



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**

# Contents

WELCOME. . . . .03

OUR PROGRESS . . . . .09

MONEY MATTERS . . . . .28

FUTURE PLANS . . . . .33

TRUSTEES REPORT . . . . .36

FINANCIAL STATEMENTS . . . . .49

**ABOUT US**

Scan this QR code  
to watch the film:





# 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<sup>1</sup>

**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<sup>2</sup>



Picture: the 2023 Baca annual celebration event

<sup>1</sup> UNHCR  
<sup>2</sup> 2020 figures in 2022 report: [www.missingpeople.org.uk/wp-content/uploads/2022/04/ECP04-A9-SIHW-report\\_AW7.pdf](https://www.missingpeople.org.uk/wp-content/uploads/2022/04/ECP04-A9-SIHW-report_AW7.pdf)



## 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



young people in our supported accommodation



young people in education



young people joined in at least one sports session



local authorities we've worked with across the UK



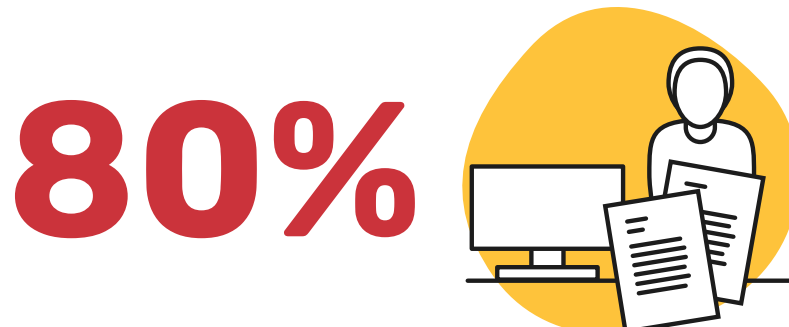
of the young people we work with see an improvement in their emotional wellbeing each year



community members have taken part in volunteering to support Baca



young people from 17 countries looked after since we began



of our young people engaged in education, employment or training



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

- Basic needs such as a safe home
- Education and life skills
- Emotional and therapeutic needs
- Social and community engagement

