their own personal challenges, but were unwavering in their commitment to help young people at a time when they needed us most. I must also pay tribute to the local authorities who have continued to support our work through the ever-changing post pandemic landscape.

Our work continues to be the safety net and the backing that all the young people we have supported needed during a period of uncertainty that has triggered past traumas for many. Despite these challenges, the young people we support continue to demonstrate, resilience, courage and kindness to everyone they come across.

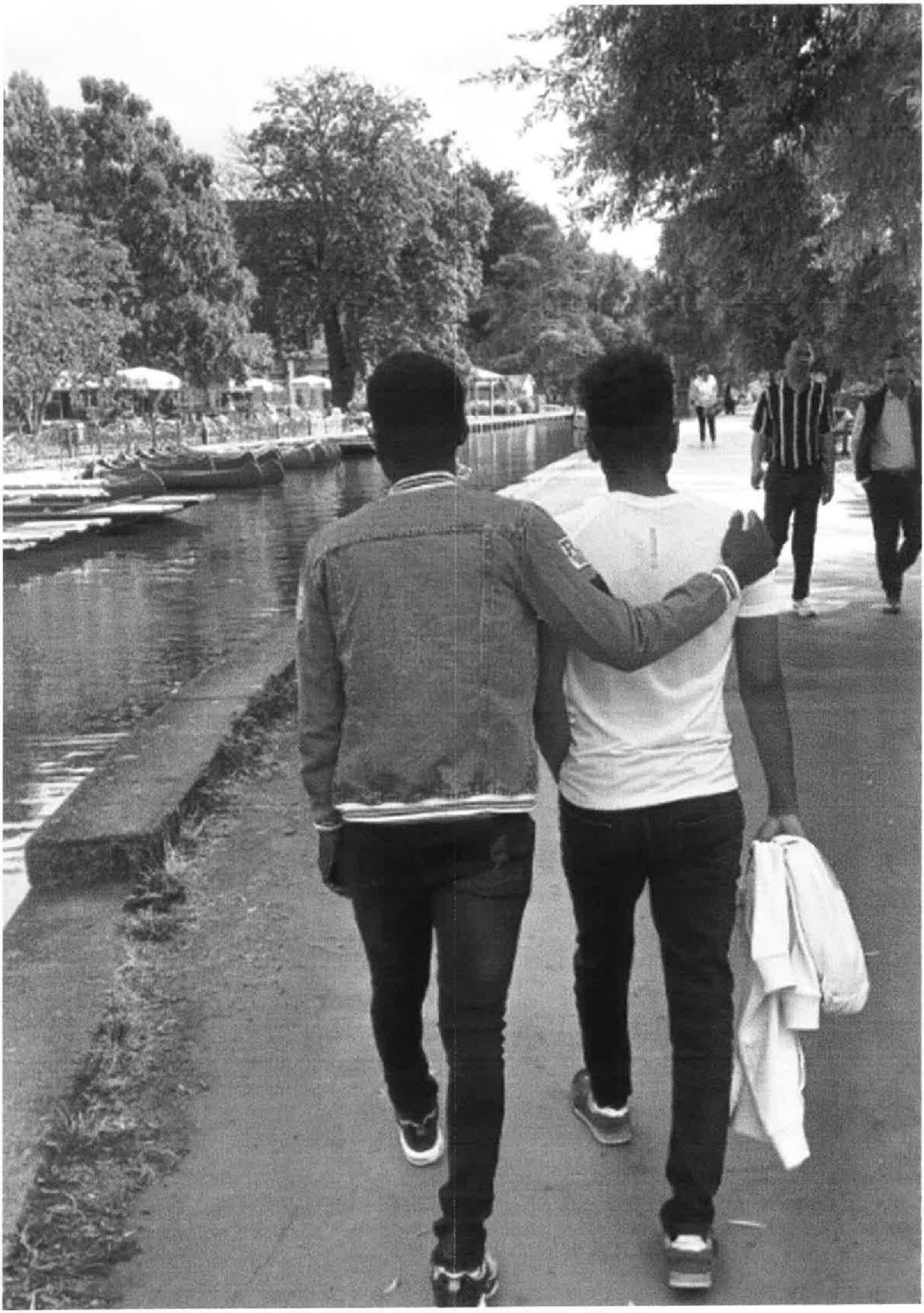
Learning from them, we have been able to continue to develop our services. We now have a dedicated space that enables the development of skills and community for the young people.

Sadly, we know that even in the midst of the success achieved by the young people we support, there is a whole group of unseen young people, who have not had the support, care and compassion they need. From the impact of sustained isolation on emotional wellbeing and mental health, to increased financial uncertainty, the inequality of opportunities, and the ongoing risk of young people facing harm from exploitation, these young people need our support more than ever. We are committed to extending our role to support these young people who are not in our care.

On behalf of everyone at Baca, I would like to thank all of our supporters and partners for their support over the past year. As we move forward, we will remember the stories of lives changed and the many who are still in need, to inspire us to keep learning and keep delivering our service with excellence.

Together, we can inspire hope for a brighter future for these incredible young people!

Mark Vyner
Chair of Trustees



OBJECTIVES AND ACTIVITIES

VISION

A world where all child refugees are welcomed, safe and inspired with hope to rebuild their lives for a better future.

MISSION

It is our mission to serve young people who have been forced to flee their home country - offering safe homes, education, therapeutic care and support in every area of their lives. We believe each young person, many of whom are victims of human trafficking, has a dignity worth celebrating, talents worth discovering and a life to live to its fullest potential, no matter their past experiences nor present circumstance. We are committed to providing an inspiring environment that raises hope and strengthens resilience.

VALUES

Our values underpin all we do and how we behave as an organisation and as individuals. The staff team, volunteer team and the Trustees seek to demonstrate these values and behaviours to those we work with, those we seek to influence, and the wider society.

Our values	Our Behaviours
Respect	**Treating everyone with dignity** in all circumstances.
Compassion	**Serving sacrificially,** rooted in an unwavering zeal to seek the best for those we serve and not self.
Grace	**Costly additional opportunity for everyone,** to enable us to be our best by being perpetual learners.
Integrity	**Unexaggerated truth,** expressed with humility, purity of motive and sincerity of intention, in both our words and deeds.
Passion	**Embracing risk for the sake of the mission**, with courage to take bold risks and to innovate despite adversity.
Wisdom	**Finding a way through a challenge** by listening, learning, perceiving what is at stake, applying insight and considering diverse options.

ACTIVITIES

Our services include:

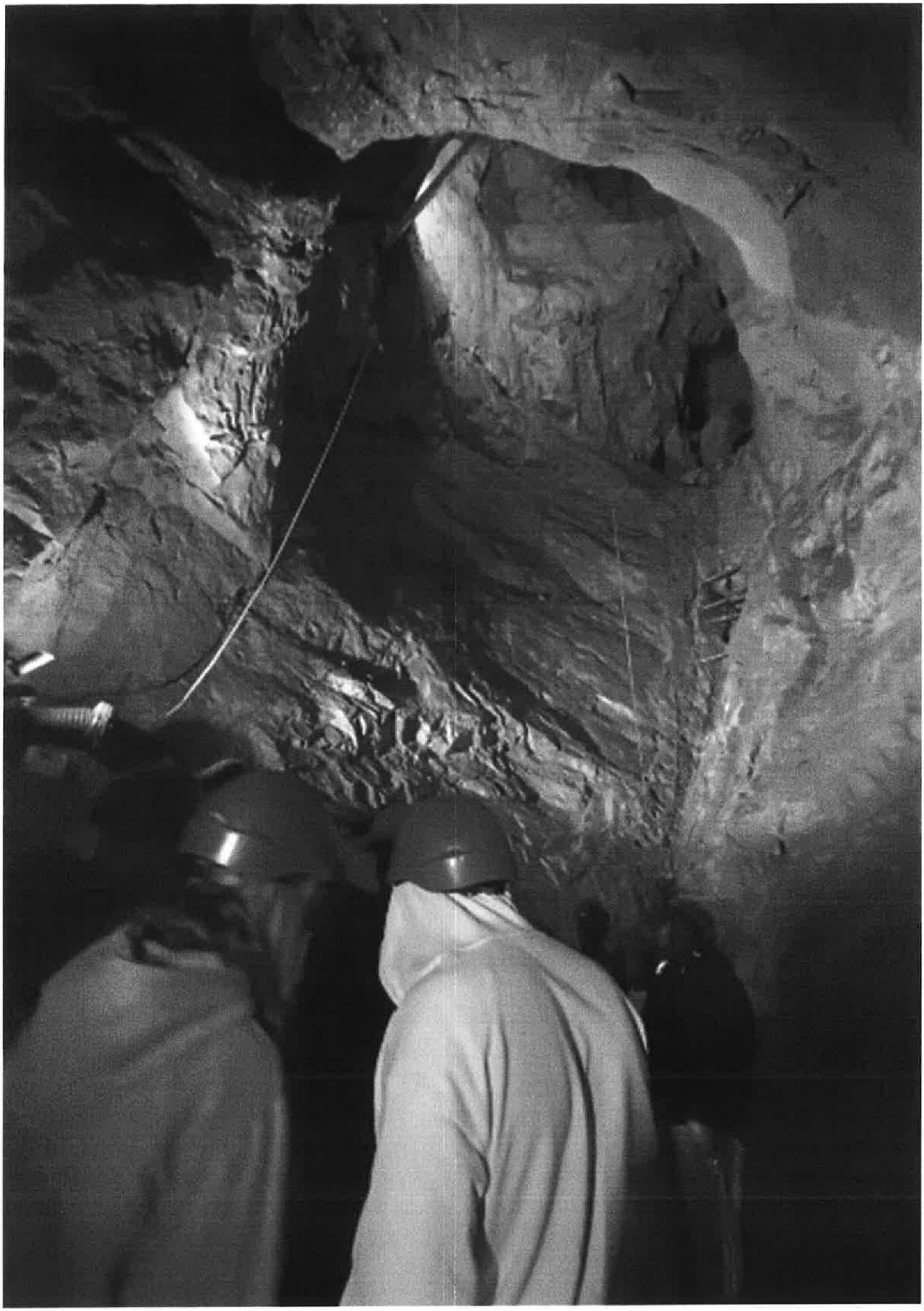
- A 24/7/365 on call service for new arrivals so they can be met, welcomed and assessed without delay.
- Specialised accommodation so they can feel safe and create a sense of belonging.
- Therapeutic Support to develop life skills to prepare them for independent living, develop new skills, improve resilience, increase wellbeing and personal safety.
- Therapeutic interventions through 1:1 and group sessions, to enable young people to have tools to manage their emotional wellbeing.
- Social activities to enable the rebuilding of self-esteem and confidence which leads to better integration with the local community.
- Education to build skills and knowledge so they can gain independence, employment and contribute to society.
- Ongoing support for young people who have transitioned to adulthood to enable them to establish themselves sustainably and positively.
- Advocating on behalf of the young people to ensure they are able to have fair access to their rights.
- Working with central and local government to share best practice and contribute to the development of effective support for all child refugees.

PUBLIC BENEFIT STATEMENT

Baca's objects, as set out in its Articles of Association, are the advancement of education and the relief of poverty among forced migrants in the United Kingdom and abroad, and the promotion of racial harmony and mutual respect and diversity.

Each year, the Trustees review the Charity's objectives and activities to ensure they continue to reflect Baca's aims. In carrying out this review, the Trustees have complied with their duty in section 17 of the Charities Act 2011 to have paid due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The Trustees consider that Baca's activities provide benefit both to the forced migrants who use the Charity's services and to the wider community.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Baca is a company limited by guarantee not having share capital. The governing documents are the Company's Memorandum and Articles of Association. The Company obtained registered charitable status on 18th June 2008.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

M. Vyner	J. Fyleman
T. Buttler	L. Connell
S. Short	L. Lloyd-Jarvis
A. Brackett	P. Clark

In addition to the Trustees, the members of the Management Committee (Leadership Team) during the period were:

J. Zachariah	A. Dando
M. Banister	S. Smout
I Lowings	

APPOINTMENT OF TRUSTEES

Trustees are appointed by the Board. A recruitment process is undertaken in line with the Charity's policy and procedure. In considering potential Trustees, account is taken of both their general interest in the goals and activities of the Charity as well as any specific skills or relevant expertise, through a skills audit, with which they will enhance the Board's ability to carry out its responsibilities. Vacancies are advertised through networks and recruitment sites or through direct contacts by current members of the Board of Trustees. Applicants are shortlisted and invited to an interview with the members of the Staff and Young People Sub-Committee and the CEO. Recommendations are then made to the full Board. Recommended candidates are invited to a Trustee Board meeting to establish their suitability and to gain a wider understanding of the governance function carried out by the Board. The final decision to appoint lies with the full Board and is made after this meeting. If necessary, a second invitation to observe the Board will be made to the relevant candidate. All board members must be in agreement. Where an affirmative decision is made, the necessary legal process of appointment is commenced. Trustees are recruited to serve on the Board of Trustees for a five-year period, at the end of which they may be re-elected.

TRUSTEES' INDUCTION AND TRAINING

New Trustees' induction consists of a briefing of their legal obligations under charity law, the committee and decision-making processes, together with the budgets and recent financial performance of the Charity. During this process they meet key employees and other Trustees. New Trustees are invited to attend a series of short induction sessions to familiarise themselves with the Charity and the external context. Trustees are also encouraged to attend appropriate training events where these will facilitate the undertaking of their role. In addition, they complete on-line training in Safeguarding, Health & Safety and Equality & Diversity.

ORGANISATIONAL STRUCTURE

Baca is organised so that Trustee Board meetings are held quarterly. The Board is also divided into two sub groups - 1) Finance and 2) Staff and Young People - which meets quarterly. Between such meetings there are email exchanges as necessary. The Finance sub group takes the lead on all aspects of Baca's financial resourcing and report their recommendations to the Board. The Staff and Young People sub group takes the lead on all aspects of the workforce, safeguarding, service delivery oversight and makes recommendations to the full Board. The Memorandum of Articles enforces that there must be a minimum of three Trustees appointed for the Trustees to be able to exercise the powers conferred upon them under the Company Law. There are no restrictions on the Trustees' power in respect of the Charity's investments. The Trustees may invest and apply all of the Charity's monies in all respects as if they were absolutely and beneficially entitled thereto.

A scheme of delegation is in place, delegating responsibility of running the Charity to the Chief Executive along with the Leadership Team. The Chief Executive is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Leadership Team is responsible for the day-to-day operational management of the Charity, ensuring that the team continue to develop their skills and working practices are in line with good practice.

REMUNERATION POLICY

The aim of our remuneration policy, which applies to all employees, is to offer salaries that are fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims, and meet the cost of living as closely as possible. In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors. The Trustees consider the key management personnel of

the Charity as the members of the Leadership Team, comprising the Chief Executive, Finance Director, Service Director, Business Development Director and Operations Director. The remuneration of the Leadership Team is determined by the Trustees upon recommendations made by the Staff and Young People sub group. In agreeing the remuneration, the sub group considers indicators in the wider economy and the stewardship of resources for the long term.

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

In order to best serve child refugees, the Charity is committed to working in partnership with a range of organisations from the public, private and charity sectors. The Charity works in formal partnership with Local Authorities to deliver services. We also work with a range of charities who are specialists in working with vulnerable young people in areas including mental health, trafficking and child sexual exploitation. This can include referrals and sharing best practice. None of the Trustees received remuneration or other benefit during the reporting year.

VOLUNTEERS AND INTERNS

Without volunteers, Baca would not be able to deliver our holistic support service. Volunteers gain new experiences within the voluntary sector, learn from highly-trained staff and gain and develop new skills. This year Baca have been able to widen the range of volunteer opportunities we provide, this has included creating a new volunteer classroom assistant role. There have also been opportunities for volunteers to prepare lunch for our University Project sessions. The young people really value our volunteers. While they are very appreciative of the support provided by the Baca staff, they are really touched when people in their community give up their time to help them to learn and grow. In total 32 volunteers have been involved in delivering our young people services over the past year. We are very grateful for the support we receive from these volunteers.

Ella (not her real name) has taken part in our education mentoring sessions for the whole year. They have really helped her confidence and improved both her spoken and written English. Ella has also been supported by one of our interns who has taken her along with two other girls to the local swimming pool. Ella had a fear of water, so this was a huge step for her. The intern provided some feedback on their first session: "Ella seems a bit wary in the water but was very much still laughing with the girls, looking more confident as the session went on. It was lovely to see her more relaxed over time and the girls reassuring her that the more we went the better she will get. I attempted to help teach Ella some simple swimming techniques. Throughout the hour session it seemed she got a lot better and more confident."

SAFEGUARDING

Baca continuously strives to prioritise the safeguarding of the young people placed with us. The Leadership Team continues to provide direct oversight of our safeguarding structure, with a member of the Leadership Team being our Designated Safeguarding Officer (DSO). The Leadership Team consistently ensures that safeguarding practices and behaviours are embedded in the culture of the Organisation. The DSO works closely with the service delivery teams, conducting weekly safeguarding reviews. They ensure the robust escalation system, as described in our safeguarding policy, is followed, which is reviewed annually. We follow safe recruitment practices which involves all recruits going through an enhanced DBS check and two references. Serious incidents of safeguarding concerns are reported initially to the Trustees. There are also reviewed in detail by the Staff and Young People sub-group which includes the designated lead Trustee on safeguarding. Monthly reports to the Trustees include safeguarding as a standing item.

Baca works very closely with the local authority social work teams to ensure we are complying with government guidance. Baca continues to strengthen the processes across the organisation to ensure safeguarding considerations are a core part of all decision making. Risks to young people are reviewed in weekly team meetings. All staff and volunteers have clear information on how to report any concerns within the Charity. This information is reviewed and refreshed annually through training and induction.

By the very nature of the vulnerabilities faced by the young people supported by Baca, safeguarding is an area of consistent change and challenge. Whilst there are ongoing low-level instances of safety concerns which are regularly monitored and resolved, we have not had any serious incidents in the past year.

The young people we support face many challenges which are out of their control. It is taking far longer for our new arrivals to get legal representation, because of the problems with the legal aid system. This delay and the uncertainty it causes, can impact the young people's emotional wellbeing. There are also delays in the whole asylum process which have an even greater impact. Even if the young people do receive a positive decision, there is a lack of social housing available. Some of the young people in Loughborough are now 20 and still in our care. They want to move and are ready for this next step, but they are unable to leave Baca, because there is nowhere for them to move to. To support the young people's wellbeing, we have increased the capacity of the therapeutic support team. This enables the team to not only support the young people when they have a problem, but to also develop their resilience so they are better equipped to overcome these external issues.

FUNDERS AND SUPPORTERS

Baca would like to sincerely thank all those who have supported us during the 2022/23 financial year. Baca's funding primarily comes from the contracts it has in place with various partner local authorities. We would like to particularly acknowledge our partnership with Leicestershire County Council, with whom we have been working for 15 years. Much of the non-statutory value-added work Baca carries out is supported through funding from grants and donations from those in the community. We are grateful for all the fantastic support we have received for this work from the different grant funding bodies and foundations listed at the end of the report. We are thankful for the continued support of the National Lottery, Samworth Foundation, CHK Foundation, Henry Smith Foundation, Paul Hamlyn and Children in Need. The generosity and commitment of all our funders, is much appreciated, these grants enable the Charity to run effectively and efficiently. Baca recognises that much of the non-statutory work such as extra-curricular activities through volunteers, additional education support, art therapy, sports and day trips would not have been able to run had it not been for this investment.

We are also incredibly grateful for the donations we have received from the local community, churches, schools and community groups, particularly given the financial pressures many people face. This year we have been able to increase our engagement in the community, building new and valuable relationships.

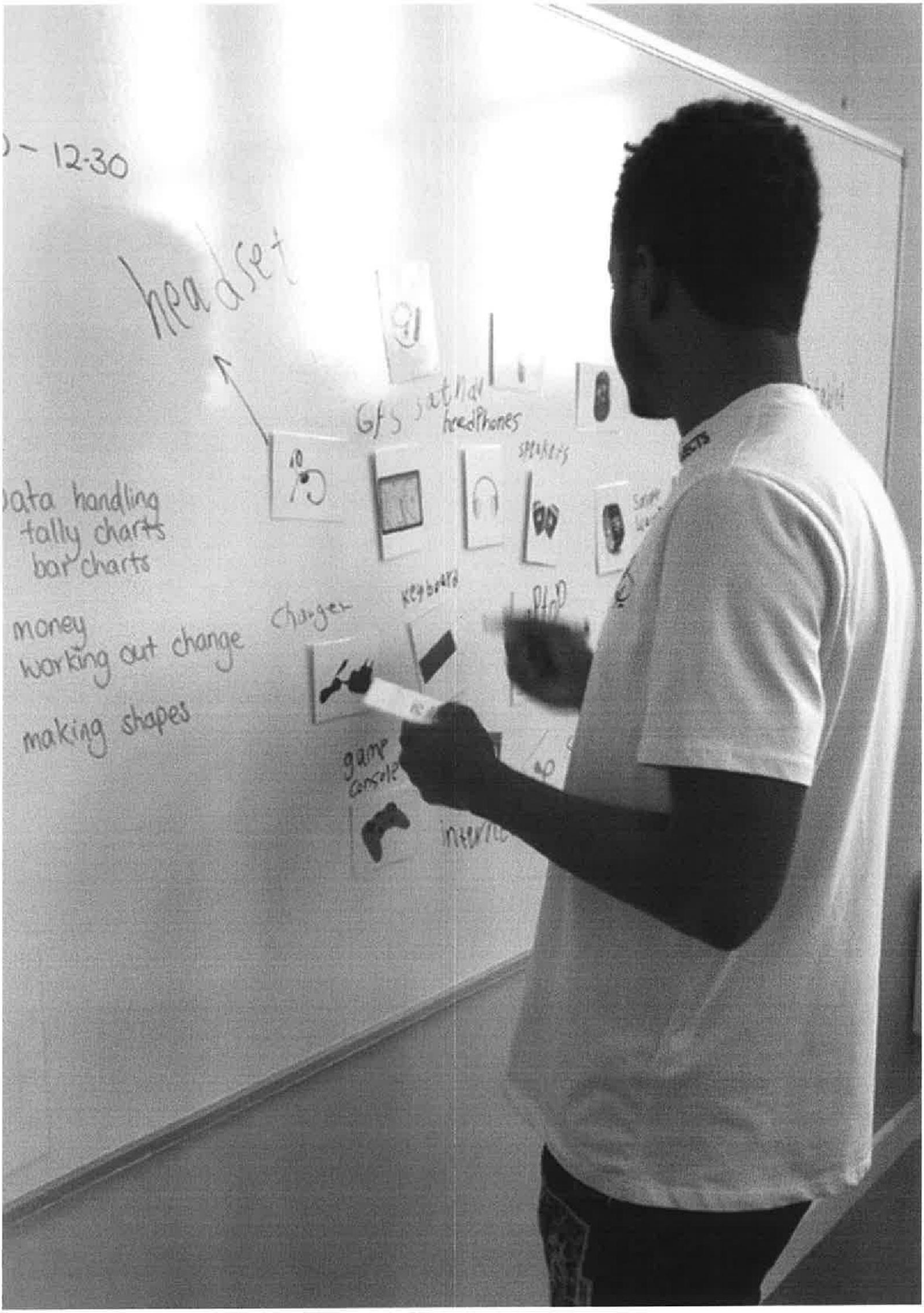
Baca subscribes to the Code of Fundraising Practice in all of its fundraising activities. The code is implemented through our HR and fundraising processes. Every person involved in fundraising for Baca, is trained and inducted on the expectations as set out in the code of practice. It is also reflected in our fundraising pack and we comply with all the GDPR legal requirements regarding donors' or fundraisers' personal data. No third-party organisations or consultants were used for raising funds for Baca. There have been no breaches or complaints received with the application of this code and GDPR regulations in the reporting period.

RISK MANAGEMENT

The Trustees have reviewed the major risks to which the Charity is exposed, and systems have been established to mitigate those risks. A full risk assessment is carried out as part of the Strategy and Business Planning process. Risks are presented at each quarterly Trustees meeting. In these meetings, significant external risks to income and reserves are reviewed to ensure that sufficient funds are in place. Internal risks are reviewed and minimised by the Trustees and Leadership Team by the implementation of appropriate procedures. The core risks to the Charity are highlighted below:

Risk Summary	Mitigations
Safeguarding of Young People Baca works with highly vulnerable young people, who have been victims of exploitation and trafficking. The risks to safety are also intensified due to the challenges posed by poor emotional wellbeing, lack of trust, weak knowledge of English and unknown immigration status. In addition, our care leavers are facing increased vulnerability due to the rising patterns of exploitation by organised criminal groups.	• Weekly review of risks to personal safety across the organisation at different levels of responsibility. • Holistic support service, providing a detailed picture of the vulnerabilities, needs and positive progress made by the young people. • Risks highlighted in monthly Trustee reports. Critical incidents discussed at quarterly Trustee meetings with clear action plans agreed. • As the demand for therapy has increased, our Art Therapist has been working at full capacity, so we have looked to expand our provision. • In January, we received a placement student who is studying for an MA in Drama Therapy. She has been able to engage with some of the increasing numbers of young people who are accessing therapy. This involves delivering group sessions where multiple young people can access support at the same time. • To further support the wellbeing of our young people, all our frontline staff are now accredited mental health first aiders.
Occupancy levels Uncertainty over our occupancy levels continues to be the key challenge we face as a Charity as it is not possible to plan when young people might arrive (driven by several external factors outside of our control). This makes it difficult to budget and plan for any significant period of time. On a wider level the Nationality and Borders Bill and the government's plans to send asylum seekers to Rwanda, could impact the numbers of young people that are placed with us.	• Baca has contracts with multiple Local Authorities thereby reducing reliance on any single authority/contract. • We have now set-up a new project in Cambridge which can accommodate up to eight young people. • While we have purchased additional housing in Loughborough, we have retained some rented property. This creates the option of reducing space if required. • We are seeking to build partnerships with more local authorities who have a need for safely supporting Unaccompanied Asylum Seeking Children (UASCs). • We are focused on ensuring our service delivery is of the highest quality whilst maintaining excellent cost effectiveness. • Baca continues to work closely with various advocacy groups to positively influence the government's proposals.

Volatility of Income and rising costs Baca's income is primarily from contracts with the Local Authorities, most of whom are now under increased pressure to reduce their expenditure following the pandemic and the ongoing cost of living crisis. Within each contract, income is only guaranteed at the point of placement of a young person with Baca. Budgeting for variable income remains a challenge, as we cannot predict how many young asylum seekers will be placed with us, and the level of funding we will receive per placement. While we have started to develop our donor support, this income source will take time to grow.	• We are working to limit the impact of fluctuations in the numbers of young people, and the level of income we receive by increasing the proportion of income we generate from alternative sources such as donors. • Baca is also engaging with local authorities and foundations to understand their needs and provide realistic solutions for delivering a service that is both affordable and sustainable. • Baca has rigorous processes for budgeting, management reporting and monitoring of financial performance through the Trustees and the Leadership Team. This has meant that we have been able to build the six months' liquid reserves needed to meet operational expenditure in line with our loan covenant with Social and Sustainable Capital (SASC). In addition to this we are currently building funds to repay the loan in seven years.
External environment The past year has seen extremes of opinion and behaviours towards individuals seeking refuge in the UK. The reporting of young people arriving in Kent on boats and use of unsuitable accommodation such as hotels, has only compounded this issue. This poses a risk to the young people in Baca's care and the overall support received by the Charity from the local community.	• Baca's vision encourages us to seek positive solutions to this challenging situation. Baca works proactively with young people to ensure they know their rights, responsibilities and how they can seek help in an unfriendly situation. • We are also committed to sharing stories of hope, highlighting the positives of each individual's life and how that contributes to the wider community to ensure barriers and myths are broken down. To help achieve this aim, Baca has increased our community engagement this year. We are also finalising a new communication strategy.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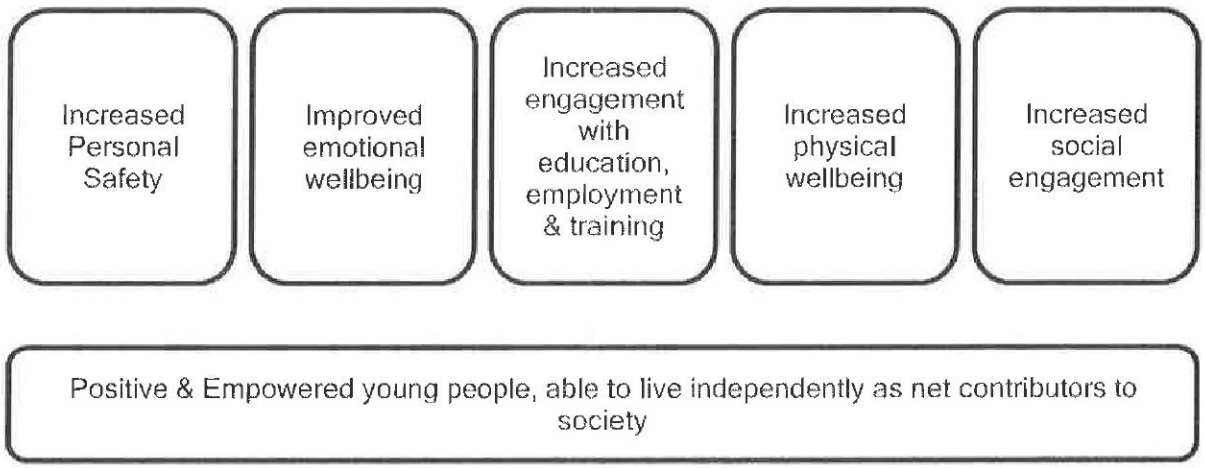
STRATEGIC GOALS

The focus of our current Strategic Plan (2022-2024) is to enable child refugees to maximise their potential to be positive empowered individuals, who can contribute to society. These goals build on the excellent foundations of previous years, whilst being committed to our approach of continual learning, both from the young people themselves and other agencies. Through this strategic framework we are challenging ourselves to bring about significant and sustainable change. This is both in terms of meeting the depth of need for each young person and in the number of young people we work with directly or indirectly.

1. **STRENGTHEN** Baca's holistic service for child refugees, continuing to inspire hope and share futures.
2. **ENHANCE** Baca's service to maximise the potential in each young person.
3. **ENGAGE** locally, regionally and nationally to see a world where child refugees are welcomed, feel safe and have hope to rebuild their lives for a better future.

The above strategic goals drive us closer towards achieving the five outcomes and long-term impact for each individual young person, identified in our Theory of Change:



ACHIEVEMENT AND PERFORMANCE

This has been another year of growth, not only in Loughborough where we now have ten houses and one flat, but also in Cambridge. This year we opened two houses in Cambridge which allows us to accommodate up to eight young people. We also have an office in the city. In total we can now provide accommodation to 39 young people at any one time. Our achievements against our priorities and goals are summarised in this section.

HOW WE MEASURE OUR IMPACT

Amanuel (not his real name) left Baca in July. After almost two years, he has moved into his own flat living independently. Before Amanuel left he recorded a video to thank the staff for their support, care and kindness. In the video Amanuel says "I am always Baca son and Baca is always my family."