## WHICH LEADS TO

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

## WHICH LEADS TO

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



# 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



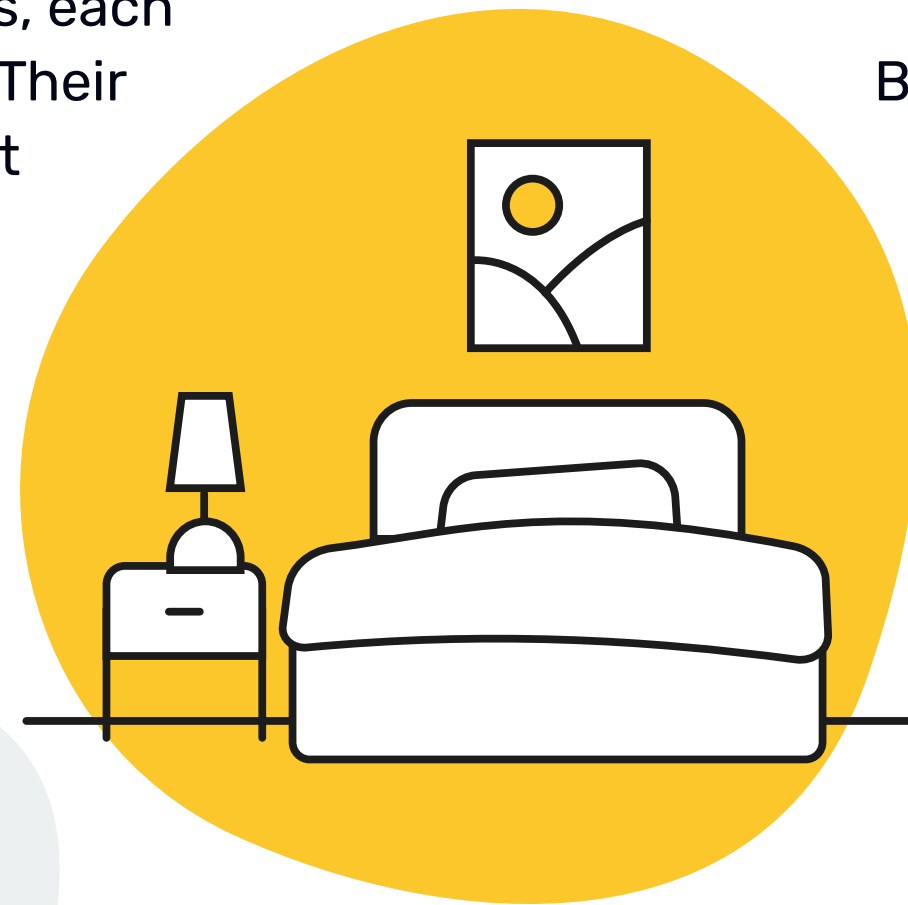
# Basic needs

## 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



## OUR PROGRESS

### 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