It can be challenging measuring impact when working with young people who have suffered trauma, do not have a good understanding of the English language and have significant cultural differences. We gather both quantitative and qualitative data to help us measure our progress against the five outcomes mentioned above. This includes exam results, attendance records, case studies, external feedback and the progress the young people have made on their pyramid plan. This year we also asked the young people accessing education mentoring sessions to complete questionnaires about how the sessions had improved their spoken and written English. While the results were encouraging, it is important to use a range of approaches to measure impact rather than just relying on one. It takes time to achieve impact in much of our work. We know we see the greatest development in a young person when we work on issues over a number of years, particularly when we are seeking to bring about major change. Reflecting this, the case studies in this report are taken from a period beyond the given reporting year.

PLACEMENTS FROM LOCAL AUTHORITIES

Over the last year Baca has worked to provide care for 45 young people from five local authorities:

- Leicestershire County Council - 32 young people
- Cambridgeshire County Council - 6 young people
- Leicester City Council - 1 young person
- Rutland County Council - 3 young people
- Peterborough City Council - 3 young people

Our support is delivered through the placement of vulnerable young asylum seekers within our supported accommodation provision. Our work covers Loughborough where we can accommodate up to 39 young people at any one time and Cambridge where we can accommodate up to eight young people. Through this past year, we have had an average occupancy of 96%, providing 33,126 chargeable support hours. This is an increase of 50% on last year. The demand for our service continues to exist and is increasing. Unfortunately, this year we have had to turn down well over 100 referrals because we didn't have space.

PROGRESS WITH STRATEGIC GOALS

Within our 2022-2024 Strategic Plan, several key priorities were designated as objectives. Here we report on the achievements against these objectives under each strategic goal. While all areas will be covered, given the broad scope of this work, we can't provide full details of all our activities. We have aimed to use case studies that capture many elements of the project and share the voice of our young people.

GOAL 1: STRENGTHEN Baca's holistic service for child refugees, continuing to inspire hope and share futures.

1. Improving quality of service:

a. Improving young people's wellbeing so that they are better able to transition to adulthood and positively engage with education, employment, training and be safe.

Increased Engagement with Education, Employment and Training

The education classes in Loughborough have continued to run every weekday morning. Most of the young people will receive a maximum of six hours of English lessons, four hours of Maths and three hours of ICT every week. The programme is altered for our new arrivals. Our teachers work with them for two hours each day in a less intensive way, as the young people settle into being at Baca.

Our education programme helps the young people who often arrive with no literacy in their home language, to gain solid foundations in English at Entry Level 1. During the year our education classes moved to a new location. While initially this transition was difficult for the young people, they now enjoy this new space, where they are able to hang out before and after lessons. With this additional space, it is now easier for our two Teachers and one Teaching Assistant to split the class into three separate groups (and rooms) according to learner needs. Depending on the time the young people join Baca, some were enrolled under the Wyggeston and Queen Elizabeth College (WQE)/Baca Partnership.

The ICT classes are helping the young people to access teaching resources online. They are also learning how to safely use ICT within the community. We also deliver a tutorial group for an hour a week. In this session confidence, wellbeing and the language needed to express how you feel are discussed. The young people find these sessions really valuable. We continue to provide a weekly breakfast session on a Monday morning. The young people and teaching staff are able to informally chat about their weekend and what they are going to do in class this week etc. The young people are encouraged to express how they are feeling, creating an opportunity to practice these language skills. **Over the past year 21 young people have attended our in-house education classes.** When the young people move to college, our teachers take them through the full process of enrolment and then support them through the year.

In addition to our education classes, the young people also benefit from accessing Baca's education mentoring programme. The volunteers help the young people with their reading, writing, speaking, listening and maths on a 1:1 basis. This year, for the first time we have also had volunteer classroom assistants helping in the classroom. We are incredibly grateful for the valuable support provided by our education mentors and classroom assistants.

Improved Emotional Wellbeing and Personal Safety

Providing in-house therapeutic support has been key in supporting the young people to improve their emotional wellbeing. For some this improvement, has been as simple as recognizing the impact of their experiences on their wellbeing and therefore taking the very first steps to processing their emotions. For others, it has been a journey of processing their past traumatic experiences in order to find a way to become more resilient in their day-to-day life. Art Therapy builds on the innate creativity of the young people at Baca, overcoming the language, accessibility and cultural barriers often faced by traditional counselling techniques. Art Therapy has been well attended during the last 12 months, our Art Therapist in Loughborough provided 241 sessions of art therapy to 19 young people. With covid restrictions lifted, regular sessions have been able to resume, which has led to increased attendance which in turn fosters deeper trust, more openness and a willingness to share emotional issues. The young people are also showing greater confidence in the process of making and the artworks produced, which means that the sessions are more productive and impacting for the young people.

One young person expressed an interest in making a traditional beaded headdress and spent nearly a year learning the skills required. She used a combination of traditional designs and a tree from her home country's flag. Both the young person and our Art Therapist had to learn how to use a bead loom to create this intricate and difficult design. But with perseverance, patience and determination, the end result was a beautiful item reflecting the young person's identity and journey.

Given the increased demand in art therapy this year, in November 2022, we were delighted to be able to create a new and permanent therapy room. Having this new space has meant that art therapy can be accessed by more young people and even at short notice at times, as well as enabling the Art Therapist to use more resources which previously had to be stored away. The young people played an important role in setting up the new space by making art for the walls and helping to decorate the room.

Our Art Therapist has also been continuing regular therapy sessions at WQE College, which means that we are still able to offer art therapy to young people who are studying and unable to get to Baca after college.

As the demand for therapy has increased, our Art Therapist has been working at full capacity and so we have looked to expand our provision. In November, we received a placement application from a student at Derby University who is studying for an MA in Drama Therapy. She joined us in early 2023, and has been able to engage with some of the increasing numbers of young people who are accessing therapy. She has been able to organise group sessions which focus on building resilience.

One of the key measures of increased personal safety adopted by Baca, is the number of young people going missing from placement. Absconding from care is one of the biggest risks faced by unaccompanied minors, due to trafficking and exploitation vulnerabilities. **We have had no young people go missing from placement in the last three years.** This is a significant achievement in comparison to figures published by the Charity ECPAT UK.

Increased Social Engagement and Improved Physical Wellbeing

This year we were able to deliver 69 sports sessions in Loughborough. Overall, 37 young people took part in at least one sports activity during the year. As ever football remained the most popular, but we did also provide a range of other sports including basketball, badminton, swimming and boxing. It has been great this year that many of these sessions have been at local clubs, as this helps the young people to become part of the community.

The young people had a great time during the summer residential. They were involved in organising the whole trip, including planning and cooking the meals. Over the four days of the trip the young people took part in a range of activities including rock climbing, canoeing and archery. They really embraced the different challenges and had a great time. As well as the busyness of activities and cooking, the quiet moments of the residential were also a valuable opportunity for a recent arrival at Baca to open up, a Support Worker noted what happened:

"He was always slightly apart from the group during the residential and after a couple of chats, we had a more in-depth conversation after dinner. I asked how he was finding the residential as I had spotted him alone but he said he was really enjoying it. He seemed as though this whole experience (at Baca) was a real shock for him and he was slightly overwhelmed but he was very very happy and grateful to be here now. He said things had been so difficult before and he had had a bad time in the hotel but now things were completely different. He said everything had been really fun and he just wanted to see everything. He said "finally now I am safe". This was very encouraging to hear and I said how happy I was that he was now with us at Baca. We had lots of conversations about his past, his interests and a little about his journey. We were then joined by another support worker who bought along checkers and he came alive! He is an amazing player and very cheeky. We played for a while and he also had a game with another young person. It was a lovely time and great to see that he is feeling good."

(Baca Support Worker)

As well as the residential, over the past year we have been able to take a total of 35 young people on a number of different day trips. They have visited a wide range of places such as a local museum and park, an art college, Alton Towers, a water park, London and the beach. The trips have been really popular, and it is great to have been able to offer so many and with such variety. The young people really enjoy days out, especially when they are able to relax with each other in new and enjoyable environments. They have told us that they love being out in nature as they enjoy the sense of freedom and peace it brings.

It was great to be able to host our annual celebration in our new training space in Loughborough. We were happy to be joined by our Cambridge-based team and young people. The celebration is always an extremely uplifting experience, where we are able to recognise the progress and achievements each young person has made. As ever there was incredible food, including dishes prepared by our young people, as well as plenty of dancing!

b. Enable all our young people to take steps towards achieving their dreams and aspirations.

We have continued to develop our work identifying and exploring the young people's dreams and aspirations. This involves taking steps to identify the pathway to achieve that dream, as well as exploring how we can give them a taster of this experience.

For some time, Samir (not his real name) has spoken about wanting to be a doctor - or specifically a heart surgeon. His teachers and Support Worker have talked to him about the many years of education needed to achieve this. Whilst Samir is very independent we have supported his journey. His Support Worker took him to After 18 in Leicester for an explanation session about careers at the NHS. Samir was really excited and encouraged by this session. Samir's Support Worker also took him to visit Cambridge University. Samir found it a really helpful, insightful day. It was a day made specifically for care leavers and all the people involved were care leavers themselves, although Samir was the only refugee. After the day Samir said "I'd really like to go to Cambridge." Samir is on track to achieve his goal. He has 100% attendance in almost all his subjects at college. At a recent meeting his chemistry teacher said "Samir is enthusiastic, hardworking, independent, engaged, and mature. - His main weakness is he takes too long in practical's in order to ensure he does everything perfectly. However, he does do everything perfectly, so he can be forgiven."

GOAL 2: ENHANCE Baca's service to maximise the potential of each young person.

1. Improve young people's preparedness to enter work, education or training post completing ESOL qualifications.

While many of the young people will move on to gain qualifications at college, for some this traditional route through education doesn't work. This year our education and support teams have been developing more non-mainstream training options. This has helped the young people to understand the steps to employment outside the traditional pathways, such as volunteering.

2. Increase the number of young people supported in Loughborough

In 2019, Baca secured a social investment loan from Social and Sustainable Capital (SASC) to buy properties to replace our rentals. Having completed and refurbished the houses purchased through SASC, we have now increased our capacity in Loughborough to 39. This consists of ten houses and one flat. Prior to taking the SASC loan, our capacity was 26.

3. Establish high quality service in Cambridge which is in line with our Vision, Mission, Values and Theory of Change.

Baca has completed the first year of service delivery in Cambridge. We have opened two houses which have been full for the majority of the time. We have a dedicated team in Cambridge providing support which is in-line with our provision in Loughborough. This includes providing therapeutic support with our in-house Therapeutic Dance and Movement Practitioner. There has been excellent uptake for both group and 1:1 sessions.

Having initially thought that we may have to deliver education lessons in-house, we were delighted that the local college were able to deliver entry level classes that our young people can attend.

The young people have really benefitted from accessing a range of sports and activities. As in Loughborough, football is a firm favourite. One of the boys has signed to play for a local football club in Cambridge and will be competing in a Sunday league team with them next season. We also have some excellent runners, who have been setting amazing times. The young people have also enjoyed going rock climbing, swimming and playing basketball.

The young people have also been on several day trips. Visiting London was one of the highlights. The boys enjoyed the London Eye and a trip to Madame Tussaud's. They loved taking photos with all the celebrities! One of the Support Workers who went with them said "They all did really well and stuck together and took care. They were very thankful. Overall a successful trip to London." We only had one house open when the Baca residential trip took place, so the four young people joined the young people from Loughborough. It was a great opportunity for these young people to meet and to share stories. Now we have two houses open we plan to have a separate residential trip for the Cambridge young people.

GOAL 3: ENGAGE locally, regionally and nationally

1. Increase engagement with young people so that they have a say in the service at Baca and they are supported to engage with wider issues in their day to day life.

Baca involve the young people in their own care. This is done in an unstructured way 24/7 through our Support Worker team. There are several structured ways the young people influence change including individual house meetings which take place every six weeks. Baca has also started group meetings which take place every 2-3 months. This gives the young people an opportunity to directly have a voice in our work influencing change. The meetings focus on three questions:

1. What do you want to share that affects your day to day life at Baca?
2. What do you want to share that affects your life outside Baca (issues such as the impact of racism and the asylum process)?
3. What is interesting you that is going on in the world (the conflict in Sudan etc.)?

The young people want to have a voice. **Over the past year twelve young people from Baca have volunteered to be involved in a research project led by Bedfordshire and Sheffield Universities in partnership with ECPAT UK.** The researchers were asking young asylum seekers, what positive outcomes actually look like for them. At the end of the project, eight of the young people and a couple of Support Workers, were invited to visit Parliament. When they arrived, they were given a copy of the report the research team produced, and got to meet other young asylum seekers from Scotland and London, who had also been involved in the project. Once at Parliament, the young people got the chance to ask questions to the MP's. The session was interesting with the young people able to express their views and feelings towards a lot of processes and situations that impact their lives. The young people in the group loved the experience and said how important this kind of initiative was, to make sure their voices were heard.

2. Increase engagement with community to break down barriers between community and young people to enable young people to be better welcomed by the community.

It remains vital that Baca engage with the local community in order to achieve our vision. The use of hotels to accommodate asylum seekers has only heightened some of the negative sentiments in the community. This year we have been able to make real progress in this area including:

We have connected with several schools over the year resulting in them supporting Baca through fundraising. Year 6 students at Loughborough Church of England Primary school fundraised throughout their academic year. Pupils at Loughborough Grammar school did a 'Race for Refugee's' fundraiser in which they walked, jogged or ran 2,500 miles leading up to Refugee week in June 2022. Sacred Heart Church also fundraised over lent 2023 and gave a donation towards our education project.

In autumn 2022 we were able to secure the lease of a local building. There was a large wish list of items needed. We launched the 'Hope Hub' appeal in which people could buy items from an Amazon wish list or financially donate towards the needs of the building. Alongside this appeal we approached local companies to ask for building/decorating supplies. The appeal was a huge success and a significant number of items on the wish list were donated. Local companies (Brewers and Tool station) donated paint and people donated towards some of the larger items needed, such as the oven for the young people's kitchen in the training space. Ten volunteers from the local community helped with gardening and decorating.

In March 2023 we hosted a breakfast for representatives of local churches (mainly Ministers) at our new training space. The breakfast included our CEO speaking about the work of Baca and we gave a guided tour of the building. They were very interested in how they can further support the work of Baca and child refugees.

3. Increase engagement with 'experts' in the form of academics and other key individuals who shape best practice frameworks to share our model and use their influence to engage other providers to adopt our model.

Alongside our work with Bedfordshire and Sheffield University, Baca has also been working with second year students studying for a degree in Criminology at Nottingham Trent University. One of the modules they study is called Crime in the real world. For the module the students needed to create an awareness campaign about young asylum seekers supported by research, data and information based on the following questions:

1) UASC and the Nationality and Borders Act
What is the current level of protection in terms of policies?
2) Needs of UASC and the concept of temporary protection
What are these needs and how can we meet them as society?
3) Current discussions about UASC
How are the media and scholars discussing this issue nowadays?

Each group of students had around five months to prepare a 2,000-word report about their specific topic. Each group will also prepare 10 social media posts. We look forward to seeing the results of this work in April/May.

4. Increase engagement with strategic regional and national decision makers to ensure young people have the best possible support in a highly volatile external environment.

In response to our strategic priority, this year we have shared our knowledge both locally and nationally. Locally this includes working with The Nottingham and Notts Refugee Forum and East Midlands Strategic Partnership. While in Cambridge we have joined the East of England Strategic Migration Partnership. These are some of the key connections we have made over the past year:

- Refugee and Migrants Children's Consortium - This is a quarterly meeting looking to influence government policy in key areas including age assessment, the Rwanda plan and the threshold of trafficking.
- Consultation from Home Office on implementing guidance notes for the Nationality and Borders Act in relation to trafficked children and young people.
- We have shared our model of support with a Bristol based organisation called 1625 Independent People. They work with young people who are homeless, leaving care or at

risk of homelessness in Bristol and the South West. They are looking to work more with asylum seekers, and had several conversations with our Leadership Team with a focus on accommodation, education and therapy.

- We have also shared our knowledge with a charity called Handcrafted, based in Durham. Durham County Council have asked them if they can take on asylum seekers. They had nothing in place to provide this service. We met them online and shared our model of housing and support. They have now started to receive young asylum seekers.
- Baca continue to engage with the Refugee and Migrants Children Consortium.

Summary

It has been another year of growth at Baca. We have been able to increase the number of young people we support. After the planning phase, we have finally been able to open in Cambridge. The project is already making a huge difference to the young people in our care. We have also been able to open an additional training space in Loughborough. This has enabled us to have a dedicated therapy room and extra teaching space. The young people also have room to hang-out between lessons.

FINANCIAL REVIEW

Review of income and expenditure for the year ended 31 March 2023

Total income for the year amounted to £1,991k (£1,691k in 2022) of which £1,955k (£1,651k in 2022) was generated from charitable activities and £25k (£37k in 2022) was from donations and gifts.

Income from direct delivery of service was £1,428k (£908k in 2022) which was £520k higher than 2022 as a result of an increase of capacity between both Loughborough and Cambridge. This increase is in part due to having opened two houses in Cambridge. Our average capacity increased from an average of 27 spaces in 2022 to 44 in 2023. Income from non-contract income decreased during the year to £527k (£743k in 2022). This decrease reflects the funding for deposits and set up costs for two houses Baca received in 2022, which amounted to £345k. Through the excellent passion shown by the fundraising team in expressing Baca's vision and the young people's needs, the Charity has been able to achieve 83% success in other grant applications made. Income from gifts from individuals and corporates continues to be a small proportion of the total income, £25k (£37k in 2022). We are very grateful for the incredible generosity of Baca's many supporters.

Total expenditure for the year in 2023 was £1,616k (£1,096k in 2022) including £31k depreciation charge (£26k in 2022). The main reason for the increase in costs was due to an increase in staff costs which were £824k during the year (£602k in 2022). This was driven by an increase in the average number of staff during the year of 36 (32 in 2022); additional roles were introduced to achieve our strategic objectives and pay rises in line with living wage increases.

Net assets and mission related investment

The Charity's consolidated net assets at 31 March 2023 were £2,002k. The net assets comprise fixed assets of £3,235k, net current assets of £1,079k and long-term liabilities of £2,312k (mortgage and SASC housing loan). All debtors are deemed recoverable and there are no material amounts that need to be written off.

Access to housing options in Loughborough is extremely competitive both in choice of houses and in their affordability. To minimise the annual disruption caused by one-year rental contracts and to afford better quality housing in the long term, in 2019 the Charity decided to move towards a model of owning properties. This was deemed necessary to secure the best possible accommodation provision for our young people.

Raising capital for deposits repeatedly prior to securing mortgages is a significant challenge for small charities. Therefore, we have utilised the social investment loan for a maximum amount of £1.75 million for a period of 10 years, from Social and Sustainable Capital (SASC). The loan has facilitated the purchase of a total of 6 properties to provide high quality supported accommodation, with 4 of the 6 properties replacing current rented houses. The properties will be maintained at good standard, in accordance with the charitable objectives of the Charity. Regular financial reports, including a quarterly reserves assessment and a designated cash reserves statement, are produced for the Trustees, giving the Board clear and regular oversight of the loan repayment strategy. In addition to this Baca was able to secure grants to cover the deposits and setup costs for two houses in Cambridge. During this financial year excess cash reserves were used to repay in full one of these properties in Cambridge. This is part of the long term strategy to ensure that Baca is in a position to pay back the loan made to SASC in 2030.
There are future plans to further invest our cash reserves in properties in areas of need.

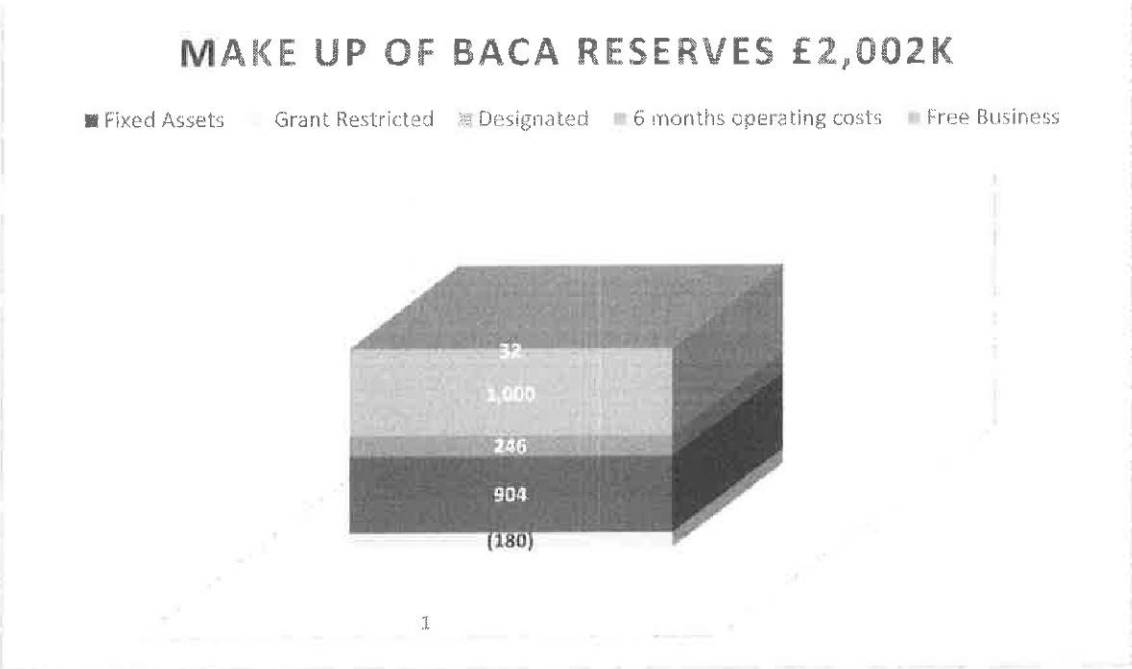
Reserves Review

The Trustees have examined the requirement for reserves, to ensure that the Charity can meet all its obligations. The business plan is regularly reviewed to ensure the Charity's funds are not in deficit. As part of the social investment loan from SASC, a covenant is in place that Baca need to have more than 5 months operating costs in unrestricted assets. This amounts to £833k as at end of March 2023. In light of this covenant and other considerations the Trustees have decided that the Charity must have, or be working towards at least 6-months of operational costs as reserves. This amounts to £1m at end of March 2023.
The purpose of such reserves in common with best practice for charities is:

- To ensure Baca can continue to meet its obligations to our young people, staff, funders and creditors and also to ensure that Baca has sufficient funds to meet all of its outstanding commitments in the unlikely event the charity is forced to close.
- To enable Baca to explore alternative options to ensure that service delivery can continue, should the Charity face sudden unforeseen challenges to its future viability
- To cover periods of low occupancy driven by complex factors such as unknown impact of immigration controls, new immigration policy and Brexit, on spontaneous arrivals of young people. - To cover risks associated with financial constraints faced by local authorities translating into lower amounts paid for placements.
- Finally, to cover risks associated with the unpredictability of raising income through donations and gifts.

The current level of total reserves for Baca, including both cash reserves and fixed assets (including properties used for service delivery), is £2,002k.

Furthermore, the Trustees have also designated £246k (£320k in 2022) of unrestricted reserves to the "Baca Housing Fund. During the year prior year designated funds were used to pay off one mortgage. Funds were then reviewed and a further £246k were designated for future spends on housing. The terms of the SASC loan require repayment at the end of the 10-year term based on market value at the date of repayment of the properties acquired using the loan. This designated reserve, along with houses owned by the Charity, is designed to ensure sufficient funds are held to secure mortgages on all properties bought through the loan as it is anticipated mortgages will be required to be secured against the properties to repay the loan. The Trustees have decided to consolidate funds of at least £800k in the Housing Fund over the 10-year period, to enable Baca to raise mortgages and repay the SASC loan. The designated fund will be reviewed each year by the Trustees with a view to maximising the amount in it and minimising mortgages required to be raised.



The Charity carries out a variety of both long term and short-term strategic projects. The amount of funding required for these purposes is growing, a reflection of the rapid growth of the Charity. The availability of some free reserves enables the Charity to invest in these strategic projects (where funding might be difficult to acquire).

Following this review, the Trustees are satisfied that the current reserves give the assurance that Baca can meet all its obligations and commitments for the reserves period.

PLANS FOR FUTURE PERIODS

Over the next year we will be outworking the objectives set in our 2022-2024 Strategic Plan. We are committed to investing hope and shaping futures of young people through the strategy set out. Below is a summary of our key priorities for the year ahead.

GOAL 1: STRENGTHEN Baca's holistic service for child refugees, continuing to inspire hope and share futures.

1. Improving quality of service:

Baca's commitment to seeing young people be safe, heal from their trauma and thrive as they rebuild their life is unwavering. This means that we believe that the service we deliver always has room for improvement and there are always opportunities to learn from the young people we serve.

a. Improving young people's wellbeing so that they are better able to transition to adulthood and

Last year we saw the resilience of young people strengthened, leading to them taking steps towards a positive transition to adulthood. Given the deep trauma of the past and the uncertainty of their ability to remain in the UK, the importance of improving our service to enable improvement in their emotional wellbeing is of significant focus in the coming year. In order to enable this development, Baca is increasing the therapy offer to include other non-lingual therapy support options alongside the current art therapy service we offer.
In addition to this, all members of team will receive training in areas of trauma and grief to improve their ability to respond to the emotional wellbeing needs of the young people.

b. Improve engagement with education service that is tailored to meet young people's needs

In the coming year, our education provision is going to focus on increasing the engagement from young people, raising attendance and attainment. Our volunteer project has identified a strong group of committed and skilled volunteers who will deliver education mentoring to young people to supplement their college education. This will mean that each young person's individual needs with regards to education can be supported outside of the classroom. Specific work will be done to improve skills in maths, reading and writing. We will also support the young people to develop a CV, undertake job searches, gain work experience, training and interview skills. We are making steps to ensure that the colleges we work with have a better understanding of the difficulties faced by our young people by offering training.

c. Improve quality of housing

In the past year, Baca have been able to establish more secure housing for the long term and reduce its reliance on the rental market. Having these long-term properties has given us significant learning on what it takes to enable a house to become a home for the young people. This is an area of significant focus for the coming year. We will be ensuring that there are clear standards that reflect young people's views, their needs and their culture. It is our commitment that every property we manage is a safe home and an environment that enables each young person's therapeutic recovery.

In addition to improving the quality-of-service goal, there are three other goals within the strengthening section that we will develop this year:

- Strengthening team - By developing team cohesion across multiple locations, developing the team capacity and the team's capability to respond to trauma.
- Strengthening capacity of resources - Financial, physical, personnel and systems to achieve our mission.
- Strengthening governance - To enable us to continue to achieve our vision and mission.

GOAL 2: ENHANCE Baca's service to maximise the potential of each young person.

1. Improve young people's preparedness to enter work, education or training to achieve their dreams and aspirations

This year we will be further developing our work identifying and exploring the young people's dreams and aspirations. While many of the young people will move on to gain qualifications at college, for some this traditional route through education doesn't work. Our leaving care project has been a key enabler for preparing them. However, due to lack of sufficient resources, the leaving care project has been delivered on a small scale. Looking ahead to the coming year, Baca will be strengthening our leaving care project by investing more resources to identify pathways for young people to achieve their dreams and aspirations. We will be joining up our education work and living skills development, to add to new work in developing employability skills, work placements and work-based training. This year our education and support teams will be developing more non-mainstream training options. The aim is to help the young people to understand the steps to employment outside the traditional pathways and or increase their chances of successfully completing further and higher education qualifications. We will continue to develop partnerships with other organisations and employers to allow our young people to be exposed to different kinds of jobs and careers available and widen their outlook for possible future training or employment.

2. Increase the number of young people supported in Cambridge

We are in a strong position going into the year ahead, having completed the purchase of two houses in Cambridge. Next year we will be working to increase the number of young people, we support in Cambridge, to meet the increasing demand for safe and holistic supported accommodation provision for unaccompanied young people.

3. Improve access to immigration advice and representation for all young people in Baca's care

Over recent years, access to immigration advice and legal representation for unaccompanied young people seeking asylum has become increasingly difficult. Experts in the sector comment that the legal aid sector is broken. The number of firms delivering legal aid representation for immigration and asylum has reduced and continues to decrease. For young people who have experienced significant trauma and loss to then also be denied access to justice is unacceptable. Therefore, Baca is committed this year to finding a solution. This is a systemic challenge, however, Baca is determined to develop a solution. Specifically, we will be looking to develop a pilot programme by working in partnership with organisations across the sector.

GOAL 3: ENGAGE locally, regionally and nationally

1. Increase engagement with young people so that they have a say in the service at Baca and they are supported to engage with wider issues in their day-to-day life.

We will continue to develop our engagement with young people to ensure their views are heard and embedded in our service delivery. The work in the past year with ECPAT and the University of Bedfordshire was a huge success. Learning has been captured from this project to inform our development of a young people's group that is delivered in a structured manner. This coming year, Baca will also be engaging with Baca's alumni to learn from their experiences and to enable them to share their experiences directly with the young people in Baca's care. In the year ahead, the young people's group will be focusing on three areas:

1. The young people's experience of life at Baca - Our service delivery.
2. The young people's experience of day-to-day life external to Baca - This could include issues such as their experiences while traveling and shopping as well as their hopes, dreams and aspirations.
3. Any topics of interest to the young people - This could include issues such as the political situation in their own country or the latest national/international news.

2. Increase engagement with community to break down barriers between community and young people to enable young people to be better welcomed by the community.

This continues to be a focus for all the projects during the year ahead. As highlighted earlier in the report, our Art Therapist has been able to restart delivering sessions at WQE. We will look to develop this further over the year. Our Art Therapist will also continue to work with external stakeholders to help them to understand the wellbeing issues our young people face and how this impacts their engagement with the community.

Our sports project will continue to grow our links with local clubs. This is a great way of helping the young people to break down barriers.

We have a Community Engagement Coordinator in the team now, who is building partnerships with local community groups, schools and employers. These relationships will form the basis for sharing stories sensitively on behalf of the young people (with their permission) to break down negative narratives about those seeking asylum in the UK.

3. Increase engagement with 'experts' in the form of academics and other key individuals who shape best practice frameworks to share our model and use their influence to engage other providers to adopt our model.

We will continue to look for opportunities to engage with 'experts' as we have done with Bedfordshire University. Baca are in contact with a leading clinical psychologist and a team of academics to enable the development of best practice in the support and housing of unaccompanied young people in the UK.

4. Increase engagement with strategic regional and national decision makers to ensure young people have the best possible support in a highly volatile external environment.

We have made good progress in this area as highlighted earlier in the report. Over the next year we will continue to seek opportunities to engage in discussions at a local, regional and national level.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of The Baca Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Mark Vyner

Chair

Date: 25/09/2023

THANK YOU TO OUR SUPPORTERS

Thank you to everyone who has campaigned for us, made donations, volunteered their valuable time and skills, and supported us financially. With your generosity we've been able to keep more child refugees safe, help them find more stability and help maximise their inner potential.

We remain committed to our vision to see a world where child refugees are welcomed, safe and have hope to rebuild their lives for a better future. We can only do this by coming together and making sure no young person is left behind. Their stories of courage and tenacity continue to inspire us all, and drive everything we do.