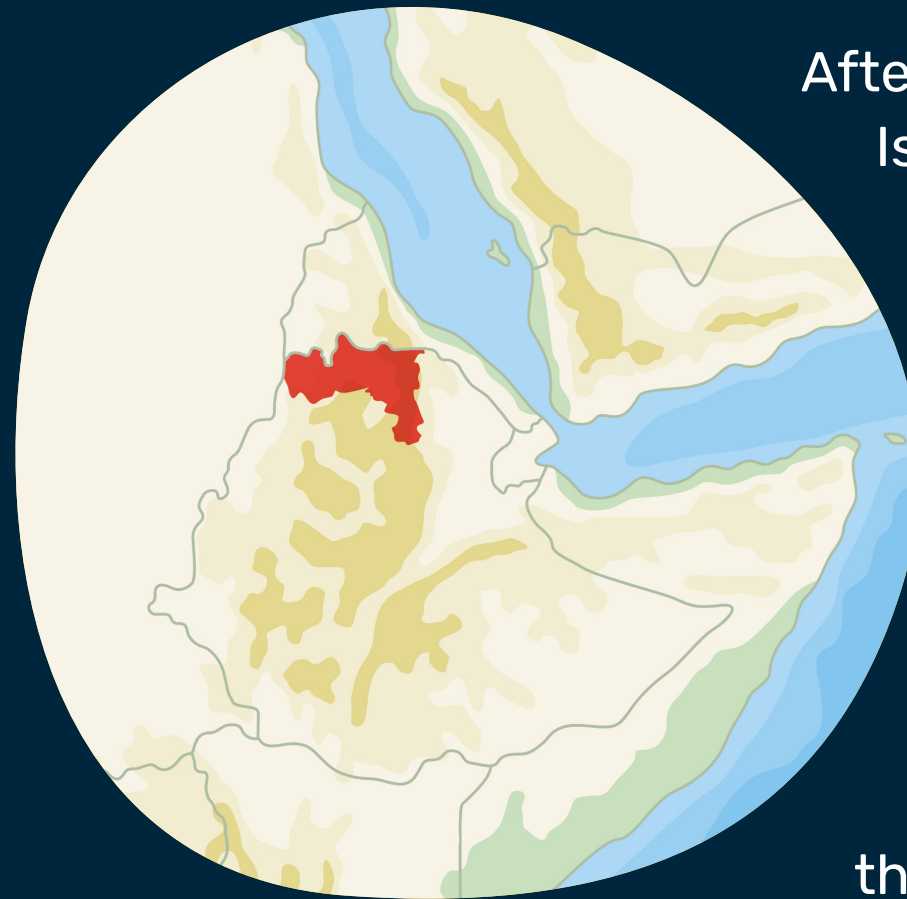
## ISAIAH'S STORY

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

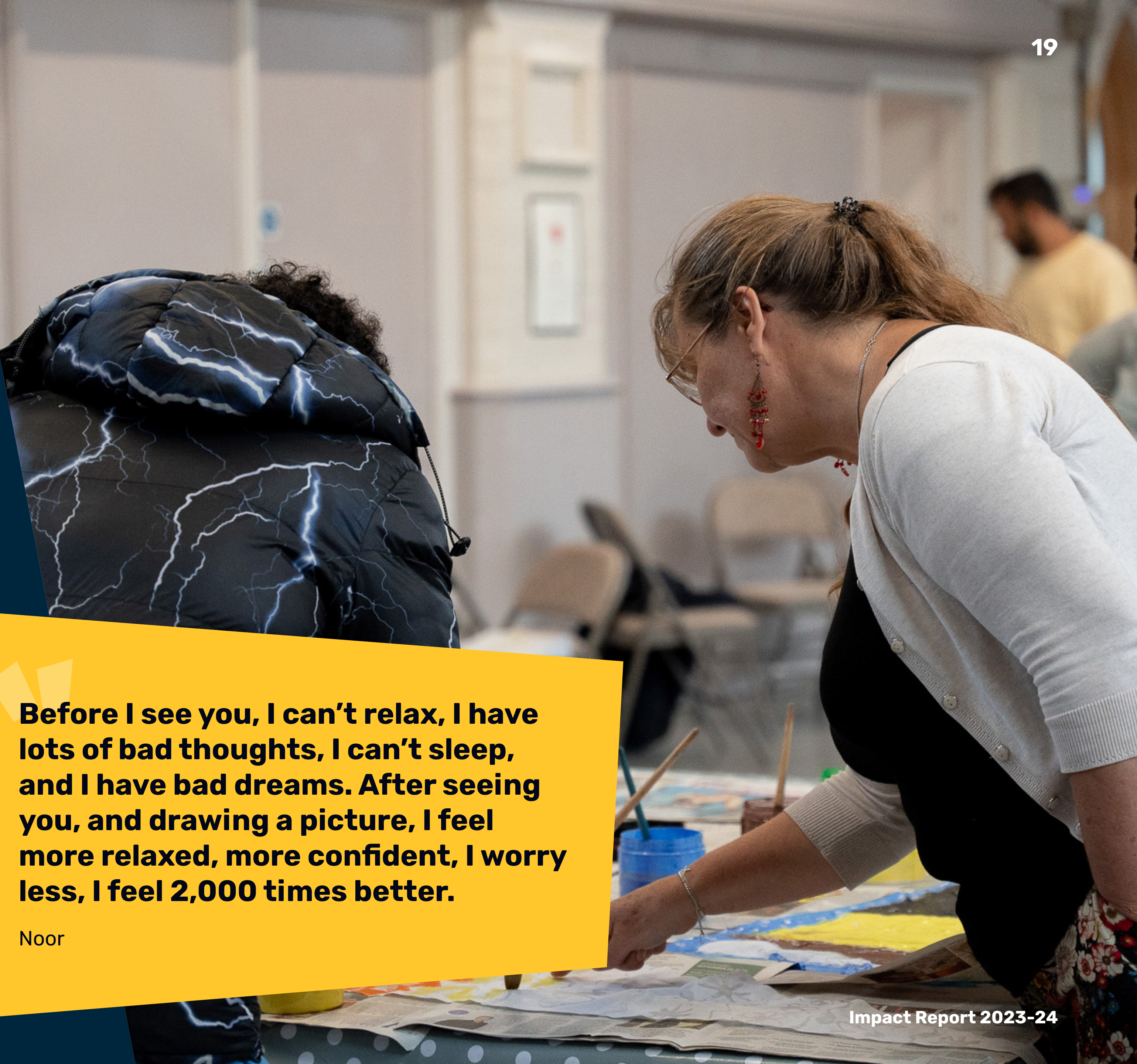
## CREATIVE THERAPY IN ACTION

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

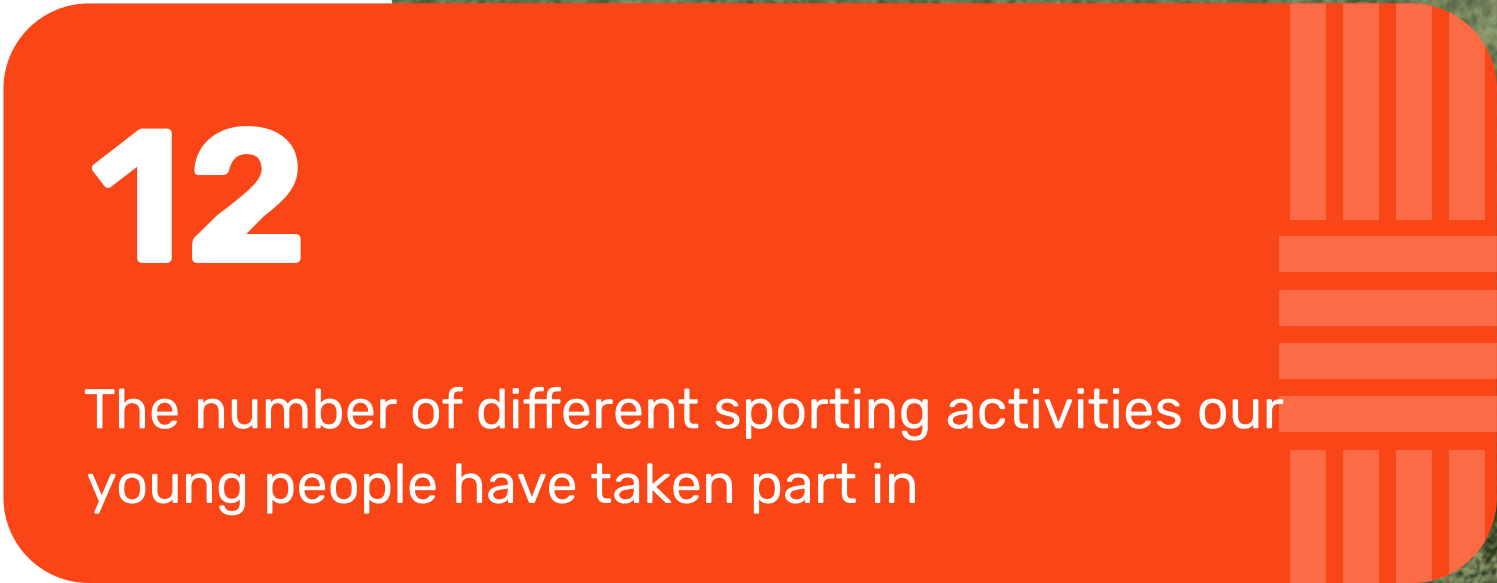


A QUESTION OF SPORT

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.





# 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

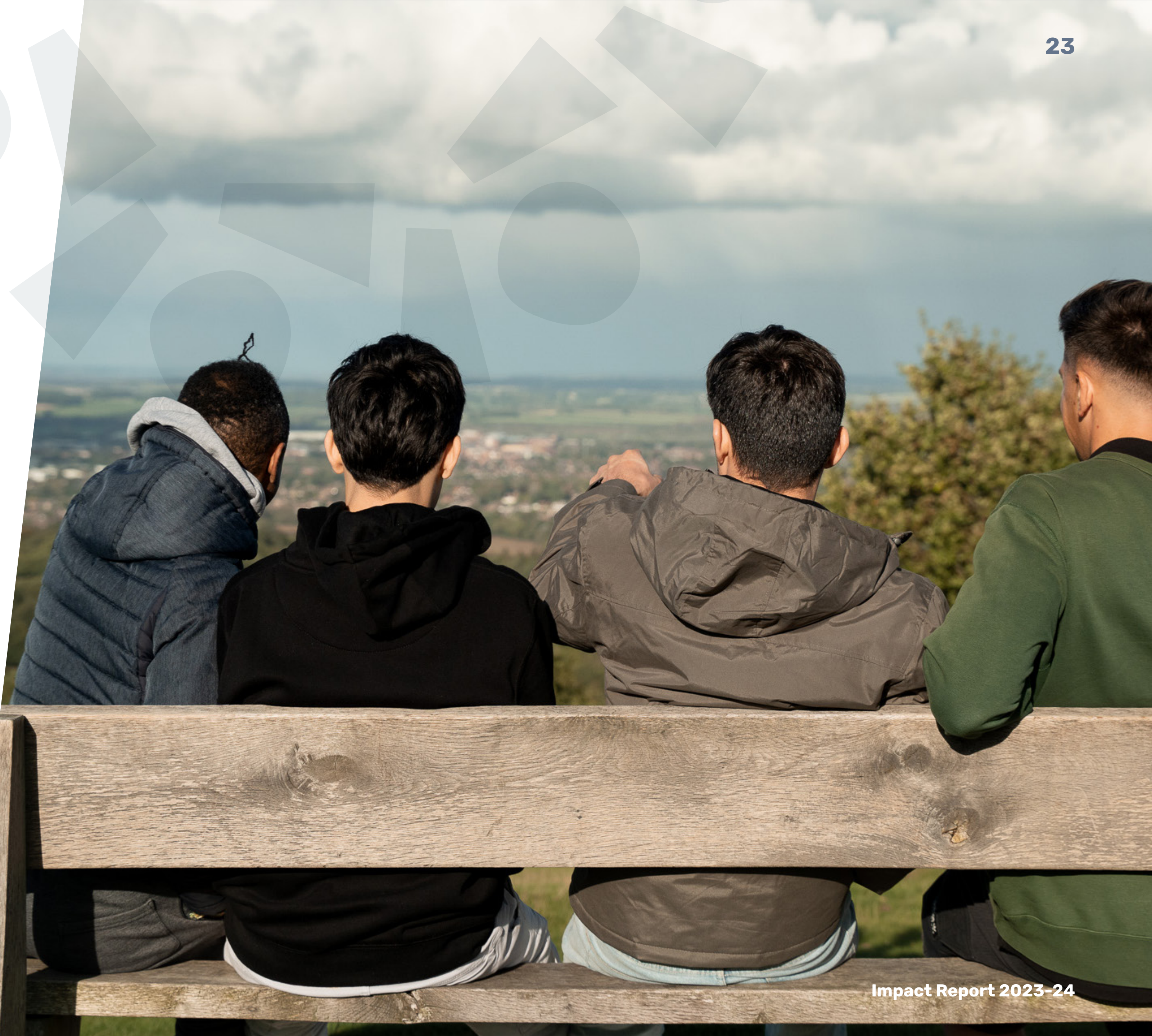
Our annual summer residential trips are a highlight of the year – an important chance to spend time together away from any worries and concentrate on having fun.

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.

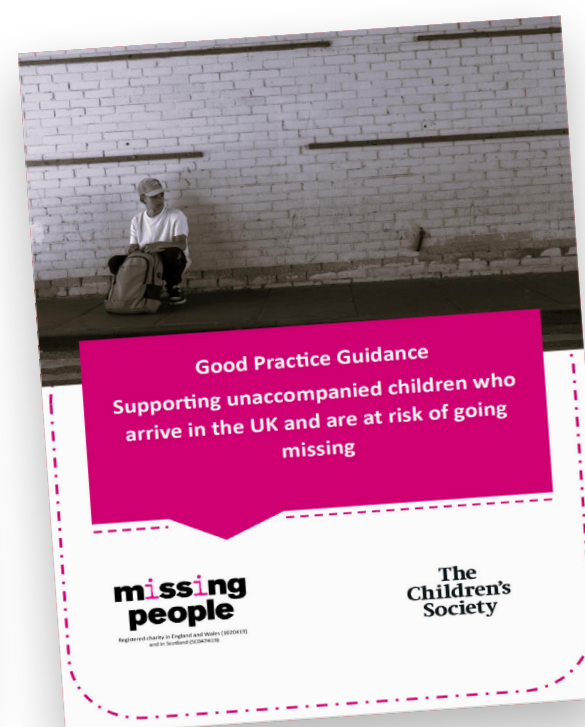
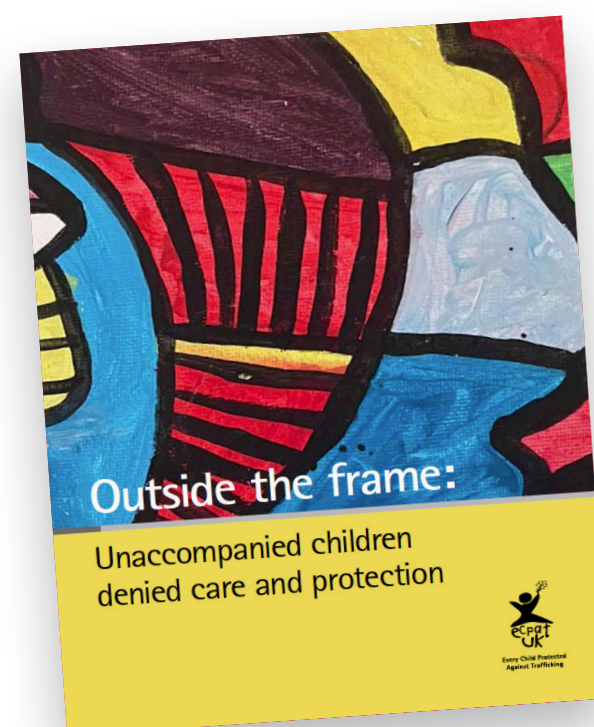
This year we worked with partner charity ECPAT to raise awareness of child refugees being denied care and ending up in inappropriate accommodation such as hotels.