Special thanks to our funders:

- Leicestershire County Council
- Rutland County Council
- Cambridgeshire County Council
- Leicester City Council
- Peterborough Council
- The National Lottery - Reaching Communities Fund
- Samworth Foundation
- The Henry Smith Charity
- CHK Foundation
- Paul Hamlyn Foundation
- BBC Children in Need
- CAF Resilience Fund Phase 2
- Leicestershire County Council Shires Community Grant
- Intelligent Energy Charitable Trust
- The Balcombe Charitable Trust
- The Swire Charitable Trust
- AB Charitable Trust
- The Leslie Aldridge Trust
- Cambridgeshire Community Reach Fund

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE BACA CHARITY (REGISTERED NUMBER: 06510559)

Opinion

We have audited the financial statements of The Baca Charity (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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.

In connection with our audit of the financial statements, 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.

Opinions 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Trustees and other key management obtained as part of the work required by auditing standards. We have also discussed with the Trustees and other key management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit. The potential impact of different laws and regulations varies considerably.

Firstly, the charity is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as the valuation of the Social and Sustainable Capital LLP (SASC) funding liability, as well as the risk of inappropriate journal entries to manipulate reported surplus/deficit. Audit procedures performed by the engagement team included the identification and testing of unusual material journal entries and challenging management on key estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on material accounting estimates, including reviewing the methods and data used by management to make those estimates, re-performing the calculation and reviewing the outcome of prior year estimates.

Secondly, the charity is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect: Children's act 1989, Modern Slavery Act 2015, Immigration Act 2016, Nationality and boarders Act 2022, Illegal Migration Bill, and the Charity is ISO 9001:025 (The management of supported housing services and learning to unaccompanied asylum-seeking children covering learning of English Language, Mathematics and information Technology and the provision of asylum-seeking support) accredited. The charity is subject to regular internal and external audits to ensure compliance with these areas.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other key management and inspection. This inspection included a review of the external audits conducted within the year for any evidence of non-compliance, reading minutes of meetings of those charged with governance, in addition to an assessment of the charity's formal risk assessment. Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

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. The further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE BACA CHARITY (REGISTERED NUMBER: 06510559)

Use of our report

This report is made solely to the charitable company's members, as a body, 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 auditors' 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Mr N A Kingsley FCA (Senior Statutory Auditor)
for and on behalf of Duncan & Toplis Limited, Statutory Auditor
3 Princes Court
Royal Way
Loughborough
Leicestershire
LE11 5XR

Date: ...27/09/2023...

THE BACA CHARITY

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

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	3	25,191	-	-	25,191	36,763
Charitable activities	6					
Grants towards house deposits		-	-	-	-	330,000
Grants & Trusts Income		133,663	-	393,108	526,771	413,259
Accommodation & Support Work	4	1,428,214	-	-	1,428,214	907,774
Investment income	5	10,847	-	-	10,847	3,339
Total		1,597,915	-	393,108	1,991,023	1,691,135
EXPENDITURE ON						
Raising funds	7	58,207	-	12,274	70,481	108,440
Charitable activities	8					
Accommodation & support work		1,099,314	-	367,850	1,467,164	946,789
Other		64,305	-	14,036	78,341	40,366
Total		1,221,826	-	394,160	1,615,986	1,095,595
NET INCOME/(EXPENDITURE)		376,089	-	(1,052)	375,037	595,540
Transfers between funds	23	504,000	(174,000)	(330,000)	-	-
Net movement in funds		880,089	(174,000)	(331,052)	375,037	595,540
RECONCILIATION OF FUNDS						
Total funds brought forward		826,258	420,000	380,555	1,626,813	1,031,273
TOTAL FUNDS CARRIED FORWARD		1,706,347	246,000	49,503	2,001,850	1,626,813

The notes form part of these financial statements

STATEMENT OF FINANCIAL POSITION
31 MARCH 2023

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS						
Intangible assets	16	8,463	-	-	8,463	4,997
Tangible assets	17	3,208,523	-	18,057	3,226,580	3,145,701
		3,216,986	-	18,057	3,235,043	3,150,698
CURRENT ASSETS						
Debtors	18	220,357	-	-	220,357	126,792
Cash at bank		754,031	246,000	136,046	1,136,077	1,345,403
		974,388	246,000	136,046	1,356,434	1,472,195
CREDITORS						
Amounts falling due within one year	19	(173,038)	-	(104,604)	(277,642)	(307,677)
NET CURRENT ASSETS		801,350	246,000	31,442	1,078,792	1,164,518
TOTAL ASSETS LESS CURRENT LIABILITIES		4,018,336	246,000	49,499	4,313,835	4,315,216
CREDITORS						
Amounts falling due after more than one year	20	(2,311,985)	-	-	(2,311,985)	(2,688,403)
NET ASSETS		1,706,351	246,000	49,499	2,001,850	1,626,813
FUNDS	23					
Unrestricted funds					1,952,351	1,246,258
Restricted funds					49,499	380,555
TOTAL FUNDS					2,001,850	1,626,813

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 25/09/2023 and were signed on its behalf by:

V M Wyner - Trustee

The notes form part of these financial statements

THE BACA CHARITY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	321,632	787,132
Interest paid		(46,850)	(14,644)
Net cash provided by operating activities		274,782	772,488
Cash flows from investing activities			
Purchase of intangible fixed assets		(10,199)	(5,000)
Purchase of tangible fixed assets		(105,638)	(2,195,945)
Interest received		9,032	3,339
Net cash used in investing activities		(106,805)	(2,197,606)
Cash flows from financing activities			
New loans in year		-	1,731,069
Loan repayments in year		(377,303)	(10,104)
Net cash (used in)/provided by financing activities		(377,303)	1,720,965
Change in cash and cash equivalents in the reporting period		(209,326)	295,847
Cash and cash equivalents at the beginning of the reporting period		1,345,403	1,049,556
Cash and cash equivalents at the end of the reporting period		1,136,077	1,345,403

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	375,037	595,540
Adjustments for:		
Depreciation charges	31,491	25,722
Interest received	(9,032)	(3,339)
Interest paid	46,850	14,644
(Increase)/decrease in debtors	(93,565)	57,465
(Decrease)/increase in creditors	(29,149)	97,100
Net cash provided by operations	321,632	787,132

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
Net cash			
Cash at bank	1,345,403	(209,326)	1,136,077
	1,345,403	(209,326)	1,136,077
Debt			
Debts falling due within 1 year	(14,109)	886	(13,223)
Debts falling due after 1 year	(2,688,403)	376,418	(2,311,985)
	(2,702,512)	377,304	(2,325,208)
Total	(1,357,109)	167,978	(1,189,131)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. GENERAL INFORMATION

The Baca Charity is a Private Charitable Company Limited by Guarantee, registered in England and Wales. The charity's registered number is 1124569 and the Company registration number is 06510559.

The registered office is 3 Princes Court, Royal Way, Loughborough, LE11 5XR.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below.

These policies have been consistently applied to all years presented unless otherwise stated.

The financial statements cover the individual entity.

The entity constitutes a public benefit entity as defined by FRS 102.

There are no material uncertainties with going concern.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives grants in respect of the charitable activities it carries out as detailed in the trustees' report. Income from grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from the provision of accommodation and support work and ESOL teaching as detailed in the trustees' report. Income is received in exchange for supplying services in order to raise funds and is recognised when entitlement has occurred.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
Costs of raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure directly associated with individual projects and support costs relating to those activities.

Support costs are those incurred in connection with the management of the Charity and its assets, organisation administration and compliance with constitutional and statutory requirements.

continued...

2. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Support costs include central functions and have been allocated to activity cost categories on a basis consistent with their use of resource.

Rentals paid under operating leases are charged against income on a straight line basis over the term of the lease.

Intangible fixed assets
Intangible fixed assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

The bespoke computer software is being amortised evenly over its estimated useful life of three years.

Tangible fixed assets
Tangible fixed assets are stated at cost less accumulated depreciation and impairment. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	33.33% straight line
Fixtures, fittings & equipment	25% straight line
Freehold property	The trustees have chosen not to depreciate the houses acquired for the purpose of delivering supported accommodation, on the basis that they intend to maintain them to a standard whereby they retain their residual value.
Long leasehold property	Depreciated on a straight line basis over the remaining life of the lease.
Leasehold improvements	33.33% straight line

At each reporting period end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such loss exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any), and the impairment loss is recognised in the Statement of Financial Activities

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are set up at the discretion of the Trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Loans and borrowings
Bank loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

The SASC funding agreement has been treated as described in Note 21 to the accounts.

Value Added Tax
The charity is not required to register for VAT. All income and expenses include VAT where applicable.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at

continued...

2. ACCOUNTING POLICIES - continued

transaction price. Any losses arising from impairment are recognised in expenditure.

Significant accounting judgements and estimation uncertainty
In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The valuation of the SASC funding liability has been accounted for as described in Note 21 to the accounts.

3. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	22,472	35,820
Gift aid	2,719	943
	25,191	36,763

4. ACCOMMODATION & SUPPORT WORK

	2023	2022
	£	£
Accommodation and support work	1,409,799	897,499
ESOL teaching	18,415	10,275
	1,428,214	907,774

5. INVESTMENT INCOME

	2023	2022
	£	£
Rents received	1,815	-
Deposit account interest	9,032	3,339
	10,847	3,339

continued...

6. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023 £	2022 £
Grants	Grants towards house deposits	-	330,000
Grants	Grants & Trusts Income	526,771	413,259
		526,771	743,259

Included within grants above are the following amounts, which are government grants as defined by the SORP:

- £66,217 (2022: £112,399) from The National Lottery Community Fund.
- Nil (2022: £8,333) from The Police and Crime Commissioner's Early Intervention Youth Fund towards the Care Leavers Project.
- £Nil (2022: £8,000) from The Leicestershire Police and Crime Commissioner's Sexual Violence and Domestic Abuse Fund towards the Art Therapy Project.
- £Nil (2022: £5,268) from The Leicestershire Police and Crime Commissioner's Sexual Violence and Domestic Abuse Fund towards ESOL sessions.
- £116,944 (2022: £58,472) from The CAF Resilience Fund Phase 2.
- £Nil (2022: £10,000) from The CAF Resilience Support Grant.
- £32,074 (2022: £8,011) from BBC Children In Need.
- £56 (2022: £Nil) from the Community Reach Fund - Cambridge Sports.
- £42 (2022: £Nil) From Community Reach Fund - Cambridge Cookery.

The purposes of all individual grants over £10k are disclosed in Note 23 to the accounts, and details of the projects and activities funded are disclosed in the trustees' report.

7. RAISING FUNDS

Raising donations and legacies

	2023 £	2022 £
Staff costs	66,650	21,296
Administration costs	3,831	87,144
	70,481	108,440

continued...

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 9)	Totals
	£	£	£
Accommodation & support work	1,358,725	108,439	1,467,164

9. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Accommodation & support work	93,439	15,000	108,439

Support costs, included in the above, are as follows:

Other

	2023 Accommodation & support work	2022 Total activities
	£	£
Trustees' expenses	1,038	526
Wages	20,448	16,952
Social security	5,303	3,429
Pensions	3,132	2,259
Finance charges	4,599	596
Legal and professional fees	1,248	6,897
Support costs - office	39,444	-
Consultancy	3,945	792
HR consultancy	8,911	3,333
DBS checks	748	-
Recruitment	4,623	-
	93,439	34,784

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	24,816	17,903
Computer software amortisation	6,733	7,819
Auditors' remuneration	15,000	12,540
Operating lease rentals	124,034	103,825

continued...

11. AUDITORS' REMUNERATION

	2023	2022
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	15,000	12,540

Auditors' fees of £15,000 (2022- £12,540) which are included within governance costs include costs for the preparation of the accounts, and other advice and assistance provided throughout the year.

12. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' expenses

The reimbursement of trustees' expenses was as follows:

	2023	2022	2023	2022
	Number	Number	£	£
Travel & Subsistence	8	7	1,038	525
			1,038	525

In the year one trustee was paid £1,500 (2022: £NIL) for consultancy work carried out for the charity.

13. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	739,226	552,802
Social security costs	53,021	34,293
Other pension costs	31,316	15,358
	823,563	602,453

The total employment benefits of the key management personnel of the charity were £135,187 (2022- £111,474).

The average monthly number of employees during the year was as follows:

	2023	2022
Management and Admin	9	8
Charitable Activities	27	24
Directors	8	7
	44	39

No employees received emoluments in excess of £60,000.

continued...

14. INTEREST PAYABLE AND SIMILAR EXPENSES

	2023	2022
	£	£
Bank loan interest payable	46,850	14,644
	46,850	14,644

15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
INCOME AND ENDOWMENTS FROM				
Donations and legacies	36,763	-	-	36,763
Charitable activities				
Grants towards house deposits	-	-	330,000	330,000
Grants & Trusts Income	95,259	-	318,000	413,259
Accommodation & Support Work	907,774	-	-	907,774
Investment income	3,339	-	-	3,339
Total	1,043,135	-	648,000	1,691,135
EXPENDITURE ON				
Raising funds	65,764	-	42,676	108,440
Charitable activities				
Accommodation & support work	715,620	-	231,169	946,789
Other	20,804	-	19,562	40,366
Total	802,188	-	293,407	1,095,595
NET INCOME	240,947	-	354,593	595,540
Transfers between funds	(120,000)	120,000	-	-
Net movement in funds	120,947	120,000	354,593	595,540
RECONCILIATION OF FUNDS				
Total funds brought forward	705,313	300,000	25,960	1,031,273
TOTAL FUNDS CARRIED FORWARD	826,260	420,000	380,553	1,626,813

continued...

16. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 April 2022	47,740
Additions	10,199
At 31 March 2023	57,939
AMORTISATION	
At 1 April 2022	42,743
Charge for year	6,733
At 31 March 2023	49,476
NET BOOK VALUE	
At 31 March 2023	8,463
At 31 March 2022	4,997

17. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Leasehold improvements £
COST			
At 1 April 2022	3,035,269	92,254	-
Additions	47,769	-	17,419
At 31 March 2023	3,083,038	92,254	17,419
DEPRECIATION			
At 1 April 2022	-	167	-
Charge for year	-	1,001	5,806
At 31 March 2023	-	1,168	5,806
NET BOOK VALUE			
At 31 March 2023	3,083,038	91,086	11,613
At 31 March 2022	3,035,269	92,087	-

continued...

17. TANGIBLE FIXED ASSETS - continued

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2022	69,640	4,159	3,201,322
Additions	38,145	2,362	105,695
At 31 March 2023	107,785	6,521	3,307,017
DEPRECIATION			
At 1 April 2022	52,047	3,407	55,621
Charge for year	16,806	1,203	24,816
At 31 March 2023	68,853	4,610	80,437
NET BOOK VALUE			
At 31 March 2023	38,932	1,911	3,226,580
At 31 March 2022	17,593	752	3,145,701

18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade debtors	167,361	80,108
Other debtors	11,841	6,055
Prepayments and accrued income	41,155	40,629
	220,357	126,792

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Bank loans and overdrafts (see note 21)	13,223	14,109
Trade creditors	15,309	23,583
Social security and other taxes	12,023	9,630
Other creditors	8,498	4,543
Accruals and deferred income	228,589	255,812
	277,642	307,677

continued...

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - continued

Deferred Income

	2023	2022
	£	£
Deferred income is included within:		
Creditors due within one year	157,937	203,968
	157,937	203,968

Movement in the year was as follows:

Grants received:		
Total deferred income at 1 April 2022	203,968	129,566
Amounts received in the year	651,484	817,661
Amounts credited to statement of financial activities	(697,515)	(743,259)
Grants - deferred income at 31 March 2023	157,937	203,968
Rent for use of community Hub:		
Total deferred income at 1 April 2022	-	-
Amounts received in the year	2,720	-
Amounts credited to statement of financial activities	(1,815)	-
Rent - deferred income at 31 March 2023	905	-

Income has been deferred in relation to grant income when performance conditions have not been met.

20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 21)	600,916	977,334
Other loans (see note 21)	1,711,069	1,711,069
	2,311,985	2,688,403

21. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	13,223	14,109
Amounts falling due between two and five years:		
Bank loans - 2-5 years	64,475	125,029
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by inst	536,441	852,305
Repayable otherwise than by instalments:		
Other loans more 5yrs non-inst	1,711,069	1,711,069

In March 2020 the Baca Charity entered into an agreement with Social and Sustainable Capital LLP (SASC).

continued...

21. LOANS - continued

This is a secured loan facility, secured over the assets of the charity, whereby SASC has set aside up to £1.75m for Baca to purchase eligible properties which they can use to further their charitable objectives.

The monies are retained by SASC, and Baca were permitted to drawdown on this amount over 21 months.

Baca will pay back the equivalent of 85% of the market value of all properties purchased via this facility on 20th March 2030. The trustees have designated the Baca Housing Fund and intend to set aside excess reserves over the next 10 years into this fund in order to repay this.

At the balance sheet date, a total of £1,711,069 had been drawn down on this agreement.

The amounts drawn down on the SASC agreement are secured with fixed charges over the properties purchased using these monies, and there is a floating charge in place over the balance of the SASC bank account.

22. SECURED DEBTS

The following secured debts are included within creditors:

	2023	2022
	£	£
Bank loans	614,139	991,443
Other loans	1,711,069	1,711,069
	2,325,208	2,702,512

The bank loans are secured with fixed charges over the properties they were used to purchase.

The other loan is the SASC funding agreement as described in Note 21 to the accounts.

continued...

23. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	826,254	376,097	504,000	1,706,351
The Henry Smith Charity	4	(4)	-	-
Baca Housing Fund	320,000	-	(74,000)	246,000
Underfunded Strategic Projects	50,000	-	(50,000)	-
Property Maintenance Fund	50,000	-	(50,000)	-
	1,246,258	376,093	330,000	1,952,351
Restricted funds				
BBC Children in Need	2,813	(323)	-	2,490
The Clothworkers' Foundation	1,314	(1,314)	-	-
Intelligent Energy Charitable Trust	4	(4)	-	-
Other Restricted Funds	(904)	3,209	-	2,305
The Swire Charitable Trust- Volunteer Project	17	(900)	-	(883)
Paul Hamlyn Foundation	-	(850)	-	(850)
Big Lottery - Core	(4,837)	4,153	-	(684)
CAF Main Grant	15,084	1,931	-	17,015
CAF Resilience Grant	10,000	(10,000)	-	-
CHK Foundation Grant	17,704	(5,040)	-	12,664
Paul Hamlyn Covid Grant	4,724	(1,399)	-	3,325
Leslie Aldridge House setup fund	4,636	9,481	-	14,117
Leslie Aldridge House Fund	330,000	-	(330,000)	-
	380,555	(1,056)	(330,000)	49,499
TOTAL FUNDS	1,626,813	375,037	-	2,001,850

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,496,252	(1,120,155)	376,097
The Henry Smith Charity	34,996	(35,000)	(4)
Samworth Foundation	66,667	(66,667)	-
	1,597,915	(1,221,822)	376,093
Restricted funds			
BBC Children in Need	32,074	(32,397)	(323)
The Clothworkers' Foundation	-	(1,314)	(1,314)
Intelligent Energy Charitable Trust	14,475	(14,479)	(4)
Other Restricted Funds	20,691	(17,482)	3,209
The Swire Charitable Trust- Volunteer Project	15,000	(15,900)	(900)
Paul Hamlyn Foundation	33,000	(33,850)	(850)
Big Lottery - Core	66,217	(62,064)	4,153
CAF Main Grant	116,944	(115,013)	1,931
CAF Resilience Grant	-	(10,000)	(10,000)
CHK Foundation Grant	63,898	(68,938)	(5,040)
Paul Hamlyn Covid Grant	15,000	(16,399)	(1,399)
Leslie Aldridge House setup fund	15,809	(6,328)	9,481
	393,108	(394,164)	(1,056)
TOTAL FUNDS	1,991,023	(1,615,986)	375,037

continued...

23. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	705,313	240,941	(120,000)	826,254
The Henry Smith Charity	-	4	-	4
Baca Housing Fund	250,000	-	70,000	320,000
Underfunded Strategic Projects	50,000	-	-	50,000
Property Maintenance Fund	-	-	50,000	50,000
	1,005,313	240,945	-	1,246,258
Restricted funds				
BBC Children in Need	-	2,813	-	2,813
The National Lottery Community Fund	11,443	(11,443)	-	-
The Clothworkers' Foundation	7,747	(6,433)	-	1,314
Intelligent Energy Charitable Trust	-	4	-	4
Big Lottery Fund- Awards for All- Post 18	459	(459)	-	-
Other Restricted Funds	6,313	(6,624)	-	(311)
The Randal Charitable Foundation	13	(13)	-	-
CHK Foundation- Cambridgeshire	(15)	15	-	-
The Swire Charitable Trust- Volunteer Project	-	17	-	17
Big Lottery - Core	-	(4,837)	-	(4,837)
CAF Main Grant	-	14,491	-	14,491
CAF Resilience Grant	-	10,000	-	10,000
CHK Foundation Grant	-	17,704	-	17,704
Paul Hamlyn Covid Grant	-	4,724	-	4,724
Leslie Aldridge House setup fund	-	4,636	-	4,636
Leslie Aldridge House Fund	-	330,000	-	330,000
	25,960	354,595	-	380,555
TOTAL FUNDS	1,031,273	595,540	-	1,626,813

continued...

23. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	948,131	(707,190)	240,941
The Henry Smith Charity	35,004	(35,000)	4
Samworth Foundation	60,000	(60,000)	-
	1,043,135	(802,190)	240,945
Restricted funds			
BBC Children in Need	8,011	(5,198)	2,813
The National Lottery Community Fund	102,288	(113,731)	(11,443)
The Clothworkers' Foundation	-	(6,433)	(6,433)
Intelligent Energy Charitable Trust	4,825	(4,821)	4
Big Lottery Fund- Awards for All- Post 18	-	(459)	(459)
Other Restricted Funds	41,185	(47,809)	(6,624)
The Randal Charitable Foundation	1,000	(1,013)	(13)
CHK Foundation- Cambridgeshire	10,417	(10,402)	15
The Swire Charitable Trust- Volunteer Project	15,000	(14,983)	17
Paul Hamlyn Foundation	12,500	(12,500)	-
Big Lottery - Core	10,111	(14,948)	(4,837)
CAF Main Grant	58,472	(43,981)	14,491
CAF Resilience Grant	10,000	-	10,000
CHK Foundation Grant	25,000	(7,296)	17,704
Paul Hamlyn Covid Grant	5,000	(276)	4,724
Leslie Aldridge House setup fund	14,191	(9,555)	4,636
Leslie Aldridge House Fund	330,000	-	330,000
	648,000	(293,405)	354,595
TOTAL FUNDS	1,691,135	(1,095,595)	595,540

The Henry Smith Charity
We have now completed year three of our three year grant from The Henry Smith Charity. The grant helps cover some of our running costs.

Samworth Foundation
We are delighted that Samworth Foundation have made a long term commitment to supporting Baca's work.

Baca Housing Fund
The Baca Housing fund is monies set aside by the trustees in order to cover any unexpected maintenance or repairs costs of the owned properties. repay mortgages and clear the SASC funding at the end of the agreement.

Underfunded Strategic Projects
The Underfunded Strategic Projects Fund is monies set aside by the trustees as a contingency in case there is a shortfall in funding for a given strategic project.

BBC Children In Need
We are pleased to be working again with Children in Need. Having previously funded our Volunteer project, they are now contributing towards the cost of delivering our in-house ESOL lesson's which we deliver in partnership with the Wyggeston & Queen Elizabeth College, Leicester. The grant also enables our teachers to provide additional support to the young people who are now attending local colleges. On 21st October 2022, we received an additional £500 from Children In Need, in recognition of the rising cost of living. Our total grant is therefore £97,865.

The Intelligent Energy Charitable Trust
It is great that this local Trust have again been able to support our work with a grant. This year the Intelligent Energy Charitable Trust are providing the funding needed to deliver our Leaving Care project. This project enables Baca to continue providing additional support to our young people as they transition from our care.

continued...

23. MOVEMENT IN FUNDS - continued

The Swire Charitable Trust Volunteer Project
We are now in the final year of our grant from the Trust. The grant contributes towards the cost of delivering our Volunteer and Mentoring project. Activities where volunteer support is used include the daily ESOL sessions, sports workshops, helping with college homework, and life skills workshops.

Paul Hamlyn Foundation
The Foundation has awarded Baca a three-year grant through their Youth Fund, we are now in year two. The grant is supporting Baca's new project in Cambridge. On 5th December 2022 we received an additional £6,000 uplift grant from the Foundation. This was in recognition of the rising cost of living. This took our total grant to £96,000.

Big Lottery- Core
We are now in the second year of our grant from the Community Fund. The grant contributes towards the cost of delivering part of our rebuild project. This funding enables Baca to deliver our therapy, trips and sports sessions.

The Clothworkers' Foundation
We received a one off capital grant in 2020 from The Clothworkers' Foundation, which contributed towards the cost of refurbishing our new high support house.

CAF Resilience Fund Phase 2- Main grant
We successfully applied for a CAF Resilience Fund Phase 2 grant. The grant supports Baca's growth in both Loughborough and Cambridge. This is in response to the increasing demand for our services.

CAF Resilience Support Grant
As part of our main CAF Resilience Fund Phase 2, we also received an additional grant to help develop Baca's future resilience. Initially this is a grant of £10,000, but we will have the chance to apply for up to £10,000 of additional funding if this is required. We are not guaranteed to secure this additional funding.

CHK Foundation
We are very grateful for the continued support of the CHK Foundation. This grant contributes towards some of the core costs associated with the growth of the charity.

Paul Hamlyn Foundation Covid Grant
The Paul Hamlyn Foundation have kindly recognised the ongoing impact Covid-19 has had on the whole staff team. This grant will help Baca to continue to develop the wellbeing support the staff can access. We have agreed to extend the deadline for this grant into 2023.

Leslie Aldridge House Set Up Fund
Having previously funded our Leaving Care project, the Trust have agreed to provide funding so we can refurbish our Cambridge houses.

Leslie Aldridge House Fund
The Leslie Aldridge Trust kindly donated the 30% deposit for both of the houses in Cambridge. For the first house this was £157,500 and for the second house this was £172,500. Having completed the purchase of these properties in 2022, the houses have been transferred to the general fund to house service users in line with Baca's general charitable activities.

The Balcombe Charitable Trust
We are in the second year of our grant from The Balcombe Charitable Trust, which contributes towards the cost of delivering our volunteer project. The volunteer project is vital as it enables the young people to have additional 1:1 support.

The following funds are included in Other Restricted Funds:
Community Reach Fund - Cambridge Sports
Wagamama
Community Reach Fund - Cambridge Cookery

continued...

24. OTHER FINANCIAL COMMITMENTS

The charitable company has the following commitments due as follows:

	2023	2022
	£	£
In one year	25,604	101,851
2-5 years	-	30,331
	25,604	132,182

25. RELATED PARTY DISCLOSURES

During the year rent of £18,562 (2022: £17,197) was paid to A Dando, a member of the management committee for the use of the current office. £8,968 (2022: £9,439) is included in prepayments and £9,594 (2022: £8,518) is included in trade creditors.

26. SUBSEQUENT EVENTS

On 3rd August 2023, the charity made a payment of £210,833 to clear down a mortgage on one of the properties owned.

At the date of approval of the financial statements, the charity is in the process of agreeing two new mortgages, expected to total £647,500 towards the purchase of two further houses in Cambridgeshire, at an expected total cost of £925,000, for use in furtherance of its charitable activities. The £277,500 balance of these purchases will be paid out of the charity's cash reserves.

27. OTHER FINANCIAL INSTRUMENTS- SASC FUNDING

The carrying amount of the charity's financial instruments are as follows:

	2023	2022
	£	£
Financial liabilities at fair value through income and expenditure		
Other loans due >5 years- Non- instalments	1,711,069	1,711,069

There were no net gains or losses or changes in fair value through the statement of financial activities.

28. LIMITED BY GUARANTEE

The charitable company is a private limited company limited by guarantee and consequently does not have share capital. Each member is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

THE BACA CHARITY

England & Wales - Charity number 1124569

Accounts

REGISTERED COMPANY NUMBER: 06510559
REGISTERED CHARITY NUMBER: 1124569

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

FOR

THE BACA CHARITY

Duncan & Toplis Limited, Statutory Auditor
3 Princes Court
Royal Way
Loughborough
Leicestershire
LE11 5XR

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FOR THE YEAR ENDED 31 MARCH 2022

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investing hope, shaping futures

THE BACA CHARITY ANNUAL REPORT 2021-22

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REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees	M. Vyner (Chair) T. Buttler Sarah Short Louise Lloyd-Jarvis L. Connell A. Brackett
Management Committee	J. Zachariah, Chief Executive A. Dando, Finance Director S. Smout, Business Development Director M. Banister, Service Director
Charity Number	1124569
Company Number	06510559
Principal Address & Registered office	C/O Duncan & Toplis 3 Princes Court Royal Way LOUGHBOROUGH LE11 5XR
Independent Auditor	Niall Kingsley Duncan & Toplis 3 Princes Court Royal Way LOUGHBOROUGH LE11 5XR
Bankers	The Co-Operative Bank PO Box 250 Delf House Southway Skelmersadale WN8 6WT

ABOUT BACA

The Baca Charity (Baca) works with unaccompanied minors who have been forced to leave their homes because of war, persecution, exploitation and trafficking. We work side by side with highly vulnerable young people, providing them with specialist supported accommodation and a range of development training. We believe each young person has a dignity worth uncovering, talents worth discovering and a life worth living to their fullest potential.

The Trustees (who are also directors of The Baca Charity for the purposes of company law) present their report and Baca's financial statements for the year ended 31 March 2022.
The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Journey of Hope – A mural by the Young People.
It was designed by one of our young people and painted by him and a group of young people as part of an art therapy project. The young person explained the meaning of the mural "The two sides of the painting are opposite. The black is the hopeless place, but the opposite side is full of life. The painting illustrates how you can pass from hopelessness to hope."

MESSAGE FROM THE CHAIR

The year ending March 2022 has been a truly remarkable one. Over the past twelve months, Baca has continued to respond to the Covid-19 pandemic and support vulnerable young people arriving in the East Midlands without families, fleeing war, persecution, exploitation and sometimes trafficking. Throughout it all, our team, our supporters and our partners have been united in our resolve to enable young people to change their lives for the better. Responding to the pandemic, Baca adapted quickly to ensure young people continued to be supported through their own personal challenges and kept safe from external threats. I would like to recognise the efforts of our team of staff and volunteers, many of whom faced their own challenges during this time but were unwavering in their commitment to help young people at a time when they needed us most. I must also pay tribute to the local authorities who have continued to support our work through the ever-changing landscape of the pandemic.

Our work has been the safety net and the backing that all our young people needed during a period of uncertainties that has triggered so much past trauma for many. Inevitably, we had to make significant changes to our plans. And yet, despite the obstacles, people across our team stepped up for young people facing ever more complex challenges.

A key highlight was our 'Safe Home' campaign which sought to raise awareness for the need for safe homes for young people arriving in the UK with no families. We were delighted to have the backing of so many of supporters across Leicestershire.

Sadly, we know that the events of the past year will have repercussions for a whole group of unseen young people, who have not received support, care and compassion. From the impact of sustained isolation on emotional wellbeing and mental health, to increased financial uncertainty, to inequality of opportunities, to the ongoing risk young people face of harm from exploitation, young people need our support more than ever.