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



## 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

THANK  
YOU



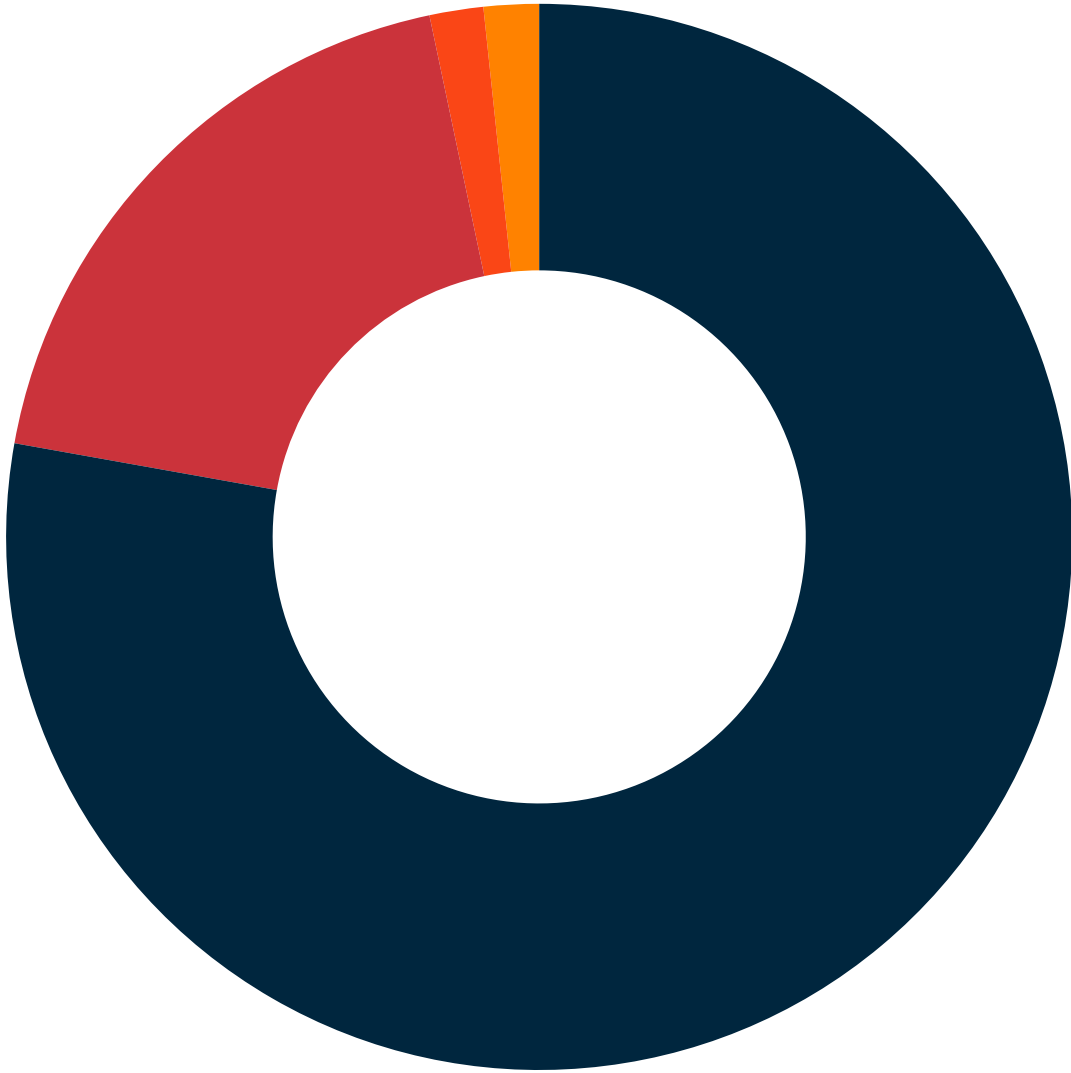
FINANCES AT A GLANCE

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.