On behalf of everyone at Baca, I would like to thank all of our supporters and partners for their support over the past year, at such a challenging time. As we move forward, we will remember the stories of lives changed and the many who are still in need to inspire us to keep learning and keep delivering our service with excellence. Together, we can inspire hope for a brighter future for these incredible young people!

Mark Vyner
Chair of Trustees

OBJECTIVES AND ACTIVITIES

VISION

A world where forced migrants are welcomed, safe, and have hope to rebuild their lives for a better future.

MISSION

It is our mission to serve young people seeking refuge in the UK without families, some of whom have been victims of human trafficking, by offering them safe homes, as well as therapeutic support in all areas of their lives.
We believe each young person arriving on our shores has a dignity worth celebrating, talents worth discovering and a life worth living to its fullest potential, no matter their past experiences nor present circumstances.
We are committed to providing an inspiring environment that raises hope and strengthens resilience, enabling each young person to rebuild his or her life.

VALUES

Our values underpin all we do and how we behave as an organisation and as individuals. Last year, we undertook a review (in line with our annual goals) to refine the already strong values in the organisation. This has enabled us to have even more clarity and conviction in putting our values into practice. The staff team, volunteer team and the Trustees seek to demonstrate these values and behaviours to those we work with, those we seek to influence, and wider society.

Our values	Our Behaviours
Respect	**Treating everyone with dignity** in all circumstances.
Compassion	**Serving sacrificially,** rooted in an unwavering zeal to seek the best for those we serve and not self.
Grace	**Costly additional opportunity for everyone,** to enable us to be our best by being perpetual learners.
Integrity	**Unexaggerated truth,** expressed with humility, purity of motive and sincerity of intention, in both our words and deeds.
Passion	**Embracing risk for the sake of the mission**, with courage to take bold risks and to innovate despite adversity.
Wisdom	**Finding a way through a challenge** by listening, learning, perceiving what is at stake, applying insight and considering diverse options.

ACTIVITIES

Our services include:

- A 24/7/365 on call service for new arrivals so they can be met, welcomed and assessed without delay.
- Specialised accommodation so they can feel safe and create a sense of belonging.
- Therapeutic Support to develop life skills to prepare them for independent living, develop new skills, improve resilience, increase wellbeing and personal safety.
- Therapeutic interventions through Art Therapy to enable young people to have tools to manage their emotional wellbeing.
- Social activities to enable the rebuilding of self-esteem and confidence which leads to better integration with the local community.
- Education to build skills and knowledge so they can gain independence, employment and make a contribution to society.
- Ongoing support for young people who have transitioned to adulthood to enable them to establish themselves sustainably and positively.
- Advocating on behalf of the young people to ensure they are able to have fair access to their rights.
- Working with central and local government to share best practice and contribute to the development of effective support for all young forced migrants.

PUBLIC BENEFIT STATEMENT

Baca's objects, as set out in its Articles of Association, are the advancement of education and the relief of poverty among forced migrants in the United Kingdom and abroad, and the promotion of racial harmony and mutual respect and diversity. Each year, the Trustees review the Charity's objectives and activities to ensure they continue to reflect Baca's aims. In carrying out this review, the Trustees have complied with their duty in section 17 of the Charities Act 2011 to have paid due regard to the Charity Commission’s guidance on public benefit in deciding which activities the charity should undertake. The Trustees consider that Baca's activities provide benefit both to the forced migrants who use the Charity's services and to the wider community.

50
100
GIVE TOPTRACER A SHOT today!

STRUCTURE, GOVERNANCE AND MANAGEMENT

Baca is a company limited by guarantee not having share capital. The governing documents are the Company's Memorandum and Articles of Association which were renewed in 2021/22 The Company obtained registered charitable status on 18th June 2008.
The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

M. Vyner	G. Boocock (Resigned 25/03/2022)
T. Buttler	L. Connell
S. Short	L. Lloyd-Jarvis
A. Brackett	S Cromie (Resigned 27/09/2021)

In addition to the Trustees, the members of the Management Committee (Leadership Team) during the period were:

J. Zachariah	A. Dando
M. Banister	S. Smout

APPOINTMENT OF TRUSTEES

Trustees are appointed by the Board. A recruitment process is undertaken in line with the Charity's policy and procedure. In considering potential Trustees, account is taken of both their general interest in the goals and activities of the Charity as well as any specific skills or relevant expertise, through a skills audit, with which they will enhance the Board's ability to carry out its responsibilities. Vacancies are advertised through networks and recruitment sites or through direct contacts by current members of the Board of Trustees. Applicants are shortlisted and invited to an interview with the members of the Staff and Young People Sub-Committee and the CEO. Recommendations are then made to the full Board. Recommended candidates are invited to a Trustee Board meeting to establish their suitability and to gain a wider understanding of the governance function carried out by the Board. The final decision to appoint lies with the full Board and is made after this meeting. If necessary, a second invitation to observe the Board will be made to the relevant candidate. All Board members must be in agreement. Where an affirmative decision is made, the necessary legal process of appointment is commenced. Trustees are recruited to serve on the Board of Trustees for a five-year period, at the end of which they may be re-elected.

TRUSTEES' INDUCTION AND TRAINING

New Trustees' induction consists of a briefing of their legal obligations under charity law, the committee and decision-making processes, the budgets and recent financial performance of

the Charity. During this process they meet key employees and other Trustees. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role. In addition, they complete on-line training in Safeguarding, Health & Safety and Equality & Diversity. Additionally, new Trustees are invited to attend a series of short induction sessions to familiarise themselves with the Charity and the external context.

ORGANISATIONAL STRUCTURE

The Charity is organised so that Trustee Board meetings are held quarterly. The Board is also divided into two sub groups – Finance and Staff and Young People – which meets quarterly. Between such meetings there are email exchanges as necessary. The Finance sub group takes the lead on all aspects of Baca's financial resourcing and report their recommendations to the Board. The Staff and Young People sub group takes the lead on all aspects of the workforce, safeguarding, service delivery oversight and makes recommendations to the full Board. The Memorandum of Articles enforces that there must be a minimum of three Trustees appointed for the Trustees to be able to exercise the powers conferred upon them under the Company Law. There are no restrictions on the Trustees' power in respect of the Charity's investments. The Trustees may invest and apply all of the Charity's monies in all respects as if they were absolutely and beneficially entitled thereto.

A scheme of delegation is in place, delegating responsibility of running the Charity to the Chief Executive along with the leadership team. The Chief Executive is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Leadership Team is responsible for the day-to-day operational management of the Charity, ensuring that the team continue to develop their skills and working practices are in line with good practice.

REMUNERATION POLICY

The aim of our remuneration policy, which applies to all employees, is to offer salaries that are fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors. The Trustees consider the key management personnel of the Charity as the members of the Leadership Team, comprising the Chief Executive, Finance Director, Service Director and Business Development Director. The remuneration of the leadership team is determined by the Trustees upon recommendations made by the Staff and Young People sub group. In agreeing the remuneration, the sub group considers indicators in the wider economy and the stewardship of our resources for the long term.

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

In order to best serve young forced migrants, the Charity is committed to working in partnership with a range of organisations from the public, private and charity sectors. The Charity works in formal partnership with a growing number of Local Authorities to deliver services. We also work with a range of charities who are specialists in working with vulnerable young people in areas including mental health, trafficking and child sexual exploitation. This can include referrals and sharing best practice. None of the Trustees received remuneration or other benefit during the reporting year.

VOLUNTEERS AND INTERNS

Without volunteers, Baca would not be able to deliver our holistic support service. Volunteers gain new experiences within the voluntary sector, learn from highly-trained staff and gain and develop new skills that will stay with them forever. While Baca provides a range of support activities, it is only through the work of the volunteers that we can give the young people the additional 1:1 time that is so valuable to their growth. In total 32 volunteers have been involved in delivering our young people services over the past year. We are very grateful for the support we receive from these volunteers.

Feedback from one of our Interns. "I have been blessed enough to be a part of each young person's journey in one way or another. There have been times where I have been able to create trust and have built a relationship where I can be called on if a young person is feeling down. I am so honoured that I can be seen in this way by these young people, I take this responsibility very seriously. When a young person expresses that they are down, I make an effort to spend more quality one on one time with them. We do things like go for walks in nature where it is peaceful and almost an escape from their worries. We also have coffee catch ups and chat about whatever the young person wants to discuss. Sometimes we will even be able to go and do something that the young person finds fun like pool or football. I try and walk a journey with them to help them know that they are cared for."

SAFEGUARDING

Baca continuously strives to prioritise the safeguarding of the young people placed with us. The Leadership Team continues to provide direct oversight of our safeguarding structure, with a member of the Leadership Team being our Designated Safeguarding Officer (DSO). The Leadership team consistently ensure that safeguarding practices and behaviours are embedded in the culture of the Organisation. The DSO works closely with the service delivery teams,

conducting weekly safeguarding reviews. They ensure the robust escalation system, as described in our safeguarding policy, is followed and reviewed annually. We follow safe recruitment practices which involve all recruits going through an enhanced DBS check and two references. Serious incidents of safeguarding concerns are reported to the Trustees after advice is sought from Safeguarding agencies. They are also reviewed in detail by the Staff and Young People sub-group which includes the designated lead trustee on safeguarding. Monthly reports to the Trustees includes safeguarding as a standing item.

Baca works very closely with the local authority social work teams to ensure we are complying with government guidance. Further work has been done in the past year to strengthen the processes across the Organisation to ensure safeguarding considerations are a core part of all decision making. Risks to young people are reviewed in weekly team meetings. All staff and volunteers have clear information on how to report any concerns within the Charity. This information is reviewed and refreshed annually through training and induction. By the very nature of the vulnerabilities faced by the young people supported by Baca, safeguarding is an area of consistent change and challenge. Whilst there are ongoing low-level instances of safety concerns, which are regularly monitored and resolved, we have not had any serious incidents in the past year.

The effects of Covid-19 are still impacting the safety of our young people. While the young people's wellbeing has always been a priority, this year we have introduced an increased focus on this area. This has included creating a new ESOL tutorial group for an hour a week. In this session confidence, wellbeing and the language needed to express how you feel are discussed. Our in-house Art Therapist often joins these sessions to work with the ESOL Teachers. We have also increased our Art Therapist's hours to help meet the growing demand for appointments. To further support the wellbeing of our young people, in February 2022 all our frontline staff took part in a two-day training course. They are all now accredited mental health first aiders with Mental Health First Aid England.

FUNDERS AND SUPPORTERS

Baca would like to sincerely thank all those who have supported us during the 2021-22 financial year. Baca's funding primarily comes from the contracts it has in place with various partner local authorities. We would like to particularly acknowledge our partnership with Leicestershire County Council, with whom we have been working for 14 years. Much of the non-statutory value-added work Baca carries out is supported through funding from grants and donations from those in the community. We are grateful for all the fantastic support we have received for this work from the different grant funding bodies and foundations listed at the end of the report. We are particularly thankful to the National Lottery, Samworth Foundation, CHK Foundation and Henry Smith Foundation for their continued support of our work. We are

also grateful for the new funding we have received from Paul Hamlyn, Children in Need and CAF. The generosity and commitment of all our funders, is much appreciated, these grants enable the Charity to run effectively and efficiently. Baca recognises that much of the non-statutory work such as extra-curricular activities through volunteers, additional education support, art therapy, sports and day trips would not have been possible without this investment. Therefore, the objectives of the fundraising team is to raise income to enable the delivery of the holistic services, including building stronger relationships with trusts, and extending the reach in the community.

We are also incredibly grateful for the donations we have received from the local community, churches, schools and community groups. While some of this engagement remains online, since the lifting of Covid-19 restrictions in the summer, we have been actively reaching out to engage with the community.

Baca subscribes to the Code of Fundraising Practice in all of its fundraising activities. The code is implemented through our HR and Fundraising processes. Every person involved in fundraising for Baca, is trained and inducted on the expectations as set out in the code of practice. It is also reflected in our fundraising pack and we comply with all the GDPR legal requirements regarding donors' or fundraisers' personal data. No third-party organisations or consultants were used for raising funds for Baca. There have been no breaches or complaints received with the application of this code and GDPR regulations in the reporting period.

RISK MANAGEMENT

The Trustees have reviewed the major risks to which the Charity is exposed and systems have been established to mitigate those risks. A full risk assessment is carried out as part of the Strategy and Business Planning process. Risks are presented at each quarterly Trustees meeting. In these meetings, significant external risks to income and reserves are reviewed to ensure that sufficient funds are in place. Risks are reviewed and plans put in place to mitigate them by the Trustees and Leadership Team by the implementation of appropriate procedures. The core risks to the Charity are highlighted below.

Risk Summary	Mitigations
Safeguarding of Young People Baca works with highly vulnerable young people, who have been victims of exploitation and trafficking. The risks to safety are also intensified due to the challenges posed by poor emotional wellbeing, lack of trust, weak knowledge of English and unknown immigration status. We are still seeing the effect of Covid-19 impacting the young people's wellbeing. In addition, our care leavers are facing increased vulnerability due to the rising patterns of exploitation by organised criminal groups.	Weekly review of risks to personal safety across the organisation at different levels of responsibility. Holistic support service, providing a detailed picture of the vulnerabilities, needs and positive progress made by the young people. Risks highlighted in monthly trustee reports. Serious incidents discussed at quarterly Trustee meetings with clear action plans agreed. We have increased the hours of Baca's in-house art therapist to create additional capacity. Our art therapist is also working with the Education team to create a focus on wellbeing and the language needed to express emotions. To further support the wellbeing of our young people, all our frontline staff are now accredited mental health first aiders.
Occupancy levels Uncertainty over our occupancy levels continues to be the key challenge we face as a Charity as it is not possible to plan when young people might arrive (driven by several external factors outside of our control). This makes it difficult to budget and plan for any significant period of time. On a wider level the Nationality and Borders Bill and the government's plans to send asylum seekers to Rwanda, could impact the numbers of young people that are placed with us.	Baca has contracts with multiple Local Authorities thereby reducing reliance on any one. We have now set-up a new project in Cambridge which can initially accommodate eight young people. While we have purchased additional housing in Loughborough, we have retained some rented property. This creates the option of reducing space if required. We are seeking to build partnerships with more local authorities who have a need to safely support Unaccompanied Asylum Seeking Children (UASCs). We are focused on ensuring our service delivery is of the highest quality whilst maintaining excellent cost effectiveness. Baca continues to work closely with various advocacy groups to positively influence the government's proposals.
Volatility of Income	We are working to limit the impact of fluctuations in the numbers of young people, and the level of

Baca's income is primarily from contracts with the Local Authorities, most of whom are now under increased pressure to reduce their expenditure following the pandemic and rising costs in the wider economy. Within each contract, income is only guaranteed at the point of placement of a young person with Baca. Budgeting for variable income remains a challenge, as we cannot predict how many young asylum seekers will be placed with us, and the level of funding we will receive per placement. While we have started to develop our donor support, it is still a challenging time to grow this area of our income.	income we receive by increasing the proportion of income we generate from alternative sources such as donors. Baca is also engaging with local authorities and foundations to understand their needs and provide realistic solutions for delivering a service that is both affordable and sustainable. Baca has rigorous processes for budgeting, management reporting and monitoring of financial performance through the Trustees and the leadership team. This has meant that we have been able to build the six months' reserves needed to meet operational expenditure in line with our loan covenant with Social and Sustainable Capital (SASC).
External environment The past year has seen extremes of opinion and behaviours towards individuals seeking refuge in the UK. The reporting of young people arriving in Kent and the Nationality and Borders Bill has only compounded this issue. This poses a risk to the young people in Baca's care and the overall support received by the Charity from the community for its activities.	Baca's vision encourages us to seek positive solutions to this challenging situation. Baca works proactively with young people to ensure they know their rights, responsibilities and how they can seek help in an unfriendly situation. We are also committed to sharing stories of hope, highlighting the positives of each individual's life and how that contributes to the wider community to ensure barriers and myths are broken down. To help achieve this aim, Baca are working on developing our external communication.

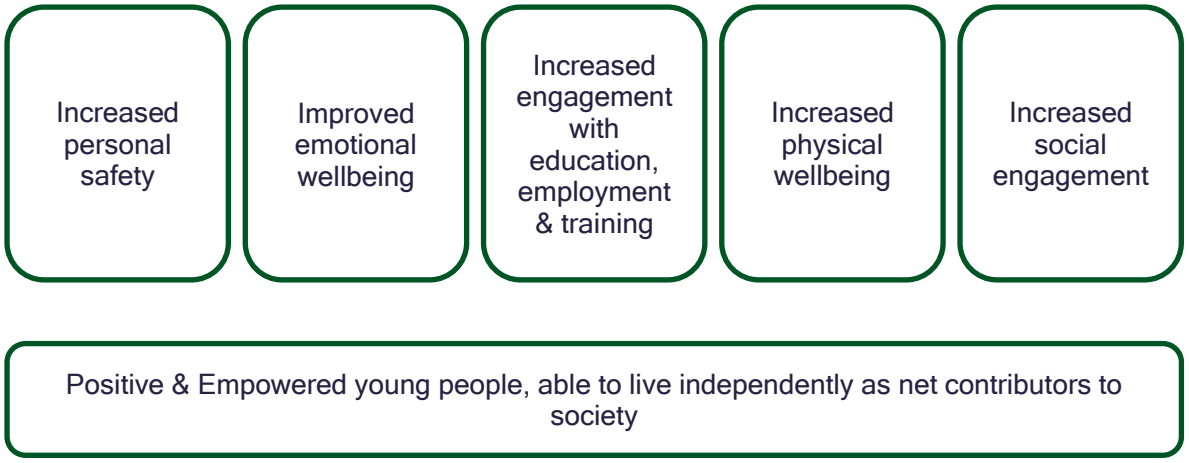
STRATEGIC GOALS

The focus of our three-year strategy (2019-2022) is to enable unaccompanied forced migrant young people to maximise their potential to be positive empowered individuals, who can contribute to society. These goals build on the excellent foundations of previous years, whilst being committed to our approach of continual learning, both from the young people themselves and other agencies.

Through this strategic framework we are challenging ourselves to bring about significant and sustainable change. This is both in terms of meeting the depth of need for each young person and in the number of young people we work with directly or indirectly.

1. **STRENGTHEN** Baca's holistic service for young forced migrants, continuing to inspire hope and share futures.
2. **ENHANCE** Baca's service to maximise the potential in each young person.
3. **ENGAGE** locally, regionally and nationally to see a world where forced migrants are welcomed, feel safe and have hope to rebuild their lives for a better future.

The above strategic goals drive us closer towards achieving the five outcomes and long term impact for each individual young person, identified in our Theory of Change:



ACHIEVEMENT AND PERFORMANCE

This has been a year of growth at Baca, which has included setting up a project in Cambridge. This is Baca's first ever project outside of Loughborough. We purchased our first house in Cambridge in October 2021 and the second in January 2022. Four members of the team are now based in Cambridge. We are also adding to our housing stock in Loughborough so we can increase the number of young people we can support. Our achievements against our priorities and goals are summarised in this section.

HOW WE MEASURE OUR IMPACT

"Thank you for all the hard work that has helped me and other young people. I will never forget it, you will always have a big place in our hearts."
This is the wording on the certificate a young person presented to Baca at our annual celebration to say thank you.

It can be challenging measuring impact when working with young people who have suffered trauma, do not have a good understanding of the English language and have significant cultural differences. We gather both quantitative and qualitative data to help us measure our progress against the five outcomes mentioned above. This includes exam results, attendance records, case studies, external feedback and the progress the young people have made on their pyramid plan. It takes time to achieve impact in much of our work. We know we make the most impact when we work on issues over a number of years, particularly when we are seeking to bring about major change. Reflecting this, the impact stories in this report are taken from a period beyond the given reporting year.

PLACEMENTS FROM LOCAL AUTHORITIES

Over the last year Baca has worked to provide care for 32 young people from 4 local authorities:

- Leicestershire County Council – 25 young people
- Cambridgeshire County Council – 1 young people
- Leicester City Council – 2 young people
- Rutland County Council – 4 young people

Our support is delivered through the placement of vulnerable young asylum seekers within our supported accommodation provision, which currently caters for 27 young people at any one time. As highlighted above this capacity is increasing. Through this past year, we have had an

average occupancy of 96%, providing 22,047 chargeable support hours. Overall, the number of young people we have supported is lower than previous years, but this is because we have had lower number of young people who have been able to move on. Our average occupancy is up from 80%. The demand for our service continues to exist and is increasing. Unfortunately, this year we have had to turn down over 50 referrals because we didn't have space. To address this issue, we are creating additional capacity in Loughborough as well as opening two houses in Cambridge.

PROGRESS WITH STRATEGIC GOALS

Within our 2019-2022 Strategic Plan, several key priorities were designated as objectives. Here we report on the achievements against these objectives under each strategic goal. While all areas will be covered, given the broad scope of this work, we cannot provide full details of all our activities. We have aimed to use case studies that capture many elements of the project and share the voice of our young people.

GOAL 1: STRENGTHEN Baca's holistic service for young forced migrants, continuing to inspire hope and share futures

a. Improving outcomes for the young people

Increased Engagement with Education, Employment and Training

The education classes have continued to run every weekday morning throughout the pandemic. Most of the young people will receive a maximum of six hours of English lessons, four hours of Maths and three hours of ICT every week. Our education programme helps our young people who often arrive with no literacy in their home language, to gain solid foundations in English at Entry Level 1. Our two ESOL Teachers and one Teaching Assistant split the class into three separate groups according to learner needs. Depending on the time the young people join Baca, some were enrolled under the Wyggeston and Queen Elizabeth College (WQE)/Baca Partnership. The ICT classes are helping our young people to access teaching resources online, as they really struggled with this during the periods of lockdown. They are also learning how to safely use ICT within the community. The programme is altered for our new arrivals. Our teachers work with them for two hours each day in a less intensive way, as the young people settle into being at Baca. At the beginning of the academic year, we started to deliver a new tutorial group for an hour a week. In this session, confidence, wellbeing and the language needed to express how you feel are discussed. This is seen as a key way of helping the young people to overcome some of the wellbeing issues we identified last year. We have also introduced a new weekly breakfast session on a Monday morning. The young people and teaching staff are able to informally chat about their weekend and what they are going to do in class this week etc. The young people are encouraged to express how they are feeling,

creating an opportunity to practise these language skills. Over the past year 19 young people have attended our in-house education classes and 24 young people have been supported at college (12 of these previously attended our in-house sessions). When the young people move to college, our teachers take them through the full process of enrolment and then support them through the year.

One of the ESOL Teachers described a summer school lesson that was about self-worth and the Golden Buddha.

"Maximum attendance and once again excellent engagement from all. This lesson had lots of new and challenging vocabulary but amazingly everyone managed to participate at their level. They listened attentively to the story of the discovery of the gold statue (inside an ugly, stone casing) and how this changed people's perception of it. Most of them seemed to grasp the application of this in terms of self-image and self-worth. Everyone had a go at filling in their "personal inventory" of qualities, abilities, passions, opportunities and affirmation, even though these were challenging concepts for some! Peer support helped, with some of the young people translating/explaining for each other. The highlight of the lesson was the young people writing affirmations for each member of their class. Everyone engaged with this whole-heartedly and the young people put great effort into looking up words eagerly on their phones and consulting each other in their own languages. The results were beautiful with lots of beaming faces as the young people read their own list of encouragements at the end. It was a lovely moment. I encouraged them to put this somewhere where they could read it often, maybe as a poster on their wall."

In addition to our education classes, Baca's ESOL mentoring programme uses volunteers to help the young people with their reading, writing, speaking, listening and even Maths on a 1:1 basis. We are incredibly grateful for the valuable support provided by our ESOL mentors.

Improved Emotional Wellbeing and Personal Safety

Art Therapy has been key in supporting the young people to improve their emotional wellbeing. For some, this improvement has been as simple as recognizing the impact of their experiences on their wellbeing and therefore taking the very first steps to processing their emotions. For others, it has been a journey of processing their past traumatic experiences in order to find a way to become more resilient in their day-to-day life. Art Therapy builds on the innate creativity of the young people at Baca, overcoming the language, accessibility and cultural barriers often faced by traditional counselling techniques. Despite Covid-19 restrictions impacting the project during the early part of the year, our art therapist has made great progress. She has been able

to provide small group and 1:1 support to 19 young people, with some having sessions either online or in person throughout the year.

In December our art therapist spent some 1:1 time with Yohannes (not his real name). He created the art work below and the message. Yohannes was very keen for the artwork to be shared. This demonstrates how Yohannes trusts the art therapist and the whole team, which shows great courage and strength given his past experiences.

In September our art therapist was able to restart sessions at WQE College. While she had tried to stay in contact with the college, we were concerned that these sessions may never recommence. She described how the sessions are now working. "With the change in Covid-19 restrictions, it has been possible to find a way to work with our young people at WQE College. This has involved restarting and rethinking the wellbeing sessions that were running prior to the pandemic. We are now able to use a dedicated room for 1-1 sessions with young people attending during their free lessons. This is already working well. It allows them and me to meet during the working day without the need for them to travel to Baca at the end of college. New contacts and really great engagement from the Skills and Welfare team at WQE has made this possible. So far, I have connected with four young people on a regular basis, but I expect this number will soon grow."

One of the key measures of increased personal safety adopted by Baca, is the number of young people going missing from placement. This is based on research that suggests disappearing from care is one of the biggest risks faced by unaccompanied minors, due to trafficking and exploitation vulnerabilities. We have had no young people go missing from placement in the last year. This is a significant achievement in comparison to the national average.

Increased Social Engagement and Improved Physical Wellbeing

This year we were able to deliver 56 sports sessions. These were well attended, especially by two boys who both came to 42 sessions. In total, 27 young people took part in at least one sports activity during the year. As ever football remained the most popular, but we did also provide a range of other sports including basketball, badminton and boxing. It has been great this year that many of these sessions have been at local clubs, as this helps the young people to become part of the community.

In July last year we took 26 young people and seven staff to an outward bound centre in Derbyshire. Over the four days of the trip the young people took part in a range of activities including canoeing, archery, bike rides, swimming, indoor and outdoor climbing. Baca's Support Team Leader provided the following feedback from the trip.

"The residential was the first time since the beginning of the lockdown in January that all our young people had spent this amount of time together. They got on so well, crossing over the cultural barriers within the group, it was great to see. For several of our young people this week away was a real game changer, as prior to this they had really struggled. Since the trip they have taken huge steps forward, now they are going to college and engaging with their Support Workers. Individually there were some really great achievements. One of the girls went kayaking on Carsington Water. She simply got on the kayak and paddled, like she had done it all her life. She had never done it before. It was so wonderful to see her so confident and grasping this strange activity like it was totally normal. What a girl!"

As well as the residential, we also took the young people on a number of day trips. While we had an initial delay in our plans, we have been able to deliver a full programme of day trips this year. As always, the young people have been fully involved in making the final choice of where we visited. Trips this year included a visit to a farm and Ninja Warrior Adventure Park in Leicester.

After the celebration one of the support workers shared the impact the event had made on one of the young people: "She told me about a dream she had after the celebration in which she saw her parents and she was showing them her certificates from the celebration. She could tell they were proud of her. It was a joyous but emotional moment as she described her dream."

It was great to be able to have our annual celebration in person this year rather than online. As always it was an incredibly uplifting experience, as we were able to recognise the progress and achievements each young person had made. There was great food and lots of dancing! It

was a very special moment when one of our young people presented Jimmy (our CEO) with a certificate for Baca.

b. Strengthen the use of good quality houses over the long term

A core part of the service delivered to the young people is safe and secure accommodation. In 2019, we secured a social investment loan from Social and Sustainable Capital (SASC) to buy properties to replace our rentals. This has reduced our dependency on the highly competitive rental housing market, where prices increase annually due to the demand from University students. In addition, we no longer have the disruption of moving houses every year. This upheaval negatively impacted the wellbeing of the young people who have already suffered tremendous trauma. As the financial year ended, we competed the purchase of the final house through SASC.

As well as the house purchased in Loughborough, this year we have purchased two houses in Cambridge. We are incredibly grateful for the support, patience and generosity of The Leslie Aldridge Trust, who donated the 30% deposit on each house and also provided a grant of £15,000 on each house to cover the refurbishment costs.

These developments have been an exciting step forward for Baca, enabling us to establish safe and secure housing, suited to the young people's needs, for the long term.

GOAL 2: ENHANCE Baca's service to maximise the potential of each young person

a. Better support young people in the transition to adulthood in independent living

The Leaving Care Project recognises that while many of our young people successfully transition from our care, some need additional support. While Covid-19 impacted the project during the early part of the year, we have been able to offer more face-to-face learning. In total we supported 18 young people, which is an increase of three on last year. As the project has continued to grow, we have recognised that there is too much work for just the Leaving Care Support Worker. While they still lead the project, other members of the Support Worker Team are now able to provide some assistance when needed. This has helped ease the pressure on the project, as we didn't want to jeopardise the level of support we could provide.

A second part of the project is the support offered by Baca's Education Coordinator. She guides the young people through this transition, enabling them to have opportunities to learn new skills through work-experience, traineeships, apprenticeships, or even accessing educational support at Baca. The Education Coordinator is also building appropriate partnerships to facilitate these placements. The most common areas of support needed by the young people has been the transition to a vocational course, dealing with the job centre to

resolve benefits issues, the council for housing, tenancy issues with landlords and finally responding to instances of online fraud faced by the young people.

Over the past year we measured three outcomes for the Leaving Care Project:

1 - Increased Personal Safety:

None of our young people caused harm or distress to others through anti-social behaviour which was our target. We also had no care leavers who were involved in exploitative work or criminal activity, again this met our target.

2 - Increased engagement with Education, Employment and Training:

All of our young people were able to get on a full time or part time college course, which exceeded our target. Understandably given the challenges of the last year, we did have some young people leave college. Our target was 80% remaining in education, employment and training, but we were slightly below this at 75%.

3- Improved stability with independent living:

None of our young people are at risk of losing their tenancy, which is above our target of 80%, and 100% have a stable income either through safe, appropriate work or benefits.

b. Setup provision to meet UASC needs in a new location

Having previously conducted extensive research and identified a location in Cambridge, this year we have been able to purchase two houses and set-up an office. Last autumn we recruited the team needed to work with the young people. Unfortunately, there was a delay in purchasing and refurbishing the houses, but we are now ready to accept our first new arrival. The team in Cambridge have been able to build connections with local organisations in the city. By taking this approach we can ensure that our work is not imposing on existing excellent local activities. It is great that we are able to create new connections and partnerships that will support our young people. As previously highlighted, we are incredibly grateful for the generosity of The Leslie Aldridge Trust, as well as the Paul Hamlyn Foundation. They have shared our vision for supporting young asylum seekers in Cambridgeshire.

c. Internship programme for Residential Volunteers

Residential Volunteer roles are one of the most crucial roles in Baca. As adults who live in the houses, they take the lead in creating a safe home environment for the young people. Finding these trustworthy and capable individuals who are willing to be positive role models for these young people, is not easy. In 2020 Baca initiated a project to create an internship programme as a solution to recruit suitable adults as Residential Volunteers. Last year we were able to recruit three interns who left in the summer of 2021. This year we were able to recruit four

new interns who alongside being Residential Volunteers fulfilled the roles of Sports Intern, Education Intern and Young People activities intern. Our Education Intern provided some feedback just before he left Baca.

"At home, I live with three young people. Our house is 'semi-independent', as the young people are fairly well-settled into life in the UK. Supporting the emotional well-being of young people with traumatic backgrounds is a challenge. When people are unhappy, we all want to be able to cheer them up straight away. However, realistically, this can be a longer process. Being part of Baca, I know that the small acts of kindness, and the routine which I provide in the house, helps the young people to feel safe and secure."

"As the education intern, I run classroom lessons four times a week, and also music workshops. Running these lessons is a very rewarding process. It is great to recognise the progress that the young people are making and very inspiring to see how hard they work and how motivated they are to learn. When I leave the project, I think I will continue to work with refugees. Working with Baca has helped me to better understand the UK-side of the asylum process."

GOAL 3: ENGAGE locally, regionally and nationally

a. Actively increase Young People's Voice in the service

Baca is committed to ensuring we consistently listen to our young people. It is part of our DNA to learn from them and use their voice to shape our services. We work hard to ensure that those we serve are at the centre of the plans we have and the services we deliver.

This year we have continued to develop the young people's voice group. While this hasn't moved forward as quickly as we hoped, we have made progress. Initially a small group of staff formed to discuss how the group could work and the practicalities. This was done so we could understand some of the potential barriers and challenges with the project. The group established an initial Vision and Impact that could be reviewed at a later date:

- **Vision:** The enabling of young people to discover/learn/practise how to use their 'voice' to proactively and responsibly contribute to different areas of life, including their experience at Baca.

- **Impact of the Project:** To enable young people to discover themselves, understand better the world around them, especially life in the UK, so that they can use their voice to positively influence situations and events, in their day-to-day life and the wider environment - either through advocacy or through active participation in local initiatives.

Unfortunately, several members of the group left Baca over the summer. It was felt best to briefly pause the project. It has now restarted, which is great news. One of the Support Workers will have some hours allocated in his weekly timetable to lead the project. He is continuing to engage with the young people, and we hope to start facilitating these young people groups in the coming weeks. Existing work where young people shape events like the residential, the annual celebration and day trips have continued. The experience of last year has fed into the planning of this year and it has created greater interest amongst the young people to both participate in and develop these events.

b. Building partnerships to learn, and share knowledge and expertise

In response to our strategic priority, this year we have shared our knowledge both locally and nationally. Locally this includes working with The Nottingham and Notts Refugee Forum and East Midlands Strategic Partnership. While we have always had a desire to share knowledge and have made progress, we have sometimes found it hard to create new opportunities at a national level. This year we have had a break through, after we were able to sit at our first All Party Parliamentary Group (APPG) meeting. This has created more opportunities to be involved in other meetings both at Parliament and outside. This has been incredibly valuable, as often we are the only organisation at these meetings representing the views of young asylum seekers and victims of trafficking. These are some of the key connections we have made over the past year:

- **APPG for Care Leavers and NEET** – We were able to represent the voice of young asylum seekers at this group. The group were exploring the journey from care to employment. We were the only organisation at the meeting representing asylum seekers.
- **APPG for Social Work**, specifically around young asylum seekers. We were able to share our experience on age assessment, emotional wellbeing, and the challenges of long-term settlement.
- **Refugee and Migrants Children Consortium** – We made a submission to an enquiry about regulation of post 18 accommodation, sharing our model of care and accommodation.
- **APPG Covid-19 Inquiry** – This inquiry was looking at the impact of Covid-19 on looked after children in care. Again, we were the only voice at the meeting representing young asylum seekers.
- **Migrant Board East Midlands** – We made a presentation around the best practice model of delivering care for young asylum seekers. This helped alleviate their concerns that this type of support would take away resources needed to care for UK children.
- Our art therapist has been able to speak to **Paragon Law** about the young people's wellbeing. Paragon Law are the main solicitors the young people use. She has shown them

how they can bring this awareness into their legal advice practice. Our art therapist has also been able to add her voice to wellbeing reviews/information for WQE College and the Leicestershire Social Services Team. She intends to continue widening this with other members of the multidisciplinary team.

c. Engaging with the local community

Now more than ever before, Baca believes that it is vital to engage with the local community in order for us to achieve our vision. It is important for us to be part of the local conversation and the local solution to build bridges between community groups. This is necessary in light of the general negative sentiments that may be pervading the various parts of the country, and particularly in the East Midlands region, towards those entering the UK to seek refuge from exploitation, war, persecution and trafficking.

While a lot of our community engagement is still online, this year we were able to deliver more face-to-face events. These are just a few of the highlights:

- All Saints Church have decided to partner with Baca for the next three years. They will support us by fundraising, and recruiting volunteers from their congregation. The partnership was launched as part of refugee week. Our Business Development Director spoke at the event and there was also a display about Baca which included lots of our young people's art work. The display was open to the general public.
- At the start of the year we sent out school packs to primary and secondary schools in Loughborough and the surrounding areas. The pack was designed to be used during refugee week but could be used at any time. Over the year we delivered lessons to pupils at both Sacred Heart School and Loughborough Church of England School.
- In the summer we launched this year's 3000 Mile challenge. We again partnered with the National Citizenship Scheme (NCS) and the students did a great job. Two local companies also got involved. By the end of the challenge we had raised over £4,000. The NCS raised just over £2,000 of this total amount.

FINANCIAL REVIEW

Review of income and expenditure for the year ended 31 March 2022

Total income for the year amounted to £1,691k (£1,128k in 2021) of which £1,651k (£1,091k in 2021) was generated from charitable activities and £37k (£34k in 2021) was from donations and gifts.

Income from direct delivery of service was £161k higher than 2021 as a result of an increase in average support hours delivered per young person and an overall increase in occupancy rates. Income from non-contract sources also increased during the year to £743k (£345k in 2021). During the year Baca received funding for deposits and set up costs for 2 houses which amounted to £345k. This has had a large impact on the surplus figure for the year. Through the excellent passion shown by the fundraising team in expressing Baca's vision and the young people's needs, the Charity has been able to achieve 73% success in other grant applications made, which equated to additional non-house grants of £398k (£345k in 2021). Income from gifts from individuals and corporates continues to be a small proportion of the total income, £37k (£34k in 2021). We are very grateful for the incredible generosity of Baca's many supporters.

Total expenditure for the year in 2022 was £1,096k (£963k in 2021) including £26k depreciation charge (£21k in 2021). The main reason for the increase in costs was due to an increase in staff costs which were £602k during the year (£543k in 2021). This was driven by an increase in the average number of staff during the year of 32 (28 in 2021); additional roles were introduced to achieve our strategic objectives. Other reasons for costs increasing were due to the set-up of houses purchased and an increase in activity following the restrictions of Covid being lifted during the year.

Net assets and mission related investment

The Charity's consolidated net assets at 31 March 2022 were £1,627k. The net assets comprise fixed assets of £3,151k, net current assets of £1,165k and long-term liabilities of £2,688k (mortgage and SASC housing loan). All debtors are deemed recoverable and there are no material amounts that need to be written off.

Access to housing options in Loughborough is extremely competitive both in choice of houses and in their affordability. To minimise the annual disruption caused by one-year rental contracts and to afford better quality housing in the long term, in 2019 the Charity decided to move towards a model of owning properties. This was deemed necessary to secure the best possible accommodation provision for our young people.

Raising capital for deposits repeatedly prior to securing mortgages is a significant challenge for small charities. Therefore, we have utilised the social investment loan for a maximum amount of £1.7 million for a period of 10 years, from Social and Sustainable Capital (SASC). This loan enabled us to purchase an additional four properties in the financial year, thus making great progress in line with our property purchasing strategy. The loan has facilitated the purchase of a total of 6 properties to provide high quality supported accommodation, with 4 of the 6 properties replacing current rented houses. The properties will be maintained at good standard, in accordance with the charitable objectives of the Organisation. Regular financial reports, including a quarterly reserves assessment and a designated cash reserves statement, are produced for the Trustees, giving the Board clear and regular oversight of the loan repayment strategy. In addition to this Baca was able to secure grants from the Leslie Aldridge Trust to cover the deposits and setup costs for two houses in Cambridge (£345k). This has allowed us to expand our work into a new geographical area and to provide good quality housing from the start.

Reserves Review

The Trustees have examined the requirement for reserves, to ensure that the Charity can meet all its obligations. The business plan is regularly reviewed to ensure the Organisation's funds are not in deficit. In light of the acceptance of the social investment loan from SASC, the Trustees have decided that the Charity must have, or be working towards at least 6-months of operational costs as reserves.

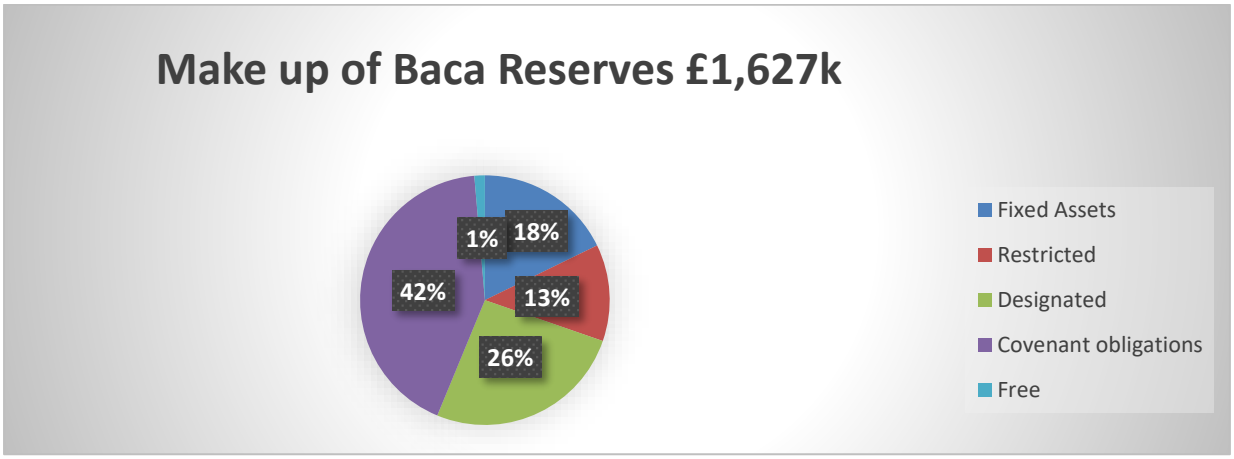
The purpose of such reserves in common with best practice for charities is:

- to ensure Baca can continue to meet its obligations to our young people, staff, funders and creditors and also to ensure that Baca has sufficient funds to meet all of its outstanding commitments in the unlikely event the charity is forced to close.
- To enable Baca to explore alternative options to ensure that service delivery can continue, should the Charity face sudden unforeseen challenges to its future viability
- To cover periods of low occupancy driven by complex factors such as unknown impact of immigration controls, new immigration policy and Brexit, on spontaneous arrivals of young people.
- To cover risks associated with financial constraints faced by local authorities translating into lower amounts paid for placements.
- Finally, to cover risks associated with the unpredictability of raising income through donations and gifts.

The current level of total reserves for Baca, including both cash reserves and fixed assets (including properties used for service delivery), is £1,627k. Six months operating costs must be retained in liquid reserves for the SASC loan covenant. This is £890k, made up of £716k free cash and £174k of cash represented by restricted funding (grants).

Furthermore, the Trustees have also designated £320k of unrestricted reserves to the "Baca Housing Fund". The terms of the SASC loan require repayment at the end of the 10 year term based on market value at the date of repayment of the properties acquired using the loan. This designated reserve is designed to ensure sufficient funds are held to secure mortgages on all properties bought through the loan as it is anticipated mortgagees will be required to be secured against the properties to repay the loan. The Trustees have decided to consolidate funds of at least £800k in the Housing Fund over the 10-year period, to enable Baca to raise mortgages and repay the SASC loan. The designated fund will be reviewed each year by the Trustees with a view to maximising the amount in it and minimising mortgages required to be raised.

The Charity currently holds restricted reserves of £381k of which £356k, including £330k received from The Leslie Aldridge Trust, can only be realised by disposing of tangible fixed assets.



The Charity carries out a variety of both long-term and short-term strategic projects. The amount of funding required for these purposes is growing, a reflection of the rapid growth of the Organisation. The availability of some free reserves enables the Charity to invest in these strategic projects (where funding might be difficult to acquire).

Following this review, the Trustees are satisfied that the current reserves give the assurance that Baca can meet all its obligations and commitments for the reserves period.

PLANS FOR FUTURE PERIODS

Over the next year we will be outworking the objectives set in our 2022-2024 Strategic Plan. We are committed to investing hope and shaping futures of young people through the strategy set out. Below is a summary of our key priorities for the year ahead.

GOAL 1: STRENGTHEN Baca's holistic service for young forced migrants, continuing to inspire hope and share futures.

1. Improving quality of service:

a. Improving young people's wellbeing so that they are better able to transition to adulthood and positively engage with education, employment, training and be safe.

Last year we had to adjust the delivery of our Leaving Care project to meet the growing demand for leaving care support. We will continue to review the delivery of the project to ensure we are best meeting the needs of our care leavers. We also hoped to reconnect with some of the young people who have left us in the past five years, so we could understand and learn from their experience. Unfortunately, this did not take place. However, we do have a meeting arranged with a young person who left Baca several years ago. He was able to go on to college and then University, which is an amazing achievement. The plan is that he will come in and talk to our current young people. If this goes well, we aim to bring in other young people who have taken alternative routes through education, training and employment since leaving Baca.

It is not only our Leaving Care project which is focused on this outcome. Our education classes, college support and reading support will continue to help the young people with this transition. For the year ahead, we are working on some cross-team projects where education, support and volunteering are coming together, with the idea of offering the young people a wider scope of learning experiences. This will help them to start thinking of their future life in the UK. We will also develop partnerships with other organisations who offer their services to work on employability skills that are tailored to our young people. This will help them with CV's, job searches, work experience, training and interview skills. We are making steps to ensure that the colleges we work with have a better understanding of the difficulties faced by our young people by offering training. We also hope to visit several companies to allow our young people to see the different kinds of jobs and careers available and widen their outlook for possible future training or employment.

b. Enable all our young to take steps towards achieving their dreams and aspirations.

This year we are further developing our work identifying and exploring the young people's dreams and aspirations. We will then be taking steps to identify the pathway to achieve that dream, as well as exploring how we can give them a taster of this experience. A recent example of this is one of the young people who would like to become a pilot in the future. Our education and support team have explored the routes to this goal with him. One option the young person liked was joining the air cadets. We arranged a visit to their open day, and he is now going to join. He recently accessed a webinar concerning how to become a pilot. This included the training needed, entry requirements, funding and videos and photos of people's experience.

In addition to improving the quality-of-service goal, there are three other goals within the strengthening section that we will develop this year:

- **Strengthening team** – By developing team cohesion across multiple locations, developing the team capacity and the team's capability to respond to trauma.
- **Strengthening capacity of resources** – Financial, physical, personnel and systems to achieve our mission.
- **Strengthening governance** – To enable us to continue to achieve our vision and mission.

GOAL 2: ENHANCE Baca's service to maximise the potential of each young person.

1. Improve young people's preparedness to enter work, education or training post completing ESOL qualifications.

While many of the young people will move on to gain qualifications at college, for some this traditional route through education doesn't work. This year our education and support teams will be developing more non-mainstream training options. The aim is to help the young people to understand the steps to employment outside the traditional pathways.

2. Increase the number of young people supported in Loughborough

We are in a strong position going into the year ahead, having completed the purchase of the final Loughborough house through SASC. Next year we will be working to ensure these houses are refurbished and ready to start accommodating young people. This will increase our capacity up to 35.

3. Establish high quality service in Cambridge aligned with our Vision, Mission, Values and Theory of Change.

Baca have now purchased two houses in Cambridge. While the first house is ready to accept new arrivals, we still need to complete the refurbishment of the second house. Over the next year we will employ the staff needed to provide our holistic model of support in Cambridge. We will also assess the effectiveness of some of the local support services such as ESOL classes.

GOAL 3: ENGAGE locally, regionally and nationally

1. Increase engagement with young people so that they have a say in the service at Baca and they are supported to engage with wider issues in their day to day life.

We will continue to develop the young people's voice. To help facilitate this we have started a formal engagement with a one-year research project facilitated by the University of Bedfordshire in partnership with ECPAT. They are gathering information on what trafficked young people would consider to be good outcomes for them. As part of their research they have already visited Baca to speak to ten young people and they plan to visit three more times over the next six weeks. We are using this project as a launch pad to carry on gathering our young people's voice, focusing on three areas:

1. **The young people's experience of life at Baca** - Our service delivery.
2. **The young people's experience of day to day life external to Baca** – This could include issues such as their experiences while traveling and shopping as well as their hopes, dreams and aspirations.
3. **Any topics of interest to the young people** – This could include issues such as the political situation in their own country or the latest national/international news.

We want to create both structured and unstructured space for this to happen. We are keen to learn from the Bedfordshire University project before defining times and dates for these meetings. However, we have learnt that it is culturally relevant that these conversations take place around food. The aim is to capture the young people's voice during these meetings and share this with the wider team so they can take action.

2. Increase engagement with community to break down barriers between community and young people to enable young people to be better welcomed by the community.

This continues to be a focus for all the projects during the year ahead. As highlighted earlier in the report, our Art Therapist has been able to restart delivering sessions at WQE. We will look to develop this further over the year. Our Art Therapist will also continue to work with

external stakeholders to help them to understand the wellbeing issues our young people face and how this impacts their engagement with the community.

Our sports project will continue to grow our links with local clubs. This is a great way of helping the young people to break down barriers.

3. Increase engagement with 'experts' in the form of academics and other key individuals who shape best practice frameworks to share our model and use their influence to engage other providers to adopt our model.

We will continue to look for opportunities to engage with 'experts' as we have done with Bedfordshire University. Once the research project is completed the report will be sent to Westminster. This will allow policy makers to directly hear the young people's voice and understand what they see as good outcomes. It is hoped this insight will be used to shape future policy decisions.

4. Increase engagement with strategic regional and national decision makers to ensure young people have the best possible support in a highly volatile external environment.

We have made good progress in this area as highlighted earlier in the report. Over the next year we will continue to seek opportunities to engage in discussions at a local, regional and national level.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and Accounts in accordance with applicable law and regulations. Under Charity law the Trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and the group and of their net outgoing resources for that period. In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts
- prepare the accounts on the going-concern basis unless it is inappropriate to presume that the Charity will continue to operate.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose, with reasonable accuracy at any time, the financial position of the Charity and enable them to ensure that the accounts comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:
-there is no relevant audit information of which the charitable company's auditors are unaware; and
-the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Mark Vyner
Chair of Trustees
Date: 14/9/22.

THANK YOU TO OUR SUPPORTERS

Thank you to everyone who has campaigned for us, made donations, volunteered their valuable time and skills, and supported us financially. With your generosity we've been able to keep more young forced migrants safe, find more stability and help maximise their potential.

We remain committed to our vision to see a world where young forced migrants are welcomed, safe and have hope to rebuild their lives for a better future. We can only do this by coming together and making sure no young person is left behind. Their stories of courage and tenacity continue to inspire us all, and drive everything we do.

Special thanks to our funders:

- Leicestershire County Council
- Rutland County Council
- Cambridgeshire County Council
- Leicester City Council
- The National Lottery - Reaching Communities Fund
- Samworth Foundation
- Henry Smith Charity – The Henry Smith Charity
- CHK Foundation
- Paul Hamlyn Foundation
- BBC Children in Need
- CAF Resilience Fund Phase 2
- Leicestershire County Council Shires Community Grant
- The National Lottery - Awards for All
- The Leicestershire Police and Crime Commissioner
- Happy Days Children's Charity
- Intelligent Energy Charitable Trust
- The Balcombe Charitable Trust
- The Swire Charitable Trust
- AB Charitable Trust
- The Leslie Aldridge Trust
- Randall Foundation

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE BACA CHARITY (REGISTERED NUMBER: 06510559)

Opinion

We have audited the financial statements of The Baca Charity (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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.

In connection with our audit of the financial statements, 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.

Opinions 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Trustees and other key management obtained as part of the work required by auditing standards. We have also discussed with the Trustees and other key management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit. The potential impact of different laws and regulations varies considerably.

Firstly, the charity is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as the valuation of the Social and Sustainable Capital LLP (SASC) funding liability, as well as the risk of inappropriate journal entries to manipulate reported surplus/deficit. Audit procedures performed by the engagement team included the identification and testing of unusual material journal entries and challenging management on key estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on material accounting estimates, including reviewing the methods and data used by management to make those estimates, re-performing the calculation and reviewing the outcome of prior year estimates.

Secondly, the charity is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect: Children's act 1989, Modern Slavery Act 2015, Immigration Act 2016, and the Charity is ISO 9001:025 (The management of supported housing services and learning to unaccompanied asylum-seeking children covering learning of English Language, Mathematics and information Technology and the provision of asylum-seeking support) accredited. The company is subject to regular internal and external audits to ensure compliance with these areas.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other key management and inspection. This inspection included a review of the external audits conducted within the year for any evidence of non-compliance, reading minutes of meetings of those charged with governance, in addition to an assessment of the charity's formal risk assessment. Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

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. The further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE BACA CHARITY (REGISTERED NUMBER: 06510559)

Use of our report

This report is made solely to the charitable company's members, as a body, 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 auditors' 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Mr N A Kingsley ACA (Senior Statutory Auditor)
for and on behalf of Duncan & Toplis Limited, Statutory Auditor
3 Princes Court
Royal Way
Loughborough
Leicestershire
LE11 5XR

Date: 29/09/2022

THE BACA CHARITY

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

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	3	36,763	-	-	36,763	33,782
Charitable activities	6					
Grants & trusts income		95,259	-	318,000	413,259	344,779
Grants towards house deposits		-	-	330,000	330,000	-
Accommodation & support work	4	907,774	-	-	907,774	746,695
Investment income	5	3,339	-	-	3,339	2,700
Other income		-	-	-	-	70
Total		1,043,135	-	648,000	1,691,135	1,128,026
EXPENDITURE ON						
Raising funds	7	65,764	-	42,676	108,440	87,589
Charitable activities	8					
Accommodation & support work		715,620	-	231,169	946,789	848,169
Other		20,804	-	19,562	40,366	27,709
Total		802,188	-	293,407	1,095,595	963,467
NET INCOME		240,947	-	354,593	595,540	164,559
Transfers between funds	22	(120,000)	120,000	-	-	-
Net movement in funds		120,947	120,000	354,593	595,540	164,559
RECONCILIATION OF FUNDS						
Total funds brought forward		705,313	300,000	25,960	1,031,273	866,714
TOTAL FUNDS CARRIED FORWARD		826,260	420,000	380,553	1,626,813	1,031,273

The notes form part of these financial statements

STATEMENT OF FINANCIAL POSITION
31 MARCH 2022

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS						
Intangible assets	15	4,997	-	-	4,997	7,816
Tangible assets	16	2,789,394	-	356,307	3,145,701	967,659
		2,794,391	-	356,307	3,150,698	975,475
CURRENT ASSETS						
Debtors	17	112,601	-	14,191	126,792	184,253
Cash at bank		751,373	420,000	174,030	1,345,403	1,049,556
		863,974	420,000	188,221	1,472,195	1,233,809
CREDITORS						
Amounts falling due within one year	18	(143,704)	-	(163,973)	(307,677)	(206,878)
NET CURRENT ASSETS		720,270	420,000	24,248	1,164,518	1,026,931
TOTAL ASSETS LESS CURRENT LIABILITIES		3,514,661	420,000	380,555	4,315,216	2,002,406
CREDITORS						
Amounts falling due after more than one year	19	(2,688,403)	-	-	(2,688,403)	(971,133)
NET ASSETS		826,258	420,000	380,555	1,626,813	1,031,273
FUNDS	22					
Unrestricted funds					1,246,258	1,005,313
Restricted funds					380,555	25,960
TOTAL FUNDS					1,626,813	1,031,273

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 14/09/2022 and were signed on its behalf by:

V M Vyner - Trustee

The notes form part of these financial statements

THE BACA CHARITY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	787,132	164,310
Interest paid		(14,644)	(6,996)
Net cash provided by operating activities		772,488	157,314
Cash flows from investing activities			
Purchase of intangible fixed assets		(5,000)	(5,000)
Purchase of tangible fixed assets		(2,195,945)	(566,331)
Interest received		3,339	2,700
Net cash used in investing activities		(2,197,606)	(568,631)
Cash flows from financing activities			
New loans in year		1,731,069	750,000
Loan repayments in year		(10,104)	(9,750)
Net cash provided by financing activities		1,720,965	740,250
Change in cash and cash equivalents in the reporting period		295,847	328,933
Cash and cash equivalents at the beginning of the reporting period		1,049,556	720,623
Cash and cash equivalents at the end of the reporting period		1,345,403	1,049,556

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	595,540	164,559
Adjustments for:		
Depreciation charges	25,722	20,713
Interest received	(3,339)	(2,700)
Interest paid	14,644	6,996
Decrease/(increase) in debtors	57,465	(51,450)
Increase in creditors	97,100	26,192
Net cash provided by operations	787,132	164,310

2. **ANALYSIS OF CHANGES IN NET FUNDS/(DEBT)**

	At 1.4.21	Cash flow	At 31.3.22
	£	£	£
Net cash			
Cash at bank	1,049,556	295,847	1,345,403
	1,049,556	295,847	1,345,403
Debt			
Debts falling due within 1 year	(10,442)	(3,667)	(14,109)
Debts falling due after 1 year	(971,133)	(1,717,270)	(2,688,403)
	(981,575)	(1,720,937)	(2,702,512)
Total	67,981	(1,425,090)	(1,357,109)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. GENERAL INFORMATION

The Baca Charity is a Private Charitable Company Limited by Guarantee, registered in England and Wales. The charity's registered number is 1124569 and the Company registration number is 06510559.

The registered office is 3 Princes Court, Royal Way, Loughborough, LE11 5XR.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below.

These policies have been consistently applied to all years presented unless otherwise stated.

The financial statements cover the individual entity.

The entity constitutes a public benefit entity as defined by FRS 102.

There are no material uncertainties with going concern.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives grants in respect of the charitable activities it carries out as detailed in the trustees' report. Income from grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from the provision of accommodation and support work and ESOL teaching as detailed in the trustees' report. Income is received in exchange for supplying services in order to raise funds and is recognised when entitlement has occurred.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
Costs of raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure directly associated with individual projects and support costs relating to those activities.

continued...

2. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Support costs are those incurred in connection with the management of the Charity and its assets, organisation administration and compliance with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with their use of resource.

Rentals paid under operating leases are charged against income on a straight-line basis over the term of the lease.

Intangible fixed assets
Intangible fixed assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

The bespoke computer software is being amortised evenly over its estimated useful life of three years.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	33.33% straight line
Fixtures, fittings & equipment	25% straight line
Freehold Property	The trustees have chosen not to depreciate the houses acquired for the purpose of delivering supported accommodation, on the basis that they intend to maintain them to a standard whereby they retain their residual value.
Long Leasehold Property	Depreciated on a straight line basis over the remaining life of the lease.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are set up at the discretion of the Trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Loans and borrowings
Bank loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

The SASC funding agreement has been treated as described in Note 20 to the accounts.

Value Added Tax
The charity is not required to register for VAT. All income and expenses include VAT where applicable.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at

continued...

2. ACCOUNTING POLICIES - continued

Loans and borrowings
transaction price. Any losses arising from impairment are recognised in expenditure.

Significant accounting judgements and estimation uncertainty
In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The valuation of the SASC funding liability has been accounted for as described in Note 20 to the accounts.

3. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	35,820	32,867
Gift aid	943	915
	36,763	33,782

4. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Accommodation and Support Work	897,499	731,236
ESOL teaching	10,275	15,459
	907,774	746,695

5. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	3,339	2,700

continued...

6. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2022 £	2021 £
Grants	Grants & trusts income	413,259	344,779
Grants	Grants towards house deposits	330,000	-
		743,259	344,779

Included within grants above are the following amounts, which are government grants as defined by the SORP:

- £112,399 (2021: £118,861) from The National Lottery Community Fund.

- £8,333 (2021: £1,667) from The Police and Crime Commissioner's Early Intervention Youth Fund towards the Care Leavers Project.

- £8,000 (2021: £NIL) from The Leicestershire Police and Crime Commissioner's Sexual Violence and Domestic Abuse Fund towards the Art Therapy Project.

- £5,268 (2021: £NIL) from The Leicestershire Police and Crime Commissioner's Sexual Violence and Domestic Abuse Fund towards ESOL sessions.

- £58,472 (2021: £NIL) from The CAF Resilience Fund Phase 2.

- £10,000 (2021: £NIL) from The CAF Resilience Support Grant.

- £8,011 (2021: £20,336) from BBC Children In Need.

- £NIL (2021: £7,789) from The National Lottery Awards for All.

- £NIL (2021: £6,575) from The Police and Crime Commissioner's Early Intervention Youth Fund towards core costs.

- £NIL (2021: £1,997) from Leicestershire County Council Shire Community Grants.

- £NIL (2021: £5,189) from Leicestershire County Council- Communities Fund- Emergency Computer Funding.

The purposes of all individual grants over £10k are disclosed in Note 22 to the accounts, and details of the projects and activities funded are disclosed in the trustees' report.

7. RAISING FUNDS

Raising donations and legacies

	2022 £	2021 £
Staff costs	21,296	25,329
Administration costs	87,144	62,260
	108,440	87,589

continued...

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 9)	Totals
	£	£	£
Accommodation & support work	899,465	47,324	946,789

9. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Accommodation & support work	34,784	12,540	47,324

Support costs, included in the above, are as follows:

Other

	2022 Accommodation & support work	2021 Total activities
	£	£
Trustees' expenses	526	608
Wages	16,952	20,865
Social security	3,429	2,998
Pensions	2,259	1,463
IT Costs	596	1,782
Legal and Professional fees	6,897	-
Consultancy	792	1,014
HR consultancy	3,333	3,000
	34,784	31,730

Governance costs

	2022 Accommodation & support work	2021 Total activities
	£	£
Audit and Accountancy fees	12,540	7,587

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	17,903	12,300
Computer software amortisation	7,819	8,416
Auditors' remuneration	12,540	7,587
Operating lease rentals	103,825	139,429

Auditors' fees of £12,540 (2021- £7,587) which are included within governance costs include costs for the preparation of the accounts, and other advice and assistance provided throughout the year.

continued...

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

The reimbursement of trustees' expenses was as follows:

	2022 Number	2021 Number	2022 £	2021 £
Travel & Subsistence	7	5	525	608
			525	608

12. STAFF COSTS

	2022 £	2021 £
Wages and salaries	552,802	498,542
Social security costs	34,293	29,981
Other pension costs	15,358	14,634
	602,453	543,157

The total employment benefits of the key management personnel of the charity were £111,474 (2021- £129,030).

The average monthly number of employees during the year was as follows:

	2022	2021
Management and Admin	8	7
Charitable Activities	24	21
Directors	7	8
	39	36

No employees received emoluments in excess of £60,000.

13. INTEREST PAYABLE AND SIMILAR EXPENSES

	2022 £	2021 £
Bank loan interest payable	14,644	6,996
	14,644	6,996

continued...