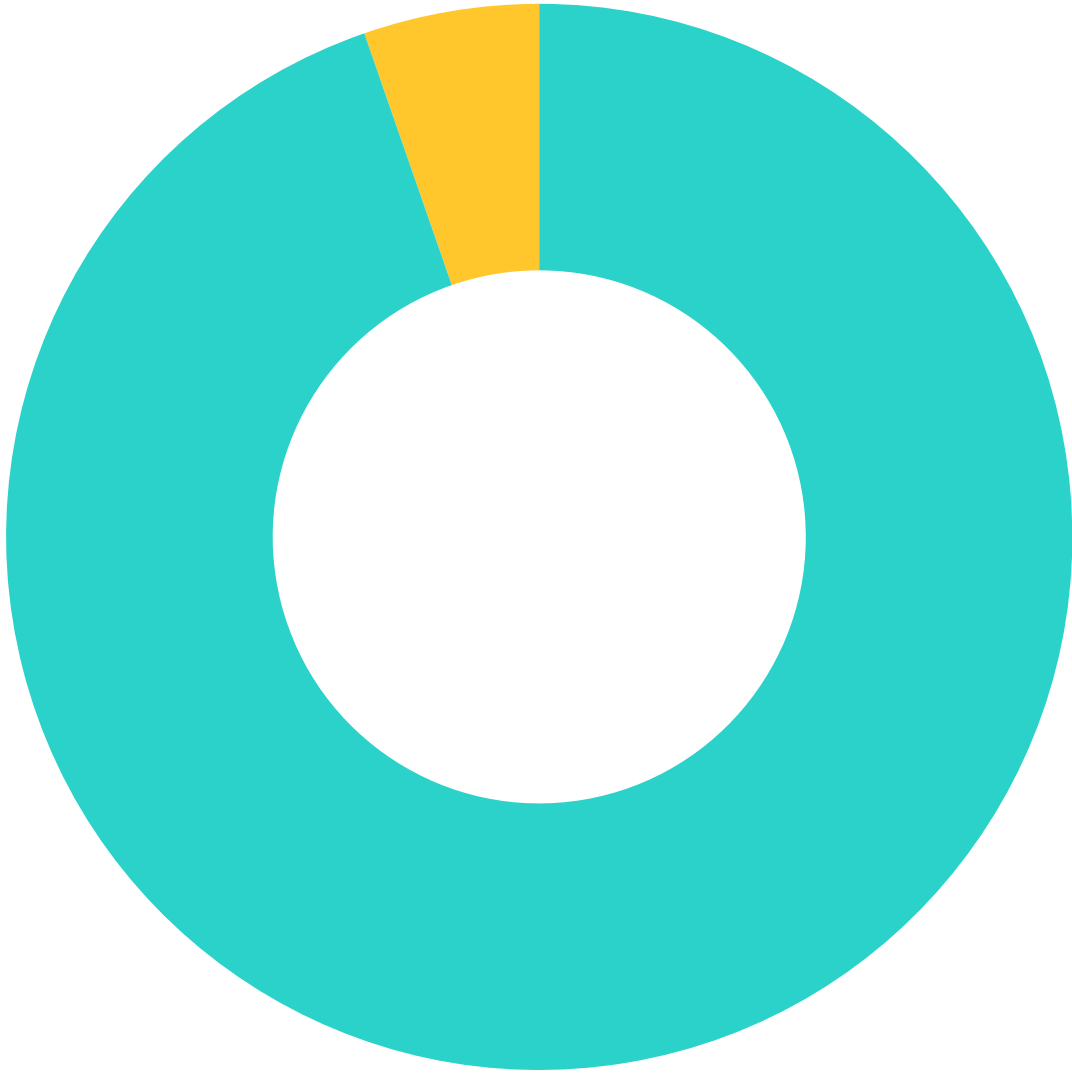


EXPENDITURE

|                           |            |     |
|---------------------------|------------|-----|
| 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.<sup>1</sup>



<sup>1</sup> 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%**

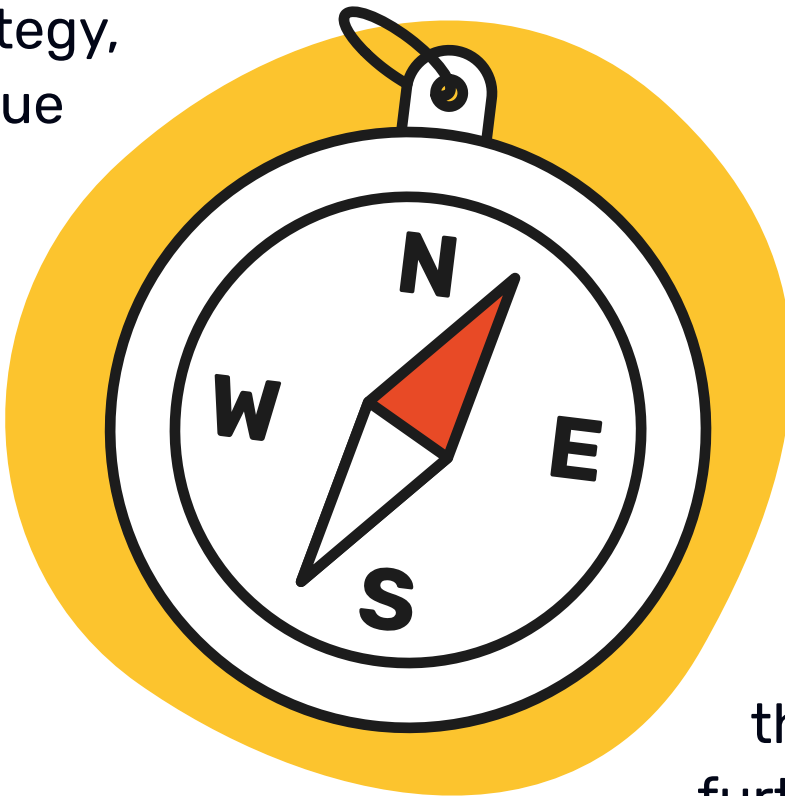
of our care leavers each year report a positive experience moving into independent or semi-independent accommodation



# 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.



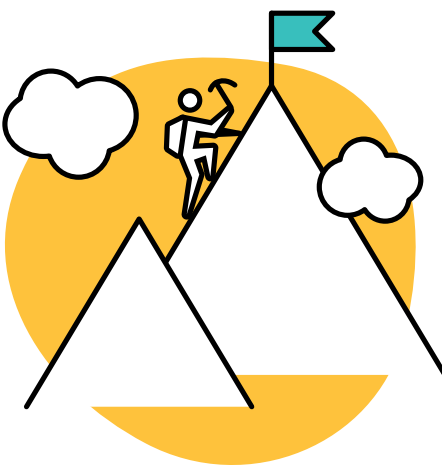
### Respect

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.



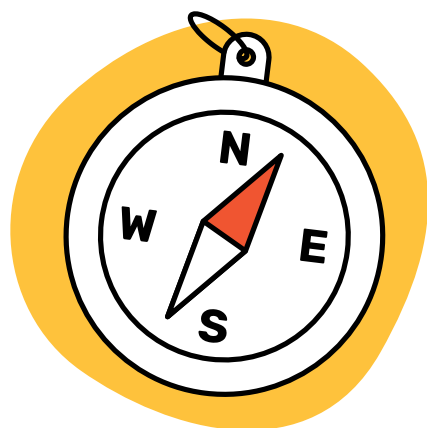
### Grace

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

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.

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.

MITIGATIONS

- 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.

- 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  |
|--|--|
| <p><b>Volatility of income and rising costs</b></p> <p>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.</p> | <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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).</li></ul> |
| <p><b>External environment</b></p> <p>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.</p>  | <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>   |



## 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<br>Jubilee House<br>32 Duncan Close<br>Moulton Park<br>Northampton NN3 6WL       |
| Independent auditors                    | Hawsons<br>Jubilee House<br>32 Duncan Close<br>Moulton Park<br>Northampton NN3 6WL       |
| Banker                                  | The Co-Operative Bank<br>PO Box 250<br>Delf House<br>Southway<br>Skelmersdale<br>WN8 6WT |





# Financial statements

Here is our financial position in 2023-24, 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 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 Borders 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](http://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<br>£ | Designated funds<br>£ | Restricted funds<br>£ | 2024 Total funds<br>£ | (As restated)<br>2023 Total funds<br>£ |
|---|------|-------------------------|-----------------------|-----------------------|-----------------------|--|
| <b>Incoming resources</b>                   |      |                         |                       |                       |                       |  |
| Donations and legacies                      | 2    | 34,109                  | -                     | 2,565                 | 36,674                | 25,191                                 |
| <b>Charitable activities</b>                |      |                         |                       |                       |                       |  |
| 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                                 |
| <b>TOTAL INCOME</b>                         |      | 1,934,191               | -                     | 315,227               | 2,249,418             | 1,991,023                              |
| <b>Expenditure</b>                          |      |                         |                       |                       |                       |  |
| Expenditure on raising funds                | 6    | 73,446                  | -                     | 22,548                | 95,994                | 70,481                                 |
| <b>Expenditure on charitable activities</b> |      |                         |                       |                       |                       |  |
| Accommodation and support work              | 7    | 1,410,808               | -                     | 296,244               | 1,707,052             | 1,490,287                              |
| Other                                       |      | -                       | -                     | -                     | -                     | 78,341                                 |
| <b>TOTAL EXPENDITURE</b>                    |      | 1,484,254               | -                     | 318,792               | 1,803,046             | 1,639,109                              |
| <b>Net income/(expenditure)</b>             |      | 449,937                 | -                     | (3,565)               | 446,372               | 351,914                                |
| Transfer between funds                      |      | (304,000)               | 304,000               | -                     | -                     | -                                      |
| <b>Net movement in funds</b>                |      | 145,937                 | 304,000               | (3,565)               | 446,372               | 351,914                                |
| <b>Reconciliation of funds</b>              |      |                         |                       |                       |                       |  |
| Total funds brought forward                 |      | 1,662,383               | 246,000               | 49,503                | 1,957,886             | 1,605,972                              |
| <b>TOTAL FUNDS CARRIED FORWARD</b>          |      | 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

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



|                                       | Note | Unrestricted funds<br>£ | Designated funds<br>£ | Restricted funds<br>£ | 2024 Total funds<br>£ | (As restated)<br>2023 Total funds<br>£ |
|---------------------------------------|------|-------------------------|-----------------------|-----------------------|-----------------------|--|
| 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 LIABILITIES                   |      |                         |                       |                       |                       |  |
| 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                              |



The Baca Charity  
statement of cash flows  
FOR THE YEAR ENDED 31 MARCH  
2024

|   | Note | 2024<br>£ | 2023<br>£ |
|---|------|-----------|-----------|
| <b>Cash flows from operating activities</b>                   |      |           |           |
| 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   |
| <b>Cash flows from investing activities</b>                   |      |           |           |
| 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) |
| <b>Cash flows from financing activities</b>                   |      |           |           |
| 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) |
| <b>Cash and cash equivalents at the beginning of the year</b> | 18   | 1,136,077 | 1,345,403 |
| <b>Cash and cash equivalents at the end of the year</b>       | 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<br>£ | 2023<br>£ |
|-----------|-----------|-----------|
| Donations | 34,548    | 22,472    |
| Gift aid  | 2,126     | 2,719     |
|           | 36,674    | 25,191    |



3. ACCOMMODATION AND SUPPORT WORK

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

5. INCOME FROM CHARITABLE ACTIVITIES

|                          | 2024<br>£ | 2023<br>£ |
|--------------------------|-----------|-----------|
| 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<br>£ | 2023<br>£ |
|----------------------|-----------|-----------|
| Staff costs          | 88,314    | 66,650    |
| Administration costs | 7,680     | 3,831     |
|                      | 95,994    | 70,481    |

7. CHARITABLE ACTIVITIES COSTS

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

8. SUPPORT COSTS

|                                | Other<br>£ | Governance<br>costs<br>£ | 2024 Totals<br>£ | (As restated)<br>2023 Totals<br>£ |
|--------------------------------|------------|--------------------------|------------------|-----------------------------------|
| 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:

|                             | 2024<br>£ | (As restated)<br>2023<br>£ |
|-----------------------------|-----------|----------------------------|
| <b>Other</b>                |           |                            |
| 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)

|                                | (As restated) |         |
|--------------------------------|---------------|---------|
|                                | 2024          | 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

|                        | 2024 | 2023 | 2024 | 2023  |
|------------------------|------|------|------|-------|
|                        | No.  | No.  | £    | £     |
| Trustees’ expenses     |      |      |      |       |
| 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<br>No. | 2023<br>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<br>£ | 2023<br>£ |
|-----------------------|-----------|-----------|
| Bank interest payable | 36,461    | 46,850    |