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and legacies	33,782	-	-	33,782
Charitable activities				
Grants & trusts income	120,834	-	223,945	344,779
Accommodation & support work	746,695	-	-	746,695
Investment income	2,700	-	-	2,700
Other income	70	-	-	70
Total	904,081	-	223,945	1,128,026
EXPENDITURE ON				
Raising funds	50,170	-	37,419	87,589
Charitable activities				
Accommodation & support work	667,505	-	180,664	848,169
Other	11,154	-	16,555	27,709
Total	728,829	-	234,638	963,467
NET INCOME/(EXPENDITURE)	175,252	-	(10,693)	164,559
Transfers between funds	(250,000)	250,000	-	-
Net movement in funds	(74,748)	250,000	(10,693)	164,559
RECONCILIATION OF FUNDS				
Total funds brought forward	780,063	50,000	36,651	866,714
TOTAL FUNDS CARRIED FORWARD	705,315	300,000	25,958	1,031,273

continued...

15. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 April 2021	42,740
Additions	5,000
At 31 March 2022	47,740
AMORTISATION	
At 1 April 2021	34,924
Charge for year	7,819
At 31 March 2022	42,743
NET BOOK VALUE	
At 31 March 2022	4,997
At 31 March 2021	7,816

16. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST					
At 1 April 2021	953,146	-	49,200	3,031	1,005,377
Additions	2,082,123	92,254	20,440	1,128	2,195,945
At 31 March 2022	3,035,269	92,254	69,640	4,159	3,201,322
DEPRECIATION					
At 1 April 2021	-	-	34,687	3,031	37,718
Charge for year	-	167	17,360	376	17,903
At 31 March 2022	-	167	52,047	3,407	55,621
NET BOOK VALUE					
At 31 March 2022	3,035,269	92,087	17,593	752	3,145,701
At 31 March 2021	953,146	-	14,513	-	967,659

continued...

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	80,108	71,568
Other debtors	6,055	89,362
Prepayments and accrued income	40,629	23,323
	126,792	184,253

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Bank loans and overdrafts (see note 20)	14,109	10,442
Trade creditors	23,583	22,864
Social security and other taxes	9,630	7,751
Other creditors	4,543	4,028
Accruals and deferred income	255,812	161,793
	307,677	206,878

Deferred Income

	2022	2021
	£	£
Deferred income is included within:		
Creditors due within one year	203.968	129,566
	203,968	129,566

Movement in the year was as follows:

Grants received:		
Total deferred income at 1 April 2021	129,566	121,667
Amounts received in the year	817,661	358,657
Amounts credited to statement of financial activities	(743,259)	(350,776)
Grants - deferred income at 31 March 2022	203,968	129,566
Funding for ESOL Teaching:		
Total deferred income at 1 April 2021	-	-
Amounts received in the year	10,275	15,459
Amounts credited to statement of financial activities	(10,275)	(15,459)
Funding - deferred income at 31 March 2022	-	-

Income has been deferred in relation to grant income when performance conditions have not been met.

continued...

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022	2021
	£	£
Bank loans (see note 20)	977,334	221,133
Other loans (see note 20)	1,711,069	750,000
	2,688,403	971,133

20. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Bank loans	14,109	10,442
Amounts falling due between two and five years:		
Bank loans - 2-5 years	125,029	44,856
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by inst	852,305	176,277
Repayable otherwise than by instalments:		
Other loans more 5yrs non-inst	1,711,069	750,000

In March 2020 the Baca Charity entered into an agreement with Social and Sustainable Capital LLP (SASC).

This is a secured loan facility, secured over the assets of the charity, whereby SASC has set aside up to £1.75m for Baca to purchase eligible properties which they can use to further their charitable objectives.

The monies are retained by SASC, and Baca were permitted to drawdown on this amount over 21 months.

Baca will pay back the equivalent of 85% of the market value of all properties purchased via this facility on 20th March 2030. The trustees have designated the Baca Housing Fund and intend to set aside excess reserves over the next 10 years into this fund in order to repay this.

At the balance sheet date, a total of £1,711,069 had been drawn down on this agreement.

The amounts drawn down on the SASC agreement are secured with fixed charges over the properties purchased using these monies, and there is a floating charge in place over the balance of the SASC bank account.

continued...

21. SECURED DEBTS

The following secured debts are included within creditors:

	2022	2021
	£	£
Bank loans	991,443	231,575
Other loans	1,711,069	750,000
	2,702,512	981,575

The bank loans are secured with fixed charges over the properties they were used to purchase.

The other loan is the SASC funding agreement as described in Note 20 to the accounts.

22. MOVEMENT IN FUNDS

	At 1.4.21	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£
Unrestricted funds				
General fund	705,313	240,941	(120,000)	826,254
The Henry Smith Charity	-	4	-	4
Baca Housing Fund	250,000	-	70,000	320,000
Underfunded Strategic Projects	50,000	-	-	50,000
Property Maintenance Fund	-	-	50,000	50,000
	1,005,313	240,945	-	1,246,258
Restricted funds				
BBC Children in Need	-	2,813	-	2,813
The National Lottery Community Fund	11,443	(11,443)	-	-
The Clothworkers' Foundation	7,747	(6,433)	-	1,314
Intelligent Energy Charitable Trust	-	4	-	4
Big Lottery Fund- Awards for All- Post 18	459	(459)	-	-
Other Restricted Funds	6,313	(6,624)	-	(311)
The Randal Charitable Foundation	13	(13)	-	-
CHK Foundation- Cambridgeshire	(15)	15	-	-
The Swire Charitable Trust- Volunteer Project	-	17	-	17
Big Lottery - Core	-	(4,837)	-	(4,837)
CAF Main Grant	-	14,491	-	14,491
CAF Resilience Grant	-	10,000	-	10,000
CHK Foundation Grant	-	17,704	-	17,704
Paul Hamlyn Covid Grant	-	4,724	-	4,724
Leslie Aldridge House setup fund	-	4,636	-	4,636
Leslie Aldridge House Fund	-	330,000	-	330,000
	25,960	354,595	-	380,555
TOTAL FUNDS	1,031,273	595,540	-	1,626,813

continued...

22. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	948,131	(707,190)	240,941
The Henry Smith Charity	35,004	(35,000)	4
Samworth Foundation	60,000	(60,000)	-
	1,043,135	(802,190)	240,945
Restricted funds			
BBC Children in Need	8,011	(5,198)	2,813
The National Lottery Community Fund	102,288	(113,731)	(11,443)
The Clothworkers' Foundation	-	(6,433)	(6,433)
Intelligent Energy Charitable Trust	4,825	(4,821)	4
Big Lottery Fund- Awards for All- Post 18	-	(459)	(459)
Other Restricted Funds	41,185	(47,809)	(6,624)
The Randal Charitable Foundation	1,000	(1,013)	(13)
CHK Foundation- Cambridgeshire	10,417	(10,402)	15
The Swire Charitable Trust- Volunteer Project	15,000	(14,983)	17
Paul Hamlyn Foundation	12,500	(12,500)	-
Big Lottery - Core	10,111	(14,948)	(4,837)
CAF Main Grant	58,472	(43,981)	14,491
CAF Resilience Grant	10,000	-	10,000
CHK Foundation Grant	25,000	(7,296)	17,704
Paul Hamlyn Covid Grant	5,000	(276)	4,724
Leslie Aldridge House setup fund	14,191	(9,555)	4,636
Leslie Aldridge House Fund	330,000	-	330,000
	648,000	(293,405)	354,595
TOTAL FUNDS	1,691,135	(1,095,595)	595,540

continued...

22. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	780,063	175,250	(250,000)	705,313
Baca Housing Fund	50,000	-	200,000	250,000
Underfunded Strategic Projects	-	-	50,000	50,000
	830,063	175,250	-	1,005,313
Restricted funds				
BBC Children in Need	(26)	26	-	-
The National Lottery Community Fund	8,155	3,288	-	11,443
The Clothworkers' Foundation	14,181	(6,434)	-	7,747
Big Lottery Fund- Awards for All- Post 18	101	358	-	459
Other Restricted Funds	14,240	(7,927)	-	6,313
The Randal Charitable Foundation	-	13	-	13
CHK Foundation- Cambridgeshire	-	(15)	-	(15)
	36,651	(10,691)	-	25,960
TOTAL FUNDS	866,714	164,559	-	1,031,273

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	783,247	(607,997)	175,250
The Henry Smith Charity	27,500	(27,500)	-
CHK Foundation	33,334	(33,334)	-
Samworth Foundation	60,000	(60,000)	-
	904,081	(728,831)	175,250
Restricted funds			
BBC Children in Need	20,336	(20,310)	26
Lloyds Bank Foundation Enable	17,743	(17,743)	-
The National Lottery Community Fund	118,861	(115,573)	3,288
The Clothworkers' Foundation	-	(6,434)	(6,434)
Big Lottery Fund- Awards for All- Post 18	7,789	(7,431)	358
Other Restricted Funds	32,383	(40,310)	(7,927)
The Randal Charitable Foundation	11,000	(10,987)	13
CHK Foundation- Cambridgeshire	14,583	(14,598)	(15)
The Swire Charitable Trust- Volunteer Project	1,250	(1,250)	-
	223,945	(234,636)	(10,691)
TOTAL FUNDS	1,128,026	(963,467)	164,559

The Henry Smith Charity
We have now completed year two of our three year grant from The Henry Smith Charity. The grant helps cover some of our running costs.

continued...

22. MOVEMENT IN FUNDS - continued

CHK Foundation Unrestricted
The CHK Foundation continue to support Baca's work. This grant was unrestricted, and could be used at the discretion of the Trustees.

Samworth Foundation
We have now entered the final year of our three year Samworth Foundation grant. This local funder has supported our work for a number of years and this grant helps towards our core costs.

The National Lottery Community Fund
We have now completed the final year of our three-year National Lottery Community Fund grant, which contributed towards the cost of delivering our Rebuild Project. The project enabled Baca to provide the support and training the young people need to help them to live independently once they leave the charity.

The Clothworkers' Foundation
We received a one off capital grant in 2020 from The Clothworkers' Foundation, which contributed towards the cost of refurbishing our new high support house.

The Intelligent Energy Charitable Trust
It is great that this local Trust have again been able to support our work with a grant. This year the Intelligent Energy Charitable Trust are providing the funding needed to deliver our Leaving Care project. This project enables Baca to continue providing additional support to our young people as they transition from our care.

Big Lottery Fund- Awards for All- Post 18
Funding from the National Lottery Awards for All contributed towards the cost of delivering our new Leaving Care project. Whilst many of our young people leave our care without needing much additional support, this new project provides assistance to those who do need help. The grant was extended due to Covid-19 restrictions delaying the training element of the project.

The Randal Charitable Foundation
This grant contributed towards the cost of delivering our in-house ESOL lesson's in partnership with Regent College. The grant also enabled our teachers to provide additional support to the young people attending local colleges.

CHK Foundation Cambridgeshire
The CHK Foundation provided a second grant to Baca this year. This grant contributed towards the cost of developing a new project in Cambridgeshire. The grant had been extended due to Covid-19 restrictions delaying the project.

The Swire Charitable Trust Volunteer Project
We are now in the second year of our grant from the Trust. The grant contributes towards the cost of delivering our Volunteer and Mentoring project. Activities where volunteer support is used include the daily ESOL sessions, sports workshops, helping with college homework, and life skills workshops.

Paul Hamlyn Foundation
The Foundation has awarded Baca a three-year grant through their Youth Fund. The grant is supporting Baca's new project in Cambridge.

Big Lottery- Core
Having previously funded our work, we are delighted to have been awarded a new three-year grant from the Community Fund. The grant contributes towards the cost of delivering part of our rebuild project. The project enables Baca to provide the support and training the young people need to help them to live independently once they leave the charity.

CAF Resilience Fund Phase 2- Main grant
We successfully applied for a CAF Resilience Fund Phase 2 grant. The grant supports Baca's growth in both Loughborough and Cambridge. This is in response to the increasing demand for our services.

continued...

22. MOVEMENT IN FUNDS - continued

CAF Resilience Support Grant

As part of our main CAF Resilience Fund Phase 2, we also received an additional grant to help develop Baca's future resilience. Initially this is a grant of £10,000, but we will have the chance to apply for up to £10,000 of additional funding if this is required. We are not guaranteed to secure this additional funding.

CHK Foundation

We are very grateful for the continued support of the CHK Foundation. This grant contributes towards some of the core costs associated with the growth of the charity.

Paul Hamlyn Foundation Covid Grant

The Paul Hamlyn Foundation have kindly recognised the ongoing impact Covid-19 has had on the whole staff team. This grant will help Baca to continue to develop the wellbeing support the staff can access.

Leslie Aldridge House Set Up Fund

Having previously funded our Leaving Care project, the Trust have agreed to provide funding so we can refurbish our Cambridge houses.

BBC Children In Need

We are pleased to be working again with Children in Need. Having previously funded our Volunteer project, they are now contributing towards the cost of delivering our in-house ESOL lesson's which we deliver in partnership with the Wyggeston & Queen Elizabeth College, Leicester. The grant also enables our teachers to provide additional support to the young people who are now attending local colleges.

Leslie Aldridge House Fund

The Leslie Aldridge Trust kindly donated the 30% deposit for both of the houses in Cambridge. For the first house this was £157,500 and for the second house this was £172,500.

Baca Housing Fund

The Baca Housing fund is monies set aside by the trustees in order to repay the SASC agreement described in Note 20.

Property Maintenance Fund

The Property Maintenance Fund is monies set aside by the trustees to cover any unexpected maintenance or repairs costs of the owned properties.

23. OTHER FINANCIAL COMMITMENTS

The charitable company has the following commitments due as follows:

	2022 £	2021 £
In one year	101,851	92,152
2-5 years	30,331	40,436
	132,182	132,588

24. RELATED PARTY DISCLOSURES

During the year rent of £17,197 (2021: £16,659) was paid to A Dando, a member of the management committee for the use of the current office. £9,439 (2021: £8,802) is included in prepayments and £8,518 (2021: £8,125) is included in trade creditors.

continued...

25. OTHER FINANCIAL INSTRUMENTS- SASC FUNDING

The carrying amount of the charity's financial instruments are as follows:

	2022	2021
	£	£
Financial liabilities at fair value through income and expenditure		
Other loans due >5 years- Non- instalments	1,711,069	750,000

There were no net gains or losses or changes in fair value through the statement of financial activities.

26. LIMITED BY GUARANTEE

The charitable company is a private limited company limited by guarantee and consequently does not have share capital. Each member is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

THE BACA CHARITY

England & Wales - Charity number 1124569

Accounts

REGISTERED COMPANY NUMBER: 06510559
REGISTERED CHARITY NUMBER: 1124569

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

FOR

THE BACA CHARITY

Duncan & Toplis Limited, Statutory Auditor
3 Princes Court,
Royal Way
Loughborough
Leicestershire
LE11 5XR

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FOR THE YEAR ENDED 31 MARCH 2021

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investing hope, shaping futures

THE BACA CHARITY ANNUAL REPORT 2020-21

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REFERENCE AND ADMINISTRATIVE INFORMATION

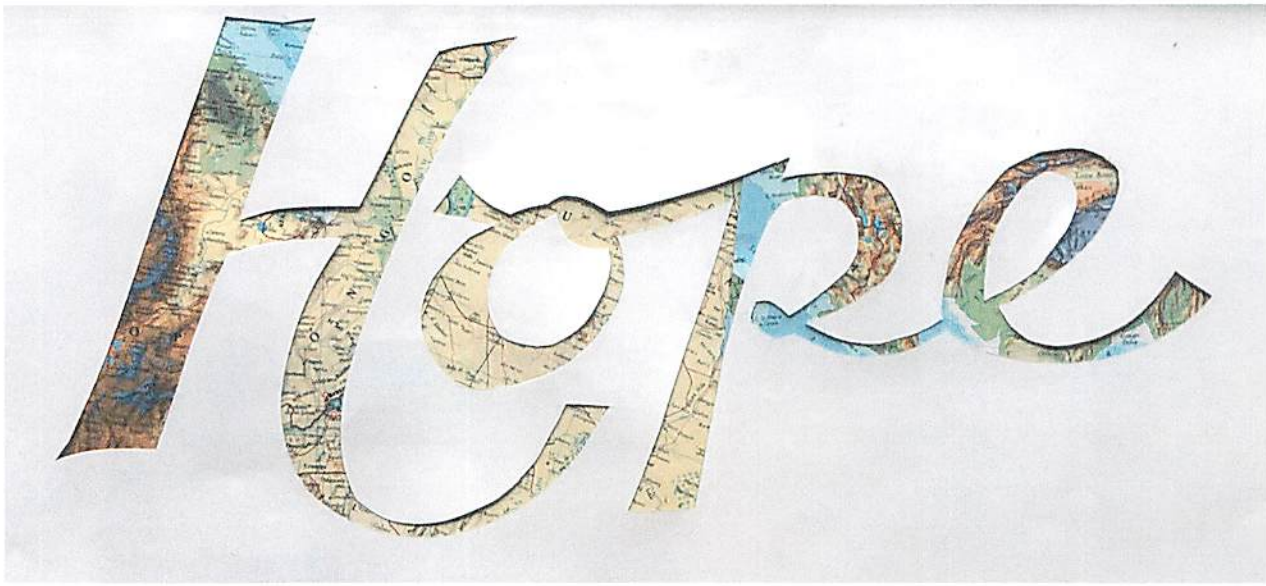
Trustees	M. Vyner (Chair) S. Cromie G. Boocock T. Butler Sarah Short Louise Lloyd-Jarvis L. Connell **(appointed** 1 October 2020) A. Brackett **(appointed** 1 October 2020)
Management Committee	J. Zachariah, Chief Executive A. Dando, Finance Director S. Smout, Business Development Director M. Banister, Service Director
Charity Number	1124569
Company Number	06510559
Principal Address & Registered office	C/O Duncan & Toplis 3 Princes Court Royal Way LOUGHBOROUGH LE11 5XR
Independent Auditor	Niall Kingsley ACA Duncan & Toplis 3 Princes Court Royal Way LOUGHBOROUGH LE11 5XR
Bankers	The Co-Operative Bank PO Box 250 Delf House Southway Skelmersadale WN8 6WT

ABOUT BACA

The Baca Charity (Baca) works with unaccompanied minors who have been forced to leave their homes because of war, persecution, exploitation and trafficking. Every year we work side by side with highly vulnerable young people to enable them to rebuild their lives and have hope for a better future. We believe each young person arriving on our shores has a dignity worth celebrating, talents worth discovering and a life worth living to its fullest potential, no matter their past experiences nor present circumstances.

The Trustees (who are also directors of The Baca Charity for the purposes of company law) present their report and Baca's financial statements for the year ended 31 March 2021.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.



OBJECTIVES AND ACTIVITIES

VISION

A world where forced migrants are welcomed, safe, and have hope to rebuild their lives for a better future.

MISSION

It is our mission to serve young people seeking refuge in the UK without families, some of whom have been victims of human trafficking, by offering them safe homes, as well as therapeutic support in all areas of their lives.

We believe each young person arriving on our shores has a dignity worth celebrating, talents worth discovering and a life worth living to its fullest potential, no matter their past experiences nor present circumstances.

We are committed to providing an inspiring environment that raises hope and strengthens resilience, enabling each young person to rebuild his or her life.

VALUES

Our values underpin all we do and how we behave as an organisation and as individuals. During the year, we undertook a review (in line with our annual goals) to refine the already strong values in the organisation to enable us to have even more clarity and conviction in putting our values into practice. The staff team, volunteer team and the Trustees seek to demonstrate these values and behaviours to those we work with, those we seek to influence, and wider society.

Our values	Our Behaviours
Respect	**Treating everyone with dignity** in all circumstances.
Compassion	**Serving sacrificially,** rooted in an unwavering zeal to seek the best for those we serve and not self.
Grace	**Costly additional opportunity for everyone,** to enable us to be our best by being perpetual learners.
Integrity	**Unexaggerated truth,** expressed with humility, purity of motive and sincerity of intention, in both our words and deeds.
Passion	**Embracing risk for the sake of the mission**, with courage to take bold risks and to innovate despite adversity.
Wisdom	**Finding a way through a challenge** by listening, learning, perceiving what is at stake, applying insight and considering diverse options.

ACTIVITIES

Our services include:

- A 24/7/365 on call service for new arrivals so they can be met, welcomed and assessed without delay
- Specialised accommodation so they can feel safe and create a sense of belonging.
- Therapeutic Support to develop life skills to prepare them for independent living, develop new skills, improve resilience, increase wellbeing and personal safety.
- Therapeutic interventions through Art Therapy to enable young people to have tools to manage their emotional wellbeing.
- Social activities to enable the rebuilding of self-esteem and confidence which leads to better integration with the local community.
- Education to build skills and knowledge so they can gain independence, employment and make a contribution to society
- Ongoing support for young people who have transitioned to adulthood to enable them to establish themselves sustainably and positively.
- Advocating on behalf of the young people to ensure they are able to have fair access to their rights.
- Working with central and local government to share best practice and contribute to the development of effective support for all young forced migrants.

PUBLIC BENEFIT STATEMENT

Baca's objects, as set out in its Articles of Association, are the advancement of education and the relief of poverty among forced migrants in the United Kingdom and abroad, and the promotion of racial harmony and mutual respect and diversity.

Each year, the Trustees review the Charity's objectives and activities to ensure they continue to reflect Baca's aims. In carrying out this review, the Trustees have complied with their duty in section 17 of the Charities Act 2011 to have paid due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The Trustees consider that Baca's activities provide benefit both to the forced migrants who use the Charity's services and to the wider community.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Baca is a company limited by guarantee not having share capital. The governing documents are the Company's Memorandum and Articles of Association. The Company obtained registered charitable status on 18th June 2008.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

M. Vyner	G. Boocock
T. Buttler	S. Cromie
S. Short	L. Lloyd-Jarvis
L. Connell	A. Brackett

In addition to the Trustees, the members of the Management Committee (Leadership Team) during the period were:

J. Zachariah	A. Dando
M. Banister	S. Smout

APPOINTMENT OF TRUSTEES

Trustees are appointed by the Board. A recruitment process is undertaken in line with the Charity's policy and procedure. In considering potential Trustees, account is taken of both their general interest in the goals and activities of the Charity as well as any specific skills or relevant expertise, through a skills audit, with which they will enhance the Board's ability to carry out its responsibilities.

Vacancies are advertised through networks and recruitment sites or through direct contacts by current Board of Trustees. Applicants are shortlisted and invited to an interview with the members of the HR Sub-Committee and the CEO. Recommendations are then made to the full Board. Recommended candidates are invited to a Trustee Board meeting to establish their suitability and to gain a wider understanding of the governance function carried out by the Board. The final decision to appoint lies with the full Board and is made after this meeting. If necessary, a second invitation to observe the Board will be made to the relevant candidate. All board members must be in agreement. Where an affirmative decision is made, the necessary legal process of appointment is commenced. Trustees are recruited to serve on the Board of Trustees for a five-year period, at the end of which they may be re-elected.

TRUSTEES' INDUCTION AND TRAINING

New Trustees' induction consists of a briefing of their legal obligations under charity law, the committee and decision making processes, the budgets and recent financial performance of the Charity. During this process they meet key employees and other Trustees. Trustees are

encouraged to attend appropriate external training events where these will facilitate the undertaking of their role. In addition, they complete on-line training in Safeguarding, Health & Safety and Equality & Diversity. Additionally, new Trustees are invited and encouraged to attend a series of short induction sessions to familiarise themselves with the Charity and the context within which it operates.

ORGANISATIONAL STRUCTURE

The Charity is organised so that Trustee Board meetings are held quarterly. The Board is also divided into two sub groups - Finance and Human Resources (HR) - which meets quarterly. Between such meetings there are email exchanges as necessary. The Finance sub group takes the lead on all aspects of Baca's financial resourcing and report their recommendations to the Board. The HR sub group takes the lead on all aspects of the workforce, safeguarding, service delivery oversight and makes recommendations to the full Board. The Memorandum And Articles of Association state that there must be a minimum of three Trustees appointed for the Trustees to be able to exercise the powers conferred upon them under the Company Law. There are no restrictions on the Trustees' power in respect of the Charity's investments. The Trustees may invest and apply all of the Charity's monies in all respects as if they were absolutely and beneficially entitled thereto.
A scheme of delegation is in place, delegating responsibility of running the Charity to the Chief Executive along with the leadership team. The Chief Executive is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Leadership Team is responsible for the day to day operational management of the Charity, ensuring that the team continue to develop their skills and working practices are in line with good practice.

REMUNERATION POLICY

The aim of our remuneration policy, which applies to all employees, is to offer salaries that are fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors. The Trustees consider the key management personnel of the Charity as the members of the Leadership Team, comprising the Chief Executive, Finance Director, Service Director and Business Development Director. The remuneration of the leadership team is determined by the Trustees upon recommendations made by the HR sub group. In agreeing the remuneration, the sub

group considers indicators in the wider economy and the stewardship of our resources for the long term,

RELATED PARTIES AND RELATIONSHIPS WITH OTHER ORGANISATIONS

In order to best serve the vulnerable unaccompanied forced migrant young people, the Charity is committed to working in partnership with a range of organisations from the public, private and charity sectors. The Charity works in formal partnerships with a growing number of Local Authorities to deliver services. We work with a range of charities who are specialists in working with vulnerable young people- including mental health, trafficking and child sexual exploitation. This can include referrals and sharing best practice. None of the Trustees received remuneration or other benefit during the reporting year.

VOLUNTEERS

Without volunteers, Baca would not be able to deliver our holistic support service. Volunteers gain new experiences within the voluntary sector, learn from highly-trained staff and gain and develop new skills that will stay with them forever. Volunteers make a real difference to the young people by giving their time through our volunteer programme. In total 30 volunteers have been involved in delivering our young people services. In the midst of the pandemic, the flexibility and the determination shown by the volunteers to provide ongoing support through creative means has been a significant highlight for us. We are very grateful for the support we receive from the volunteers in the community.

Feedback from one of our ESOL mentors who has been paired together with a young person for a year. They were confident enough with each other to start dancing on the screen together. Her feedback was – "It started with a general chat with Sam (not his real name) about his plans for the coming week. Sam's English homework recently has been to find out and write about somebody. This week he has chosen Justin Bieber. He told me a bit about him. Then I looked him up on my phone and gave him some facts and talked around them. He follows him on Twitter, and likes his music, so I played his favourites on Alexa. He asked what ft. meant, I explained this meant featuring, which led to discovery of another song of Justin's to play. He talked about regularly getting together with other house groups on Skype, and has plans for his birthday on Friday, including a meal with music."was a great idea!"

SAFEGUARDING

Baca continuously strives to prioritise the safeguarding of the young people placed with us. The Leadership Team continues to provide direct oversight of our safeguarding structure, with

a member of the Leadership Team being our Designated Safeguarding Officer (DSO). The Leadership team consistently ensure that safeguarding practices and behaviours are embedded in the culture of the Organisation. The DSO works closely with the service delivery teams, conducting weekly safeguarding reviews. They ensure the robust escalation system, as described in our safeguarding policy, is followed, which is reviewed annually. We follow safe recruitment practices which involves all recruits going through an enhanced DBS check and two references. Serious incidents of safeguarding concerns are reported initially to the Trustees. They are also reviewed in detail by the HR Subcommittee which includes the designated lead Trustee on safeguarding. Monthly report to the Trustees includes safeguarding as a standing item.

Baca works very closely with the local authority social work teams to ensure we are complying with government guidance. Further work has been done in the past year to strengthen the processes across the organisation to ensure safeguarding considerations are a core part of all decision making. Risks to young people are reviewed in weekly team meetings. All staff and volunteers have clear information on how to report any concerns within the Charity. This information is reviewed and refreshed annually through training and induction.

By the very nature of the vulnerabilities faced by the young people supported by Baca, safeguarding is an area of consistent change and challenge. Whilst there are ongoing low level instances of safety concerns which are regularly monitored and resolved, we have not had any serious incidents in the past year. On the other hand, we are noticing clear signs of the impact of COVID-19 on the safety of young people. There are some signs that young people are more vulnerable to online grooming and exploitation, as their access to day-to-day social activities, friendships etc have been severely curtailed by lockdowns. These observations are in line with wider observations from those in the sector. These concerns have brought forward our agenda to review our work in strengthening resilience in the young people. This has led to the formation of a lead group for developing a mental health strategy, and exploring further partnerships with key specialists external agencies working with vulnerable unaccompanied young people

FUNDERS AND SUPPORTERS

Baca would like to sincerely thank all those who have supported us during the 2020-21 financial year. Baca's funding primarily comes from the contracts it has in place with various partner local authorities. We would like particularly acknowledge our partnership with Leicestershire County Council, with whom we have been working for 13 years. Much of the non-statutory value added work Baca carries out is supported through funding from grants and donations from those in the community. We are grateful for all the fantastic support we have received for this work from the different grant funding bodies and foundations listed at the

end of the report. We are particularly thankful to Samworth and CHK Foundations for their generous emergency funds as the pandemic hit. We also want to express our gratitude to the National Lottery and Henry Smith foundation for their continued support of our work, enabling us to run effectively and efficiently. The belief shown in our vision expressed through our activities have enabled us to not step back in investing in our vulnerable young peoples' lives, particularly in light of one of the most difficult years in recent times. The generosity and commitment, is much appreciated. Baca recognises that much of the non-statutory work such as extra-curricular activities through volunteers, vocational skills exposure, additional education support, art therapy, day trips would not have been able to run had it not been for this investment.

Baca subscribes to the Code of Fundraising Practice in all of its fundraising activities. The code is implemented through our HR and Fundraising processes. Every person involved in fundraising for Baca, is trained and inducted on the expectations as set out in the code of practice. It is also reflected in our fundraising pack and we comply with all the GDPR legal requirements regarding donors' or fundraisers' personal data. No third party organisations or consultants were used for raising funds for Baca. There have no breaches and complaints received with the application of this code and GDPR regulations in the reporting period.

RISK MANAGEMENT

The Trustees have reviewed the major risks to which the Charity is exposed and systems have been established to mitigate those risks. A full risk assessment is carried out as part of the Strategy and Business Planning process. Risks are presented at each quarterly Trustees meeting. In these meetings, significant external risks to income and reserves are reviewed to ensure that sufficient funds are in place. Internal risks are reviewed and minimised by the Trustees and Leadership Team by the implementation of appropriate procedures. The core risks to the Charity are highlighted below.

Risk Summary	Mitigations
Safeguarding of Young People Baca works with highly vulnerable young people, who have been victims of exploitation and trafficking. The risks to safety are also intensified due to the challenges posed by poor emotional wellbeing, lack of trust, weak knowledge of English and unknown	Weekly review of risks to personal safety across the organisation at different levels of responsibility. Holistic support service, providing a detailed picture of the vulnerabilities, needs and positive progress made by the young people. Risks highlighted in monthly trustee reports. Critical incidents discussed at quarterly Trustee meetings with clear actions plans agreed. Further work is being undertaken to create a mental health

immigration status - all of it made more challenging by COVID-19	strategy that would strengthen resilience in young people and thereby improve their personal safety.
Occupancy levels Uncertainty over our occupancy levels continues to be the key challenge we face as a Charity as it is not possible to plan when young people might arrive (driven by several external factors outside of our control). This makes it difficult to budget and plan for any significant period of time.	Baca has contracts with multiple local authorities thereby reducing reliance on any one. We are seeking to build partnerships with more local authorities who have a need for safely supporting Unaccompanied Asylum Seeking Children (UASCs). We are focused on ensuring our service delivery is of the highest quality whilst maintaining excellent cost effectiveness. Baca is working closely with various advocacy groups to positively influence the government proposals and provide sustainable solutions to the challenges raised by the government.
Volatility of Income Baca's income is primarily from contracts with the Local Authorities, most of whom are under incredible pressure to reduce their expenditures. We would expect this pressure to increase in light of the pandemic. Within each contract, income is only guaranteed at the point of placement of a young person with Baca. Budgeting for variable income remains a challenge, as we cannot predict how many young asylum seekers will be placed with us, and the level of funding we will receive per placement. Furthermore, the pandemic has affected the capacity of existing and potential donors.	We are working to limit the impact of fluctuations in the numbers of young people, and the level of income we receive by increasing the proportion of income we generate from alternative sources such as donors. We have reviewed the fundraising strategy to respond to the challenges posed by the pandemic. Baca is also engaging with local authorities and foundations to understand their needs and provide realistic solutions for delivering a service that is both affordable and sustainable. Baca has rigorous processes for budgeting, management reporting and monitoring of financial performance through the Trustees and the leadership team. This has meant that we have been able to build six months' reserves to meet operational expenditure.
External environment The past year has seen extremes of opinion and behaviours towards individuals seeking refuge in the	Baca's vision encourages us to seek positive solutions to this challenging situation.