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

|                                      | Unrestricted<br>funds<br>£ | Designated<br>funds<br>£ | Restricted<br>funds<br>£ | (As restated)<br>2023 Total<br>funds<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------------|---|
| 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<br>£ |
|-----------------------|------------------------|
| <b>Cost</b>           |                        |
| At 1 April 2023       | 57,939                 |
| Additions             | 8,591                  |
| Disposals             | (8,640)                |
| At 31 March 2024      | 57,890                 |
| <b>Amortisation</b>   |                        |
| At 1 April 2023       | 49,476                 |
| Charge for the year   | 7,930                  |
| Disposals             | (8,640)                |
| At 31 March 2024      | 48,766                 |
| <b>Net book value</b> |                        |
| At 31 March 2024      | 9,124                  |
| At 31 March 2023      | 8,463                  |

16. TANGIBLE FIXED ASSETS (AS RESTATED)

|                       | Freehold property<br>£ | Long leasehold<br>£ | Leasehold Improvements<br>£ | Fixtures and fittings<br>£ | Computer equipment<br>£ | Total<br>£ |
|-----------------------|------------------------|---------------------|-----------------------------|----------------------------|-------------------------|------------|
| <b>Cost</b>           |                        |                     |                             |                            |                         |            |
| 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  |
| <b>Depreciation</b>   |                        |                     |                             |                            |                         |            |
| 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    |
| <b>Net book value</b> |                        |                     |                             |                            |                         |            |
| 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<br>£ | 2023<br>£ |
|--------------------------------|-----------|-----------|
| 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<br>£ | 2023<br>£ |
|--------------------------|-----------|-----------|
| Cash at bank and in hand | 1,191,254 | 1,136,077 |

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

|   | 2024<br>£ | 2023<br>£ |
|---|-----------|-----------|
| 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

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) |
|---|-----------|-----------|

|  |                |                |
|--|----------------|----------------|
| <b>Grants – deferred income at 31 March 2024</b> | <b>302,032</b> | <b>277,642</b> |
|--|----------------|----------------|



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

| Deferred income   | 2024<br>£  | 2023<br>£  |
|---|------------|------------|
| 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)    |
| <b>Rent – deferred income at 31 March 2024</b>            | <b>500</b> | <b>905</b> |

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<br>£        | 2023<br>£        |
|---|------------------|------------------|
| Other loans (see note 21)               | 1,711,069        | 1,711,069        |
| Bank loans and overdrafts (see note 21) | 688,024          | 600,916          |
|   | <b>2,399,093</b> | <b>2,311,985</b> |

21. LOANS

An analysis of the maturity of loans is given below:

|   | 2024<br>£ | 2023<br>£ |
|---|-----------|-----------|
| Amounts falling due within one year:            |           |           |
| Bank loans                                      | 36,629    | 13,223    |
| Amounts falling due between two and five years: |           |           |
| Bank loans                                      | 329,072   | 64,475    |
| 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<br>£ | 2023<br>£ |
|-------------|-----------|-----------|
| 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<br>£ | 2023<br>£ |
|-----------------------|-----------|-----------|
| 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<br>£ | 2023<br>£ |
|--|-----------|-----------|
| 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<br>£ | Net<br>movement in<br>funds<br>£ | Transfer<br>between<br>funds<br>£ | At 31.03.24<br>£ |
|--|------------------|----------------------------------|-----------------------------------|------------------|
| <b>Unrestricted funds</b>                      |                  |                                  |                                   |                  |
| 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        |
| <b>Restricted funds</b>                        |                  |                                  |                                   |                  |
| 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           |
| <b>TOTAL FUNDS</b>                             | 1,957,886        | 446,372                          | -                                 | 2,404,258        |

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

|  | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|--|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                      |                            |                            |                           |
| 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                   |
| <b>Restricted funds</b>                        |                            |                            |                           |
| 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)                   |
| <b>TOTAL FUNDS</b>                             | 2,249,418                  | (1,803,046)                | 446,372                   |



## 25. MOVEMENT IN FUNDS (CONTINUED)

Comparatives for movement in funds (As restated)

|  | At 01.04.23<br>£ | Net<br>movement in<br>funds<br>£ | Transfer<br>between<br>funds<br>£ | At 31.03.24<br>£ |
|--|------------------|----------------------------------|-----------------------------------|------------------|
| <b>Unrestricted funds</b>                      |                  |                                  |                                   |                  |
| 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        |
| <b>Restricted funds</b>                        |                  |                                  |                                   |                  |
| 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           |
| <b>TOTAL FUNDS</b>                             | 1,605,972        | 351,914                          | -                                 | 1,957,886        |

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

|  | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|--|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>                      |                            |                            |                           |
| 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                   |
| <b>Restricted funds</b>                        |                            |                            |                           |
| 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)                   |
| <b>TOTAL FUNDS</b>                             | 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 Wyggston & 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<br>£ | Designated fund<br>£ | Restricted fund<br>£ | Total fund<br>£ |
|----------------------------------|------------------------|----------------------|----------------------|-----------------|
| 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<br>£ | (As restated)<br>2023<br>£ |
|---------------------------------------|-----------|----------------------------|
| 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<br>£ | Designated fund<br>£ | Restricted fund<br>£ | Total fund<br>£ |
|--------------------------|------------------------|----------------------|----------------------|-----------------|
| 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.





Safe to heal, free to thrive



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