UK. This poses a risk to the young people in Baca's care and the overall support received by the Charity from the community for its activities.	Baca works proactively with young people to ensure they know their rights, responsibilities and how they can seek help in an unfriendly situation. We are also committed to sharing stories of hope, highlighting the positives of each individual's life and how that contributes to the wider community to ensure barriers and myths are broken down.
COVID - 19 As with the entire Charity sector and indeed the nation, COVID -19 has presented unknown and disruptive risks to the organisation in a number of ways. 1. Health and wellbeing of young people, staff and volunteers. 2. Ability to deliver services within social distancing restrictions. 3. Ability to raise funds from the community and through donations.	Whilst the situation posed by COVID - 19 is unprecedented and there are lots of unknowns, it also presents opportunities for innovation and testing new ideas. These will be delivered in line with the government guidance on safety to ensure the health of staff/volunteers and young people are not put at risk. Baca has already delivered some of the service remotely using technology. We will continue to seek and implement solutions whilst learning from recent experiences. At the same time, it has to be acknowledged that it will not replace face-to-face support. We have had positive attempts at using digital methods to raise awareness and through it funds. We will continue to develop our capability in this area. Finally, Baca are focusing on team and young people wellbeing through concerted engagement with both groups, to gather thoughts on how best to ensure all are supported as best as possible.

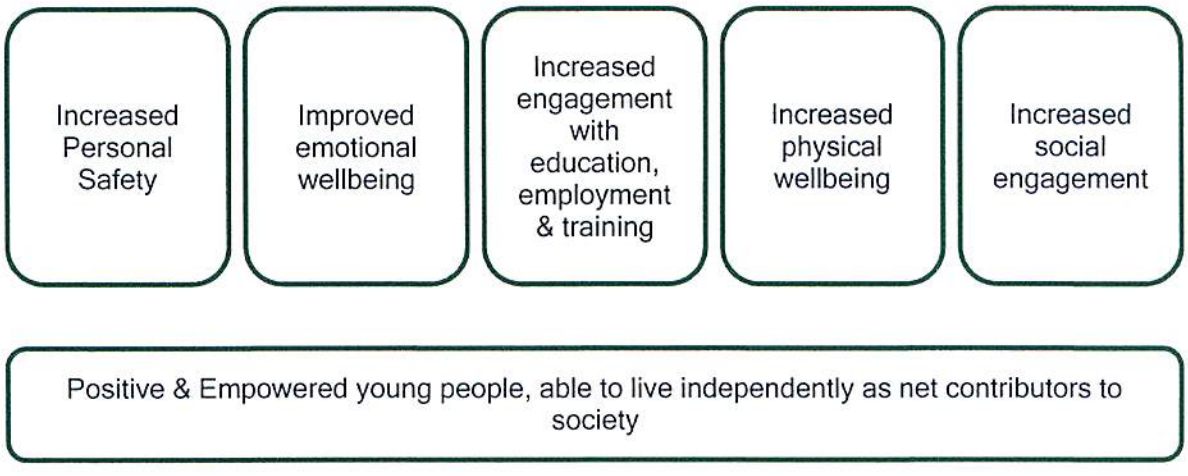
STRATEGIC GOALS

The focus of our three-year strategy (2019-2022) is to enable unaccompanied forced migrant young people to maximise their potential to be positive empowered individuals who can contribute to society. These goals build on the excellent foundations of previous years, whilst being committed to our approach of continual learning, both from the young people themselves and other agencies.

Through this strategic framework we are challenging ourselves to bring about significant and sustainable change both in meeting the depth of need for each young person and in the number of young people we work with directly or indirectly.

1. **STRENGTHEN** Baca's holistic service for young forced migrants, continuing to inspire hope and share futures.
2. **ENHANCE** Baca's service to maximise the potential in each young person.
3. **ENGAGE** locally, regionally and nationally to see a world where forced migrants are welcomed, feel safe and have hope to rebuild their lives for a better future.

The above strategic goals drive us closer towards achieving the 5 outcomes and long term impact for each individual young person, identified in our Theory of Change.



ACHIEVEMENT AND PERFORMANCE

The context of 2020-2021 has been one where we have faced the unprecedented disruption of the COVID-19 pandemic. However, we made the intentional choice, followed by concerted effort by our team, to not standstill. Our achievements against our priorities and goals are summarised in this section.

HOW WE MEASURE OUR IMPACT

"Baca is family. People do not realise when they arrive but when you move out and have to do things yourself, then you realise." – Ex Young Person

Although it is challenging measuring impact when working with young people who have suffered trauma, do not have a good understanding of the English language and have significant cultural differences, we are able to use certain proxies to help us capture progress against the 5 outcomes mentioned above.

For example, to establish whether we reach our intended measure of progress with the emotional wellbeing of a young person, we review data on the number of Art Therapy sessions attended by the young person.

In addition, two key considerations have shaped our approach to measuring external impact.

- It takes time to achieve impact in much of our work. We know we make the most impact when we work on issues over a number of years, particularly when we are seeking to bring about major change. Reflecting this, the impact stories in this report are taken from a period beyond the given reporting year.
- Through our work we aim to influence the fundamental approach of supporting UASCs. Although this is difficult to capture, we are developing our capability to gather soft intelligence as evidence of subtler and intangible changes.

PLACEMENTS FROM LOCAL AUTHORITIES

Over the last year Baca has worked to provide care for 44 young people from 4 local authorities:

- Leicestershire County Council - 31 young people
- Cambridgeshire County Council - 4 young people
- Leicester City Council - 1 young people
- Rutland County Council - 8 young people

Our support is delivered through the placement of vulnerable UASCs with our supported accommodation provision which catered for 26 young people at any one time in this past year. We have had an average occupancy of 80% over the year, requiring 18000 support hours. The average occupancy is not reflective of real need. When split, the average occupancy of boys was 87% whilst that of the girls was only 41%. This is a reflection of a national pattern of lower numbers of girls who are UASCs making it safely to the UK, due to exploitation and trafficking. Furthermore, it does not represent all the support hours delivered as it is unrealistic to charge the local authority for every hour of support delivered. The demand for our service continues to exist and is increasing. This is evidenced by the increase in placements from Leicestershire and Rutland County Council, in comparison to the last year.

It is important to note that this increase in number of placements does coincide with a reduction in placements from Cambridgeshire County Council (CCC). This is because of a shift in policy by the council to place as many looked after UASCs within their county borders. Despite the reduction in placements from CCC, Baca continues to have a very strong relationship with the council and are working towards delivering a service within their county borders, further details will be explained later in the report.

Several key priorities were designated as objectives in our 2020-2021 Operational Plan. Here we report on the achievements against these objectives under each strategic goal.

GOAL 1: STRENGTHEN Baca's holistic service for young forced migrants, continuing to inspire hope and share futures

a. Improving outcomes for the young people

"Baca provide good levels of support and successfully help young people in this adjustment period. We feel confident that they can meet young people's needs". Local Authority Social Worker

Increased Engagement with Education, Employment and Training

Over the year we have delivered our education programme for two hours every weekday morning. Our education programme helps our young people who often arrive with no literacy in their home language, to gain solid foundations in English at Entry Level 1. We also provide lessons in Maths and ICT, preparing our young people to pass these additional Entry Level 1 qualifications. Our two teachers and one teaching assistant split the class into three separate groups according to learner needs. Depending on the time the young people join Baca, some were enrolled under the Wyggeston and Queen Elizabeth College/Baca Partnership. In the last academic year, we supported 11 young people, 5 as part of the partnership.

Given the pandemic, the teaching team had to make sudden changes from established classroom teaching methods to online lessons for the first 6 months. This meant that the young people were accessing lessons in a format that was completely unfamiliar to them. Combine this with the very low starting point of ICT literacy and the of loss of routine, the impact on their emotional wellbeing has been significant. The team made every effort to continue to deliver these lessons and the support workers worked with the teachers to facilitate their learning. However, whilst every effort was made to enable learning for the young people, the impact of the pandemic cannot be understated. The young people have tried their best to stay engaged and to learn. Those who took exams had mixed results. The key takeaway for us from this experience has been the significance of strengthening the young people's resilience, their ability to face unforeseen changes and practically developing their ICT literacy skills. Work has begun with developing our mental health strategy in light of this learning.

In November our teachers wanted to spend a week studying emotions. The aim was to boost emotional intelligence and coping skills as well as improve English levels. One of the teachers provided some feedback. - "Although Khalil (not his real name) has only just joined the class and the content is really above his level of understanding, I noticed in the last couple of lessons he has been really paying attention. He was especially attentive on Tuesday when we talked about not labelling emotions good/bad or right/wrong, but rather thinking simply in terms of pleasant/unpleasant. We went through examples of when it would be perfectly legitimate and justified to feel angry or sad etc. I think this may have been helpful for Khalil with his current emotional state, as he looked like he was really taking it in. We also discussed the emotional response of feeling "numb" and how this can happen when things become too much and emotions too intense. Being open about emotions in class has helped Khalil see this as normal, and not something he has to always keep inside. Since this session I understand Khalil has had his first art therapy session. While he still has difficult days Khalil is more focused, and generally seems happier in class."

Our ESOL mentoring programme uses volunteers to help young people, with their reading, writing, speaking, listening and even Maths. In the past year the numbers of young people accessing this support was lower due to a reduction in the number of mentors available for the programme, as a result of the pandemic. However, for those who have been available for these sessions transitioned online and they were very successful. It provided young people with contact with a trusted adult who was just focused on their education. These sessions supported 10 young people through the year. We will be taking forward the learning from the

delivery of these sessions, particularly the possibilities of blended approaches for specific young people to meet their circumstances.

Alongside this our education coordinator supported 14 young people who are enrolled at a local college, to enable them to engage and learn as best as possible with their courses. Thirteen passed their course, one of the boys left Baca before the end of the academic year, so we are unsure if he passed his course. During this academic year which started in August 2020 we initially supported 16 young people to either join college for the first time, join new courses or new colleges. The support we provide includes taking the students through the full process of enrolment which involves initial assessments and applications for bursaries. We have also provided additional classes during holidays and assisted the young people who have transferred colleges.

Improved Emotional Wellbeing and Personal Safety

Art Therapy has been key in supporting the young people with improving their emotional wellbeing. For some this improvement, has been as simple as recognizing the impact of their experiences on their wellbeing and therefore taking the very first steps to processing their emotions. For others, it has been a journey of processing their past traumatic experiences in order to find a way to become more resilient in their day to day life. Art Therapy builds on the innate creativity of the young people at Baca. This is in part because they have often come from naturally creative cultures.

Young Person's artwork

While the lockdown has made it hard to provide therapeutic support, our art therapist has made the most of the opportunities when she could meet with the young people. She has been able to provide small group and 1:1 support to 15 young people this year. During such a mentally challenging year, it is invaluable that the young people have been able to access some face-to-face support if they needed it. When we were in the first lockdown we delivered an art pack to each young person's house. This gave them the ability to have the materials to use if they wanted to access online sessions from home, or just draw for fun.

Furthermore, online video tutorials were made to enable young people to use these materials to express themselves. Specific sessions were run to help young people to focus on the positives in their day to day including positive relationships and new life that is birthing around them in nature. This was helpful in enabling young people to notice aspects of life that are not difficult so as to encourage them and build resilience. These sessions were well attended, especially given the remote nature of them during the height of the pandemic.

Feedback from our Art Therapist - "One of our residential volunteers suggested Amanuel (not his real name) had a session with me. The residential volunteer explained that Amanuel was worried about Covid-19. This was prior to the first lockdown, so we were able to meet up face-to-face, which really helped. During the session Amanuel was quick to start thinking about what to draw and soon found a picture which represented coronavirus. It was clear to see that he was anxious about it. We worked together to try to recreate the image. He chose yellow paper as a back ground, as he said this represented the danger. The red face with the virus attacking the neck is the danger of the illness. Amanuel said the picture was an older person and he is warning people to be prepared. After talking through his drawing, I can see his concern is for others, not himself. He wants to stop the virus spreading. We discussed how drawing is a good distraction from anxiety and he agrees that it has helped to settle his thoughts. He wants to carry on drawing on his own in his room, even if we can't meet again for a while. He also wanted to display the picture and is good at explaining the meaning behind it if you ask him. It is now up in the reception for all the people visiting to see. While I had some contact with Amanuel over the next eight months, it appears that processing his thoughts at this early stage helped him to mentally cope with the pandemic."

Having just built some momentum with the WQE College art therapy sessions, it was frustrating, if understandable that these workshops had to stop in March. Our art therapist used this time to create the Baca Art Space, a YouTube channel with video resources for the young people. This has proved to be really successful with over 400 views. One of the young people commented that they like being able to watch the videos at any time. When our art therapist shared the details of the channel with the WQE College Welfare Lead Advisor she said "Thanks for this. I had a look at some of it this morning, it looks great! I will share the link with our team if that's ok? It could be useful for other students."

Our approach to safeguarding has been highlighted above. One of the key measures of increased personal safety adopted by Baca, is the number of young people going missing from placement. This is based on research that suggests disappearing from care being one of the biggest risks faced by unaccompanied minors, due to trafficking and exploitation vulnerabilities. We have had no young people go missing from placement in the last year. This is a significant achievement in comparison to a national average.

Increased Social Engagement and Improved Physical Wellbeing

While the lockdown has dramatically limited the number of sports sessions we have undertaken, we were still able to provide some activities. As always football remained the most popular choice, but when restrictions were reduced some of the young people were also able to go swimming, play pool and attend boxing sessions. Over the year 21 young people have taken part in at least one session. When we were able, we took the young people out on Saturday activities, these included going to crazy golf and ice skating. While they enjoyed taking part, they mainly just loved being out with their housemates.

While we haven't been able to deliver the day trips as we originally hoped to this year, we have been able to adapt our plans. When lockdown restrictions eased over the summer, we were able to go on some day trips that would challenge the young people. One of the trips was to Spring Lakes Water Park. This was a fantastic day with an aqua park obstacle course, wakeboarding and different boats. Two of the young people couldn't swim and were initially quite scared of the water, but with the guidance of our support workers, and the encouragement of the other young people, they showed great courage by giving it a go. Gradually, as the day went on they built up their confidence, and by the end of the trip both said it was a great day. We had a similar experience when we went to Go-Ape. One of the boys was quite scared of heights, but he showed bravery and determination to complete the course.

One of the support workers said "it was a highlight of the day, seeing him overcome serious fear of heights and doing the whole course." In total 19 young people have been on at least one day trip.

On the 18th August we had our annual Baca celebration, unfortunately this year it had to be online. While we all missed spending time with the young people in person, and sharing their amazing food, it was still a very uplifting evening. It was a shame that we were unable to invite our supporters and friends of Baca, but the support team helped by our residential volunteers did a great job of making sure we could still celebrate our young people, and recognise their achievements. There were awards, speeches, and of course a quiz. It was such a great atmosphere and a night to remember.

b. Strengthen the use of good quality houses over the long term

A core part of the service delivered to the young people is safe and secure accommodation. Last year, we secured a social investment loan from Social and Sustainable Capital (SASC) to buy properties to replace our rentals and thereby reduce our dependency on a highly competitive, unaffordable, rental housing market. The stability that owned housing will bring will in turn improve the wellbeing of the young people who have already suffered tremendous trauma and disruption.

In this year, despite COVID, we managed to purchase two more properties and we are at the end of the process of completing the purchase of our first 1-bed flat. The first of the two houses is being used by 4 young people. It has been a safe place that has created a sense of belonging and permanency in housing. The 1-bed flat will provide a solution to those young people who have received leave to remain and are on the cusp of moving into social housing but are delayed due to shortages in social housing stock and the corresponding high demand for this form of accommodation.

These developments have been an exciting step forward for Baca, enabling us to establish safe and secure housing, suited to the young people's needs, for the long term.

GOAL 2: ENHANCE Baca's service to maximise the potential of each young person

a. Better support young people in the transition to adulthood in independent living

This year is the second year of our Leaving Care Project. The project recognises that while many of our young people successfully transition from our care, some need additional support to ensure this move is successful. We were delighted to secure funding from several funders who have prioritised the need to improve the significant unsafe circumstances faced by young people leaving care. Their support workers have become advocates helping them navigate through language and cultural barriers, while also helping them think through choices, just as a parent would. The role also includes identifying the latest requirements of the complicated processes involved in applying for benefits and the social housing. A second part of the project is that Baca's education coordinator has expanded her role to also support the young people through this transition, enabling young people to have opportunities to learn new skills through work-experience, traineeships, apprenticeships, or even accessing educational support at Baca. The education coordinator is also building appropriate partnerships to facilitate these placements. In this past year, we have supported 15 young people through a variety of areas of need. The most common areas of support needed by the young people have been in education transition to a vocational course, dealing with the council and job centre with benefits and council housing, tenancy issues with landlords and finally responding to instances

of online fraud faced by the young people. A year of delivering this project has shown us that there exists an assumption in the statutory world that those moving on to living independently at age 18 as a care leaver need very little support and are able to manage the transitions on their own. Wider evidence available in the sector points to the opposite. Our own experiences have shown the same. Challenges such as online financial fraud, complicated utilities bills payment processes, extremely disruptive/aggressive neighbours mean it is not realistic to expect young people who have just moved to independence to negotiate these by themselves. They need guidance, advice, support to enable them to build the skills, knowledge, confidence and literacy of the systems that they have to engage with. Whilst the initial aim of the project was to support those of the highest need, our work has shown that most of the young people needing support were not just of the highest need. Instead, most young people, even those who seemed quite confident, needed the support provided by the Leaving Care project. Both these elements of the project involve Baca helping the young people develop strong links with their community, as they move away from Baca's care and into local housing, employment or training.

He has good independent skills, including everyday life skills, like cooking, cleaning and managing his own money. He has a good group of friends at home and outside and, even if sometimes frustrated, has always shown great respect for all professionals." Social Worker Comment

On a special note, we had the privilege of supporting one of the girls who left us, transition into motherhood. Our support ensured that she was able to access the right support as a new mother and have the relational support around her to ensure that she was not lonely.

The final element of this new project is to give the young people a voice in shaping the type of leaving care support we provide in the future. Those who have left Baca are the best placed to tell us what they needed, and how our support could be improved.

Aaron (not his real name) has needed a great deal of support from our Leaving Care Worker Lead. He faced consistent disturbance and aggression from his neighbours in the council flat building he was living in. The situation was so extreme that the young person's sleep and routine was significantly affected. He was ready to drop out of college because he was not feeling safe or able to engage with his education. He needed the support to help him make the necessary submissions to the council, to advocate on his behalf to college and the Job Centre. He was able to, after much perseverance, get back on the housing register to move to a new flat. This was the only option available to him as the neighour's behaviours were not changing. He has learned through this challenging process several skills and his understanding of the processes involved in dealing with such a challenge.

b. Setup provision to meet UASC needs in a new location

Last year we made the decision to invest in setting up a new provision in a new location, namely within the Cambridgeshire County region. We want to particularly thank the CHK Foundation for their support of this project, which gave us the financial basis to build the project. The team conducted a location scoping a feasibility analysis, even though there were several unavoidable delays caused by the pandemic. The research, based on analysing 17 different criteria, concluded that Cambridge city would be the best location for us to attempt to start our new provision. We have started an active search for suitable housing in the wider area of Cambridge City. The search has coincided with conversations with a potential funder specialising in funding accommodation service for vulnerable people. The positive connection we were able to establish has led to a conditional pledge from the funder to fund deposits for the purchasing of two houses. This has been a significant boost to our plans and a vote of confidence in our strategy to develop our service in the new area. Our search for housing is in full swing along with our plans to build a team for the new location. Finally, we have been building connections with local organisations in the city to ensure that our work is not imposing on existing excellent local activity, instead we are working in partnership for the benefit of the young people. We are looking forward to the development of these partnerships.

c. Internship programme for Residential Volunteers

Residential Volunteer roles are one of the most crucial roles in Baca. As adults who live in the houses, they take the lead in creating a safe home environment for the young people in their homes. Finding these trustworthy and capable individuals who are willing to be positive role models for these young people, is not easy. In response to this challenge, Baca has initiated a project to create an internship programme as a solution to recruit suitable adults as Residential Volunteers. We were able to recruit 3 interns in our first year, who alongside being Residential Volunteers fulfilled the roles of Sports Intern, Education Intern and Young People activities intern. This additional capacity was essential in enabling us to meet young people's needs during the pandemic. The sports intern was able to organise one-to-one sessions during the lockdown. They also organised various taster sessions that enabled young people to be exposed to sports that they may not have naturally had a go at. Sessions had an average attendance of 5 young people during the peak of the pandemic. Some of the young people have now built into their routines activities like going to the gym regularly. One young person joined a local football club.

The education intern supported the teaching team to put on one-to-one sessions for students when they had to move their learning to online platforms. They assisted with creating bespoke learning resources for the students. In addition to all of the above, the presence of these adults as Residential Volunteers was significant in providing a safe environment in the houses for the young people to manage the challenges of the pandemic.

GOAL 3: ENGAGE locally, regionally and nationally

a. Actively increase Young People's Voice in the service

Baca is committed to ensuring we consistently listen to our young people. It is part of our DNA to learn from them and use their voice to shape our services. The need for this development was further accelerated by the tragic death of George Floyd, as most young people feel that they are not heard in day to day life. It has highlighted the absolute importance, across the sector, of the need for the voice of the young people at the centre. For Baca, it has further clarified our desire to ensure that those we serve are at the centre of the plans we have and the services we deliver. Practical outworking of the plans was affected by the restrictions imposed by the pandemic. However, during this past year, we have setup a staff core group to lead on the young people's voice project. The group is made of representatives of the staff team from across the organisation. The next steps will involve the formation of a young people's core group to represent the wider group of young people. This will then lead to jointly forming some key outcomes that the young people believe we need to focus on in order to enable them to contribute and participate with the day to day life events in Loughborough. Existing work where young people shape annual events like the residential, the annual celebration, the trips etc have continued. The experience of last year has fed into the planning of this year and it has created greater interest amongst the young people to participate and shape these events.

b. Building partnerships to learn, and share knowledge and expertise

In response to our strategic priority, we actively shared our knowledge both locally and nationally. The need for this is greater now than ever before due to the significant challenges faced by the young people and the fast paced changes in the wider context. Over the past year we have made a number of valuable connections with other organisations:
Opportunities to share knowledge have been limited this year, however we have continued to do this both locally and nationally.

- Locally this has been through our work with East Midlands Strategic Partnership. This partnership has led to Baca being invited to present our model of work to the Regional Migration Board in June 2021.
- Nationally we are still working with the Centre for Social Justice and the Modern Slavery Policy Unit formed in partnership with Justice and Care. This forum has been instrumental in enabling us to represent the views of unaccompanied asylum seeking and trafficked young people in response to the challenges raised by the Home Office.

- We have joined the Refugee Migrant Children's Consortium and also the Children's Task and Finish Group for Anti Trafficking, which enables us to represent the views and experiences of the young people in policy conversations.
- We are now part of a group with other larger charities in the sector, collaborating on the aim to raise awareness through a joint campaign on Anti-Slavery day in October 2021. This has given Baca the opportunity to share our knowledge, make new contacts, be part of a network that is committed to raising awareness about trafficking.
- Finally, we are in the midst of the development of a joint working partnership with Professor Kohli from the University of Bedfordshire, exploring how best practice in creating long term impact can be shared with a wider group of local authorities and other key stakeholders who are responsible for the care of unaccompanied young people.

c. Engaging with the local community

Now more than ever before, Baca believes that it is vital to engage with the local community in order for us to achieve our vision. It is important for us to be part of the local conversation and the local solution to build bridges between community groups. This is necessary in light of the general negative sentiments, that may be pervading the various parts of the country, and particularly in the East Midlands region, towards those entering the UK to seek refuge from exploitation, war, persecution and trafficking.

Community quote - One of the young people and their support worker visited a local butcher in Loughborough, he said to the support worker:
"It's so good how you are helping these young people. Keep doing what you're doing. You are what makes England great!"

These were some of the successes we have had in this area, in the midst of the pandemic.

- We were invited to pitch to groups of young people who were attending an NCS scheme that had partnered with various Leicestershire colleges. Off the back of the pitch they have chosen to fundraise for Baca for the second year running. This time round, they are asking all of the NCS groups in the local area to raise awareness of Baca's work.
- We have built partnerships with local primary and secondary schools. This work is going to further develop into opportunities where schools aim to use the expertise from those at Baca to be a resource to meet the curriculum requirements through assemblies and various creative lesson activities for teachers.
- Finally, we have also been approached by the local parish church with the offer making us their lead partner charity for the next 3 years. This will lead to opportunities to connect with the local community through new events, thereby raise awareness and build bridges between the young people and the local community.

FINANCIAL REVIEW

Review of income and expenditure for the year ended 31 March 2021

Total income for the year amounted to £1,128k (£1,136k in 2020) of which £1,094k (£1,080k in 2020) was generated from charitable activities and £34k (£56k in 2020) was from donation and gifts.

Income from direct delivery of service was £60k lower than 2020 as a result of a slight decrease in support hours delivered and a slightly lower occupancy rate during the year compared to previous year.

Income from non-contract sources also increased during the year and made up 34% of total income (29% in 2020). Through the excellent passion shown by the fundraising team in expressing Baca's vision and the young people's needs, the Charity has been able to achieve 65% success in grant applications made, which equated to £345k (£270k in 2020). Income from gifts from individuals and corporates continues to be a small proportion of the total income, £34k (£56k in 2020).

We are very grateful for the incredible generosity of Baca's many supporters, especially in this challenging year.

Total expenditure for the year in 2021 was £963k (£917k in 2020) including £21k depreciation charge (£21k in 2020). The main reason for the increase in costs was due to an increase in staff costs which were £543k during the year (£488k in 2020). This was driven by an increase in the average number of staff during the year of 28 (26 in 2020, additional roles were introduced to achieve our strategic objectives.)

Net assets and mission related investment

The Charity's consolidated net assets at 31 March 2021 were £1,031k. The net assets comprise fixed assets of £975k, net current assets of £1,027k and long-term liabilities of £971k (mortgage and SASC housing loan). All debtors are deemed recoverable and there are no material amounts that need to be written off.

Access to housing options in Loughborough is extremely competitive both in choice of houses and in their affordability. In order to minimise the annual disruption caused by one-year rental contracts and to afford better quality housing in the long term, the Charity decided to move towards a model of owning properties. This was deemed necessary to secure best possible accommodation provision for our young people.

Raising capital for deposits repeatedly prior to securing mortgages is a significant challenge for small charities. Therefore, we have utilised a social investment loan for a maximum amount of £1.75 million for a period of 10 years, from Social and Sustainable Capital (SASC). This loan enabled us to purchase two properties in the financial year, thus making great progress in line with our property purchasing strategy. The loan will facilitate the purchase of a total of 7

properties to provide high quality supported accommodation, with 4 of the 7 properties replacing current rented properties. The remaining 3 properties will help us create an innovative short term independent accommodation solution for those leaving Baca and are struggling to get access to social housing. This type of housing is in very high demand and there is a chronic shortage in the supply of council-owned flats. The properties will be maintained at good standard, in accordance with the charitable objectives of the Organisation. Regular financial reports, including a quarterly reserves assessment and a designated cash reserves statement, are produced for the Trustees, giving the Board clear regular oversight of the loan repayment strategy.

Reserves Review

The Trustees have examined the requirement for reserves, to ensure that the Charity can meet all its obligations. The business plan is regularly reviewed to ensure the Organisation's funds are not in deficit. The Trustees have decided that the Charity must have, or be working towards at least 6-months of operational costs as reserves. The purpose of such reserves is to ensure Baca can continue to meet its obligations to our young people, staff, funders and creditors and also to ensure that Baca has sufficient funds to meet all of its outstanding commitments in the unlikely event the charity is forced to close. The 6-month contingency period will also enable Baca to explore alternative options to ensure that service delivery can continue, should the Charity face sudden unforeseen challenges to its future viability. The importance of this buffer has been highlighted by the recent COVID-19 pandemic, with loss of income from donations experienced widely across the sector. The current level of total reserves for Baca, including both cash reserves and fixed assets (including properties used for service delivery), is £1,031k. This is well in excess of the £550k (approximately) 6-months operational costs. 6 months liquid operational costs is also a requirement of the SASC loan. The Trustees have also concluded that there is a need to maintain a level of operating reserves to mitigate the following risks -

- To cover periods of low occupancy driven by complex factors such as unknown of impact of immigration controls, new immigration policy and Brexit, on spontaneous arrivals of young people.
- To cover risks associated with financial constraints faced by Local Authorities translating into lower amounts paid for placements.
- Finally, to cover risks associated with the unpredictability of raising income through donations and gifts, due to the impact of the pandemic. The long term impact of this risk on raising income from these sources is an unknown.

The Charity currently holds restricted reserves of £26k. Furthermore, the Trustees have also designated a total of £250k of unrestricted reserves to the "Baca Housing Fund". This fund will form the basis for Baca's ability to secure mortgages on all properties bought through the SASC social investment loan - when such loans have to be replaced by commercial mortgages at the end of the loan period. The Trustees have decided to consolidate funds of at least £500k in the

Housing Fund over the 10-year period, to enable Baca to raise mortgages to repay the SASC loan. A further £50k has been designated towards other strategic projects to cover any shortfalls in funding in respect to these.

Charity carries out a variety of both long term and short-term strategic projects. The amount of funding required for these purposes is growing, a reflection of the rapid growth of the Organisation. The availability of some unrestricted reserves enables the Charity to invest in these strategic projects (where funding might be difficult to acquire).

Following this review, the Trustees are satisfied that the current reserves give the assurance that Baca can meet all its obligations and commitments.

PLANS FOR FUTURE PERIODS

Our strategic plan covers a three-year period; of which we have completed the second year. Whilst we have made good progress in the second year, we have a long way to go, especially with the impact of COVID - 19. We are committed to investing hope and shaping futures of young people through the strategy set out. Below is a summary of our key priorities for the year ahead.

GOAL 1: STRENGTHEN Baca's holistic service for young forced migrants, continuing to inspire hope and share futures

a. Improving outcomes for the young people

Baca's commitment to investing hope and shaping futures, means this objective will always be a focus for future periods. Through this year, we have encountered a new level of emotional vulnerability experienced by our young people. The underlying areas of vulnerability have been significantly exacerbated by the pandemic. We are noticing patterns and working hard to understand the underlying causes for these vulnerabilities. Our efforts in making progress in this area have been slowed down due the circumstances of this year. We believe that with certain ethnic groups, their past experiences, their potential lack of development of attachment at a young age would be significant reasons for their emotional vulnerability. Therefore, in response, we are focused on finding solutions to help young people build their resilience, through holistic therapeutic support. We will be looking at understanding better the cultural nuances of certain ethnicities, which will include incorporating more of the positive aspects of their home culture in the life in the UK. It will also include starting to engage in conversations around belonging, identity and security and how this affects their resilience. We are focusing on building a cohesive mental strategy that is embedded across all areas of our service. Lastly, we are focused on strengthening their own resilience and also include better equipping our team with knowledge and skills to respond to these vulnerabilities.

b. Strengthen the use of good quality houses over the long term

We are in a strong position going into next year, having secured investment from SASC. The impact of COVID -19 on the housing market is significant and not yet fully quantified. However, we will be pushing forward with our purchasing strategy, 2 more houses and 2 more flats, as best as we can in the coming year, to ensure we secure the right houses to improve our accommodation experience for our young people.

c. Developing our Education offer to meet the individual needs of the young people

Our education classes, college support and reading support will continue to develop. Before this year almost all our young people went to WQE College, but now many are also going to

either Loughborough College or Leicester College, where we don't have strong connections. For the year ahead we will continue to build on the work we have done to establish connections with key members of staff at Leicester College and Loughborough College. Finally, the impact of wellbeing on the ability to learn, retain learning and apply learning is well established. Therefore, we also plan to grow the inter-connected work between the Education team and Therapy work to enable young people to have the best chance to engage with their lessons and embed their learning. This will involve developing our resources, skills and new approaches in how lessons are delivered.

GOAL 2: ENHANCE Baca's service to maximise the potential of each young person

a. Better support young people in the transition to adulthood in independent living

We have completed the first year of our Leaving Care project. We have gained invaluable insights from the young people who left us recently about the challenges they face. This learning has already started to shape our entire provision. The key areas of challenges faced by young people have given us insights into the preparation we need to enable the young people to focus on well before they become a care leaver. Specific resources, workshop sessions and learning opportunities for those leaving care to help them better understand the processes involved in setting up benefits, a council flat, utilities, paying bills and managing tenancies, will be developed. Alongside this, we will be looking at ways to enable the young people to build strong support networks in their independent life, to reduce dependencies between a young person and an organisation.

We will also be taking further steps to enable young people to access work placements or traineeships through partnerships with experts in the area who are able to adapt their offer to meet the needs of our young people. We will be actively seeking to form partnerships to fulfil this aim.

Finally, we will be actively working towards reconnecting with the young people who have left us in the past 5 years to understand and learn from their experiences. Where appropriate, we would like to invite them to share with the current young people and even become peer mentors.

b. Setup provision to meet UASC needs in a new location

Baca is committed to extending its impact to more UASCs in need. As the need faced by young people in the Cambridgeshire area has been well established in our initial research, we will be working hard in the coming year to establish a suitable provision in Cambridge City in partnership with local organisations with shared vision and values. This will involve setting up our first houses and then building our holistic services.

c. Internship programme for Residential Volunteers

We have completed the first year of the internship programme where we have been able to recruit 3 interns across three areas of focus - Sports, Education and Young people activities. As it was our first attempt at delivering an intern programme and it has enabled us to gather a significant amount of learning. Using this learning, we will be establishing a programme that will look at creating a pathway for development for interns and for more active engagement with the various aspects of Baca's day to day operations. This will include having members of team become mentors to the interns.

GOAL 3: ENGAGE locally, regionally and nationally

a. Actively increase Young People's voice in the service and the community

This past year has been significant for us in how we have set the tone for seeking out young people's voice in shaping our service. Whilst this has been a very successful start, we believe there is more we can achieve together with the young people in ensuring their voices are heard. We would like to raise leaders from amongst the young people. An avenue we will be exploring to make this happen, is forming a small group of young people who would like to represent the wider group. We would like to use the group to be a place where discussions around leadership and understanding cultural aspects of influencing and leading people could be explored. We also believe they could take the lead along with some of our team to shape yearly activities like the celebration, the residential, alongside giving us feedback about service. We also want to create a safe space for the young people to explore what it means for them to be part of the local community. Over time, we want to draw in some of the young people who have left us to share their experiences and learning from moving out into the big wide world.

b. Ensure better support is available for UASC young people regionally and nationally

The change in the external context has been significant in the past year. The pandemic has had a significant impact on the emotional and mental wellbeing of the young people. However, the resources available for supporting young people in this area are negligible. Therefore, there is a great need to develop solutions in partnerships. We will be seeking out key organisations and agencies in the local area.

Furthermore, recent announcements in government policy proposals, highlight the importance of the voice of the young people being represented amongst those who are shaping and implementing policies that affect their lives. Baca believes that it is not our mission or expertise to directly engage in policy advocacy work. However, it is important for us to engage with key organisations in the sector who are experts in the area. To this end, we will be working with RMCC, EMSPMP, Modern Slavery Policy Unit from CSJ and Children's Task and

Finish group from the Home Office' modern slavery unit and other key organisation to feed the experiences and perspectives of unaccompanied young people.

Baca are concerned that if local authorities see their funding cut for young asylum seekers, there is a risk that more young people will be placed in unsuitable accommodation with very little or no specialist support. We see it as a challenge that we must face on behalf of young asylum seekers. We are focused on improving this situation by advocating on behalf of these young people regionally with local authorities and sharing our learning with other providers working with UASCs. This work is in line with Baca's mission supporting all young forced migrants.

Baca will be seeking to advocate for best practice guidance to be established nationally, by influencing stakeholders regionally and nationally, through our partnerships with organisations like Centre of Social Justice, Justice and Care and finally the regional migration partnerships.

c. Engage with the local community to inspire an environment that welcomes young forced migrants

It is Baca's vision to see the world be a more welcoming and safe place for young forced migrants. In our history, we were actively engaged with the community in a variety of ways, namely our Passage programme in schools, to build bridges and break down barriers.

In this past year, we have delivered school assemblies, engaged in social media campaigns and church lent projects to raise awareness in the community. We are committed to building on this work in the year ahead. We will also engage in different ways to hear the concerns our local community may have about young forced migrants. We are working with a reputed media consultant established in the migration sector, iMix, to develop our communication and media strategy to ensure we are clear, focused and targeted with our messaging with the community.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and Accounts in accordance with applicable law and regulations. Under Charity law the Trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and the group and of their net outgoing resources for that period. In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts
- prepare the accounts on the going-concern basis unless it is inappropriate to presume that the Charity will continue to operate.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the accounts comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:
-there is no relevant audit information of which the charitable company's auditors are unaware; and
-the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved and authorised for issue by order of the board of trustees on 27/09/2021 and signed on its behalf by

Mark Vyner
Chair
Date: 27/9/2021

THANK YOU TO OUR SUPPORTERS

Thank you to everyone who has campaigned for us, made donations, volunteered their valuable time and skills, and supported us financially. With your generosity we've been able to keep more young forced migrants safe, find more stability and help maximise their inner potential.

We remain committed to our vision to see a world where young forced migrants are welcomed, safe and have hope to rebuild their lives for a better future. We can only do this by coming together and making sure no young person is left behind. Their stories of courage and tenacity continue to inspire us all, and drive everything we do.

Special thanks to our funders:

- Leicestershire County Council
- Rutland County Council
- Cambridgeshire County Council
- Leicester City Council
- The National Lottery Reaching Community Fund
- Samworth Foundation
- Lloyds Bank Foundation
- Henry Smith Charity – The Henry Smith Charity
- CHK Foundation
- BBC Children in Need
- Leicestershire County Council Shires Community Grant
- Big Lottery Fund - Awards for All
- The Police and Crime Commissioner's Preventative Fund
- Newby Trust
- Happy Days Childrens Charity
- Intelligent Energy Charitable Trust
- Balcombe Trust - The Balcombe Charitable Trust
- The Swire Charitable Trust
- AB Charitable Trust
- Leslie Aldridge Trust
- Randall Foundation
- The Leigh Trust

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE BACA CHARITY (REGISTERED NUMBER: 06510559)

Opinion

We have audited the financial statements of The Baca Charity (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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.

In connection with our audit of the financial statements, 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.

Opinions 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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.

Our 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 a Report of the Independent Auditors 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 have identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience, knowledge of the sector, a review of regulatory and legal correspondence and through discussions with Trustees and other key management obtained as part of the work required by auditing standards. We have also discussed with the Trustees and other key management the policies and procedures relating to compliance with laws and regulations. We communicated laws and regulations throughout the team and remained alert to any indications of non-compliance throughout the audit. The potential impact of different laws and regulations varies considerably.

Firstly, the charity is subject to laws and regulations that directly impact the financial statements (for example financial reporting legislation) and we have assessed the extent of compliance with such laws as part of our financial statements audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements such as depreciation, the accounting policies and valuations of property and the valuation of the Social and Sustainable Capital LLP (SASC) funding liability, as well as the risk of inappropriate journal entries to manipulate reported surplus/deficit. Audit procedures performed by the engagement team included the identification and testing of unusual material journal entries and challenging management on key estimates, assumptions and judgements made in the preparation of the financial statements. We carried out detailed substantive tests on material accounting estimates, including reviewing the methods and data used by management to make those estimates, re-performing the calculation and reviewing the outcome of prior year estimates.

Secondly, the charity is subject to other laws and regulations where the consequence for non-compliance could have a material effect on the amounts or disclosures in the financial statements. We identified the following areas as those most likely to have such an effect: Children's act 1989, Modern Slavery Act 2015, Immigration Act 2016, and the Charity is ISO 9001:025 (The management of supported housing services and learning to unaccompanied asylum-seeking children covering learning of English Language, Mathematics and information Technology and the provision of asylum seeking support) accredited. The company is subject to regular internal and external audits to ensure compliance with these areas.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other key management and inspection. This inspection included a review of the external audits conducted within the year for any evidence of non-compliance, reading minutes of meetings of those charged with governance, in addition to an assessment of the charity's formal risk assessment. Through these procedures, if we became aware of any non-compliance, we considered the impact on the procedures performed on the related financial statement items.

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. The further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. As with any audit, there is a greater risk of non-detection of irregularities as these may involve collusion, intentional omissions of the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

This report is made solely to the charitable company's members, as a body, 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 auditors' 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 as a body, for our audit work, for this report, or for the opinions we have formed.

Duncan + Toplis Limited

Mr N A Kingsley ACA (Senior Statutory Auditor)
for and on behalf of Duncan & Toplis Limited, Statutory Auditor
3 Princes Court,
Royal Way
Loughborough
Leicestershire
LE11 5XR

Date: 27/09/2021

THE BACA CHARITY

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	3	33,782	-	-	33,782	56,078
Charitable activities	6					
Grants & trust income		120,834	-	223,945	344,779	270,128
Accommodation and support work	4	746,695	-	-	746,695	807,266
Investment income	5	2,700	-	-	2,700	2,520
Other income		70	-	-	70	240
Total		904,081	-	223,945	1,128,026	1,136,232
EXPENDITURE ON						
Raising funds	7	50,170	-	37,419	87,589	79,591
Charitable activities	8					
Accommodation & support work		667,505	-	180,664	848,169	807,662
Other		11,154	-	16,555	27,709	29,520
Total		728,829	-	234,638	963,467	916,773
NET INCOME/(EXPENDITURE)		175,252	-	(10,693)	164,559	219,459
Transfers between funds	22	(250,000)	250,000	-	-	-
Net movement in funds		(74,748)	250,000	(10,693)	164,559	219,459
RECONCILIATION OF FUNDS						
Total funds brought forward		780,063	50,000	36,651	866,714	647,255
TOTAL FUNDS CARRIED FORWARD		705,315	300,000	25,958	1,031,273	866,714

The notes form part of these financial statements

THE BACA CHARITY (REGISTERED NUMBER: 06510559)

STATEMENT OF FINANCIAL POSITION
31 MARCH 2021

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS						
Intangible assets	15	7,816	-	-	7,816	11,232
Tangible assets	16	950,610	-	17,049	967,659	413,628
		958,426	-	17,049	975,475	424,860
CURRENT ASSETS						
Debtors	17	184,253	-	-	184,253	132,803
Cash at bank		651,079	300,000	98,477	1,049,556	720,623
		835,332	300,000	98,477	1,233,809	853,426
CREDITORS						
Amounts falling due within one year	18	(117,312)	-	(89,566)	(206,878)	(180,901)
NET CURRENT ASSETS		718,020	300,000	8,911	1,026,931	672,525
TOTAL ASSETS LESS CURRENT LIABILITIES		1,676,446	300,000	25,960	2,002,406	1,097,385
CREDITORS						
Amounts falling due after more than one year	19	(971,133)	-	-	(971,133)	(230,671)
NET ASSETS		705,313	300,000	25,960	1,031,273	866,714
FUNDS	22					
Unrestricted funds					1,005,313	830,063
Restricted funds					25,960	36,651
TOTAL FUNDS					1,031,273	866,714

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 27/09/2021 and were signed on its behalf by:

.....
V M Vyner - Trustee

The notes form part of these financial statements

THE BACA CHARITY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	904,560	266,767
Interest paid		(6,996)	(8,807)
Net cash provided by operating activities		897,564	257,960
Cash flows from investing activities			
Purchase of intangible fixed assets		(5,000)	(13,456)
Purchase of tangible fixed assets		(566,331)	(8,842)
Sale of tangible fixed assets		-	240
Interest received		2,700	2,520
Net cash used in investing activities		(568,631)	(19,538)
Change in cash and cash equivalents in the reporting period		328,933	238,422
Cash and cash equivalents at the beginning of the reporting period		720,623	482,201
Cash and cash equivalents at the end of the reporting period		1,049,556	720,623

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	164,559	219,459
Adjustments for:		
Depreciation charges	20,713	20,713
Profit on disposal of fixed assets	-	(240)
Interest received	(2,700)	(2,520)
Interest paid	6,996	8,807
(Increase)/decrease in debtors	(51,450)	10,314
Increase in creditors	766,442	10,234
Net cash provided by operations	904,560	266,767

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20	Cash flow	At 31.3.21
	£	£	£
Net cash			
Cash at bank	720,623	328,933	1,049,556
	720,623	328,933	1,049,556
Debt			
Debts falling due within 1 year	(10,808)	366	(10,442)
Debts falling due after 1 year	(230,671)	(740,462)	(971,133)
	(241,479)	(740,096)	(981,575)
Total	479,144	(411,163)	67,981

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. GENERAL INFORMATION

The Baca Charity is a Private Charitable Company Limited by Guarantee, registered in England and Wales. The charity's registered number is 1124569 and the Company registration number is 06510559.

The registered office is 3 Princes Court, Royal Way, Loughborough, LE11 5XR.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below.

These policies have been consistently applied to all years presented unless otherwise stated.

The financial statements cover the individual entity.

The entity constitutes a public benefit entity as defined by FRS 102.

There are no material uncertainties with going concern.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity receives grants in respect of the charitable activities it carries out as detailed in the trustees' report. Income from grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from the provision of accommodation and support work and ESOL teaching as detailed in the trustees' report. Income is received in exchange for supplying services in order to raise funds and is recognised when entitlement has occurred.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

continued...

2. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs
Costs of raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure directly associated with individual projects and support costs relating to those activities.

Support costs are those incurred in connection with the management of the Charity and its assets, organisation administration and compliance with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with their use of resource.

Rentals paid under operating leases are charged against income on a straight line basis over the term of the lease.

Intangible fixed assets
Intangible fixed assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

The bespoke computer software is being amortised evenly over its estimated useful life of three years.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	33.33% straight line
Fixtures, fittings & equipment	25% straight line
Freehold Property	The trustees have chosen not to depreciate the houses acquired for the purpose of delivering supported accommodation, on the basis that they intend to maintain them to a standard whereby they retain their residual value.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds are set up at the discretion of the Trustees.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

2. ACCOUNTING POLICIES - continued

Loans and borrowings
Bank loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

The SASC funding agreement has been treated as described in Note 20 to the accounts.

Value Added Tax
The charity is not required to register for VAT. All income and expenses include VAT where applicable.

Debtors and creditors receivable / payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Significant accounting judgements and estimation uncertainty
In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The annual depreciation charge is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economical utilisation and the physical condition of the assets.

The valuation of the SASC funding liability has been accounted for as described in Note 20 to the accounts.

3. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	32,867	54,787
Gift aid	915	1,291
	33,782	56,078

continued...

4. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Accommodation and Support Work	731,236	787,532
ESOL teaching	15,459	11,034
SASC Housing Income	-	8,700
	746,695	807,266

5. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	2,700	2,520

6. INCOME FROM CHARITABLE ACTIVITIES

		2021	2020
	Activity	£	£
Grants	Grants & trust income	344,779	270,128

Included within grants above are the following amounts, which are government grants as defined by the SORP:

- £20,336 (2020: £19,802) from BBC Children in Need.

-£1,997 (2020: £9,132) from Leicestershire County Council Shire Community Grants.

-£6,575 (2020: £5,145) from The Police and Crime Commissioner's Early Intervention Youth Fund towards core costs.

-£1,667 (2020: £3,288) from The Police and Crime Commissioner's Early Intervention Youth Fund towards the Care Leavers Project.

-£5,189 (2020: £NIL) from Leicestershire County Council- Communities Fund- Emergency Computer Funding.

The purposes of all individual grants over £10k are disclosed in Note 22 to the accounts, and details of the projects and activities funded are disclosed in the trustees' report.

continued...

7. RAISING FUNDS

Raising donations and legacies

	2021	2020
	£	£
Staff costs	25,329	18,385
Administration costs	62,260	61,206
	87,589	79,591

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 9)	Totals
	£	£	£
Accommodation & support work	808,852	39,317	848,169

9. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Accommodation & support work	31,730	7,587	39,317

Support costs, included in the above, are as follows:

Other

	2021 Accommodation & support work	2020 Total activities
	£	£
Trustees' expenses	608	313
Wages	20,865	14,378
Social security	2,998	2,708
Pensions	1,463	1,296
IT Costs	1,782	1,050
Legal and Professional fees	-	9,420
Consultancy	1,014	-
HR consultancy	3,000	3,600
DBS checks	-	496
Recruitment	-	2,211
	31,730	35,472

continued...

9. SUPPORT COSTS - continued

Governance costs

	2021 Accommodation & support work £	2020 Total activities £
Audit and Accountancy fees	7,587	7,360

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation - owned assets	12,300	12,299
Surplus on disposal of fixed assets	-	(240)
Computer software amortisation	8,416	8,413
Auditors' remuneration	7,587	7,360
Operating lease rentals	139,429	142,878

Auditors' fees of £7,587 (2020- £7,360) which are included within governance costs include costs for the preparation of the accounts, and other advice and assistance provided throughout the year.

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

The reimbursement of trustees' expenses was as follows:

	2021 Number	2020 Number	2021 £	2020 £
Travel & Subsistence	5	4	608	313
			608	313

continued...

12. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	498,542	447,276
Social security costs	29,981	27,770
Other pension costs	14,634	12,959
	543,157	488,005

The total employment benefits of the key management personnel of the charity were £129,030 (2020- £107,060).

The average monthly number of employees during the year was as follows:

	2021	2020
Management and Admin	7	7
Charitable Activities	21	19
Directors	8	6
	36	32

No employees received emoluments in excess of £60,000.

13. INTEREST PAYABLE AND SIMILAR EXPENSES

	2021	2020
	£	£
Bank loan interest payable	6,996	8,807
	6,996	8,807

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
INCOME AND ENDOWMENTS FROM				
Donations and legacies	56,078	-	-	56,078
Charitable activities				
Grants & trust income	56,542	-	213,586	270,128
Accommodation and support work	807,266	-	-	807,266
Investment income	2,520	-	-	2,520
Other income	240	-	-	240
Total	922,646	-	213,586	1,136,232
EXPENDITURE ON				
Raising funds	39,250	-	40,341	79,591

continued...

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Charitable activities				
Accommodation & support work	636,957	-	170,705	807,662
Other	10,638	-	18,882	29,520
Total	686,845	-	229,928	916,773
NET INCOME/(EXPENDITURE)	235,801	-	(16,342)	219,459
Transfers between funds	(50,000)	50,000	-	-
Net movement in funds	185,801	50,000	(16,342)	219,459
RECONCILIATION OF FUNDS				
Total funds brought forward	594,263	-	52,992	647,255
TOTAL FUNDS CARRIED FORWARD	780,064	50,000	36,650	866,714

15. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 April 2020	37,740
Additions	5,000
At 31 March 2021	42,740
AMORTISATION	
At 1 April 2020	26,508
Charge for year	8,416
At 31 March 2021	34,924
NET BOOK VALUE	
At 31 March 2021	7,816
At 31 March 2020	11,232

continued...

16. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 April 2020	386,815	49,200	3,031	439,046
Additions	566,331	-	-	566,331
At 31 March 2021	953,146	49,200	3,031	1,005,377
DEPRECIATION				
At 1 April 2020	-	22,387	3,031	25,418
Charge for year	-	12,300	-	12,300
At 31 March 2021	-	34,687	3,031	37,718
NET BOOK VALUE				
At 31 March 2021	953,146	14,513	-	967,659
At 31 March 2020	386,815	26,813	-	413,628

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	71,568	89,774
Other debtors	89,362	13,677
Prepayments and accrued income	23,323	29,352
	184,253	132,803

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Bank loans and overdrafts (see note 20)	10,442	10,808
Trade creditors	22,864	10,389
Social security and other taxes	7,751	6,512
Other creditors	4,028	4,011
Accruals and deferred income	161,793	149,181
	206,878	180,901

continued...

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - continued

Deferred Income

	2021 £	2020 £
Deferred income is included within:		
Creditors due within one year	129,566	121,667
	129,566	121,667

Movement in the year was as follows:

Grants received:		
Total deferred income at 1 April 2020	121,667	100,327
Amounts received in the year	358,675	291,468
Amounts credited to statement of financial activities	(350,776)	(270,128)
Grants - deferred income at 31 March 2021	129,566	121,667
Funding for ESOL Teaching:		
Total deferred income at 1 April 2020	-	-
Amounts received in the year	15,459	11,034
Amounts credited to statement of financial activities	(15,459)	(11,034)
Funding - deferred income at 31 March 2021	-	-

Income has been deferred in relation to grant income when performance conditions have not been met.

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021 £	2020 £
Bank loans (see note 20)	221,133	230,671
Other loans (see note 20)	750,000	-
	971,133	230,671

20. LOANS

An analysis of the maturity of loans is given below:

	2021 £	2020 £
Amounts falling due within one year on demand:		
Bank loans	10,442	10,808
Amounts falling due between two and five years:		
Bank loans - 2-5 years	44,856	46,565
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by inst	176,277	184,106

continued...

20. LOANS - continued

	2021	2020
	£	£
Repayable otherwise than by instalments:		
Other loans more 5yrs non-inst	750,000	-

In March 2020 the Baca Charity entered into an agreement with Social and Sustainable Capital LLP (SASC).

This is a secured loan facility, secured over the assets of the charity, whereby SASC has set aside up to £1.75m for Baca to purchase eligible properties which they can use to further their charitable objectives.

The monies are retained by SASC, and Baca were permitted to drawdown on this amount over 18 months from the date of the agreement in March 2020, as and when required in order to purchase eligible properties. However, in light of the Covid 19 pandemic and associated disruption, the drawdown period has since been extended to 21 months.

Baca will pay back the equivalent of 85% of the market value of all properties purchased via this facility on 20th March 2030. The trustees have designated the Baca Housing Fund and intend to set aside excess reserves over the next 10 years into this fund in order to repay this.

At the balance sheet date, a total of £750,000 had been drawn down on this agreement.

21. SECURED DEBTS

The following secured debts are included within creditors:

	2021	2020
	£	£
Bank loans	231,575	241,479
Other loans	750,000	-
	981,575	241,479

The bank loan is secured with a fixed charge over the property it was used to purchase.

The other loan is the SASC funding agreement as described in Note 20 to the accounts.

continued...

22. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	780,063	175,250	(250,000)	705,313
Baca Housing Fund	50,000	-	200,000	250,000
Underfunded Strategic Projects	-	-	50,000	50,000
	830,063	175,250	-	1,005,313
Restricted funds				
BBC Children in Need	(26)	26	-	-
The National Lottery Community Fund	8,155	3,288	-	11,443
The Clothworkers' Foundation	14,181	(6,434)	-	7,747
Big Lottery Fund- Awards for All- Post 18	101	358	-	459
Other Restricted Funds	14,240	(7,927)	-	6,313
The Randal Charitable Foundation	-	13	-	13
CHK Foundation- Cambridgeshire	-	(15)	-	(15)
	36,651	(10,691)	-	25,960
TOTAL FUNDS	866,714	164,559	-	1,031,273

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	783,247	(607,997)	175,250
The Henry Smith Charity	27,500	(27,500)	-
CHK Foundation	33,334	(33,334)	-
Samworth Foundation	60,000	(60,000)	-
	904,081	(728,831)	175,250
Restricted funds			
BBC Children in Need	20,336	(20,310)	26
Lloyds Bank Foundation Enable	17,743	(17,743)	-
The National Lottery Community Fund	118,861	(115,573)	3,288
The Clothworkers' Foundation	-	(6,434)	(6,434)
Big Lottery Fund- Awards for All- Post 18	7,789	(7,431)	358
Other Restricted Funds	32,383	(40,310)	(7,927)
The Randal Charitable Foundation	11,000	(10,987)	13
CHK Foundation- Cambridgeshire	14,583	(14,598)	(15)
The Swire Charitable Trust- Volunteer Project	1,250	(1,250)	-
	223,945	(234,636)	(10,691)
TOTAL FUNDS	1,128,026	(963,467)	164,559

continued...

22. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General fund	594,263	235,800	(50,000)	780,063
Baca Housing Fund	-	-	50,000	50,000
	594,263	235,800	-	830,063
Restricted funds				
Samworth Foundation	2,986	(2,167)	-	819
Leicestershire County Council Shire Community Grant	-	3,267	-	3,267
BBC Children in Need	3,121	(3,147)	-	(26)
The National Lottery Community Fund	6,201	1,954	-	8,155
The Clothworkers' Foundation	24,865	(10,684)	-	14,181
The Police and Crime Commissioner's Early Intervention Youth Fund-Care Leavers	-	188	-	188
Other Restricted Funds	15,819	(5,752)	-	10,067
	52,992	(16,341)	-	36,651
TOTAL FUNDS	647,255	219,459	-	866,714

continued...

22. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	866,104	(630,304)	235,800
The Henry Smith Charity	19,875	(19,875)	-
CHK Foundation	16,667	(16,667)	-
Samworth Foundation	20,000	(20,000)	-
	922,646	(686,846)	235,800
Restricted funds			
Charnwood Borough Council, Community Development and Engagement Grant	3,750	(3,750)	-
Samworth Foundation	8,750	(10,917)	(2,167)
Leicestershire County Council Shire Community Grant	9,132	(5,865)	3,267
BBC Children in Need	19,802	(22,949)	(3,147)
Lloyds Bank Foundation Enable	23,604	(23,604)	-
The Police and Crime Commissioner's Early Intervention Youth Fund-Core costs	5,145	(5,145)	-
The National Lottery Community Fund	107,357	(105,403)	1,954
The Clothworkers' Foundation	-	(10,684)	(10,684)
The Police and Crime Commissioner's Early Intervention Youth Fund-Care Leavers	3,288	(3,100)	188
Other Restricted Funds	32,758	(38,510)	(5,752)
	213,586	(229,927)	(16,341)
TOTAL FUNDS	1,136,232	(916,773)	219,459

The Henry Smith Charity
Having previously funded Baca's work for three years, we are delighted to have received a new three-year grant from The Henry Smith Charity, which will help cover some of our running costs.

CHK Foundation
Having previously funded Baca's art therapy project, we were very grateful for the CHK Foundations continued support. This grant was unrestricted, and could be used at the discretion of the Trustees to undertake work to further the Charitable Objects of Baca.

Samworth Foundation
Having previously received a three-year grant from The Samworth Foundation, we successfully applied for a new grant focused around the issue of addressing sexual exploitation.

BBC Children In Need
Following the completion of our three-year grant, we received a one-year bridging grant from Children in Need. This grant enabled Baca to continue our volunteer and mentoring project. Activities where volunteer support is used include the daily ESOL sessions, sports workshops, helping with college homework, and life skills workshops.

continued...

22. MOVEMENT IN FUNDS - continued

Lloyds Bank Foundation Enable Grant
Having previously received a two-year grant from the Lloyds Bank Foundation, we have now completed the final year of our two-year continuation grant. The continuation grant provided core funding, which enabled Baca to continue the development of our ongoing work and organisational growth. This included the expansion of the Charity to meet growing demand.

The National Lottery Community Fund
We are now in the final year of our three-year National Lottery Community Fund grant, which contributes towards the cost of delivering our Rebuild Project. The project enables Baca to provide the support and training the young people need to help them to live independently once they leave the charity.

The Clothworkers' Foundation
We received a one off capital grant in 2020 from The Clothworkers' Foundation, which contributed towards the cost of refurbishing our new high support house.

Big Lottery Fund- Awards for All- Post 18
Funding from the National Lottery Awards for All contributed towards the cost of delivering our new Leaving Care project. Whilst many of our young people leave our care without needing much additional support, this new project provides assistance to those who do need help. The grant has been extended due to Covid-19 restrictions delaying the training element of the project.

The Randal Charitable Foundation
This grant contributes towards the cost of delivering our in-house ESOL lesson's in partnership with Regent College. The grant also enabled our teachers to provide additional support to the young people who are now attending local colleges.

The Swire Charitable Trust- Volunteer Project
This grant contributes towards the cost of delivering our volunteer and mentoring project. Activities where volunteer support is used include the daily ESOL sessions, sports workshops, helping with college homework, and life skills workshops.

Baca Housing Fund
The Baca Housing fund is monies set aside by the trustees in order to repay the SASC agreement described in Note 20.

23. OTHER FINANCIAL COMMITMENTS

The charitable company has the following commitments due as follows:

	2021	2020
	£	£
In one year	92,152	101,070
2-5 years	40,436	21,166
	132,588	122,236

continued...

24. RELATED PARTY DISCLOSURES

During the year rent of £16,659 (2020: £16,376) was paid to A Dando, a member of the management committee for the use of the current office. £8,802 (2020: £8,701) is included in prepayments and £8,125 (2020: £8,032) is included in trade creditors.

During the year an amount of £NIL (2020: £200) was paid to the husband of S Smout, a member of the management committee for work carried out on fundraising artwork for the charity.

25. SUBSEQUENT EVENTS

In April 2021, the charity completed the purchase of a further property, a flat, for approximately £87k using funds drawn down from the SASC agreement detailed in Note 20.

26. OTHER FINANCIAL INSTRUMENTS- SASC FUNDING

The carrying amount of the charity's financial instruments are as follows:

	2021	2020
	£	£
Financial liabilities at fair value through income and expenditure		
Other loans due >5 years- Non- instalments	750,000	-

There were no net gains or losses or changes in fair value through the statement of financial activities.

27. LIMITED BY GUARANTEE

The charitable company is a private limited company limited by guarantee and consequently does not have share capital. Each member is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.