

Charity Registration No. 1124569

Company Registration No. 06510559 (England and Wales)

THE BACA CHARITY
TRUSTEES' REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2016

CHARITY COMMISSION
FIRST CONTACT

- 7 JUL 2016

ACCOUNTS
RECEIVED

THE BACA CHARITY

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

B Wakley
S Cromie
M Vyner
P Clark
R Haynes

Management Committee

L Lloyd-Jarvis
A Dando
J Zachariah
S Ejlali

Charity number

1124569

Company number

06510559

Principal address

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Leicestershire
LE11 5BX

Registered office

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Independent examiner

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Bankers

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Solicitors

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B3 2ES

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TRUSTEE'S REPORT

FOR THE YEAR ENDED 31 MARCH 2016

The trustees present their report and accounts for the year ended 31 March 2016.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (the FRSSE) (effective January 2015).

Structure, governance and management

Baca is a company limited by guarantee not having shared 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:

- S. Cromie
- B. Wakley
- M. Vyner
- A. Pask (resigned July 2015)
- P. Clark
- R. Haynes

In addition to the trustees, the members of the Management Committee during the period were:

- L. Lloyd-Jarvis
- A. Dando
- J. Zachariah
- S. Ejlali

Appointment of trustees

Trustees are appointed by the current trustees. A resolution must be passed by the trustees at one of their meetings and a memorandum of such resolution is signed by the Chair of the meeting and attested by two persons present at such meeting. In considering potential trustees, account is taken of both their general interest in the goals and activities of the charity as well as any specific skills or relevant expertise with which they will enhance the trustee board's ability to carry out its responsibilities.

Potential trustees are usually approached in person by one of the board members, and a report of the conversation given at a trustee board meeting. Upon a favourable response, candidates are invited to a trustee board meeting where a more formal conversation/interview takes place. At the next scheduled trustee board meeting, a decision is reached as to whether or not the relevant person should be appointed as a trustee. Where an affirmative decision is made, the necessary legal process of appointment is commenced. At present, there are no specific policies regarding minimum/maximum length of tenure for trustees.

Trustees' induction and training

New trustees' induction consists of a briefing of their legal obligations under charity law, the committee and decision making processes, the budgets and recent financial performance of the charity. During this process they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

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Organisation

The charity is organised so that trustee board meetings are held quarterly. Between such meetings there are email exchanges as necessary. The Declaration of Trust enforces that there must be a minimum of three trustees appointed for the trustees to be able to exercise the powers conferred upon them under the Declaration. There are no restrictions on the trustees' power in respect of the charity's investments. The trustees may invest and apply all the charity's monies in all respects as if they were absolutely and beneficially entitled thereto. Baca Trustees Board has set up two sub groups with the trustee board namely Finance and HR. These sub groups take responsibility for the different remits presenting reports to the board meetings for consideration.

Risk Assessment

The trustees have reviewed the major risks to which the charity is exposed and systems have been established to mitigate those risks. Significant external risks to income are reviewed every six months to ensure that sufficient funds are in place. Internal risks are reviewed and minimised by the trustees by the implementation of appropriate procedures.

THREE YEAR STRATEGY AND BUSINESS PLAN

Baca's previous 3 year strategic plan came to an end during the last year and so time was given to the development of a new Business Plan that incorporated new strategic goals, enablers and development targets for the coming period. Work on this plan was facilitated by Montgomery Masters Ltd and funding was provided by The Lloyds Foundation as part of their Enable grant programme.

The resulting plan has helped Baca develop a clear fundraising strategy and operational goals and focused areas of development.

OBJECTIVES AND ACTIVITIES

Aims

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 considered the Charity Commission's general guidance on public benefit.

The trustees consider that Baca's activities, summarised below, provide benefit both to the forced migrants who use the charity's services and to the wider community.

Vision

Our vision statement describes the future we desire for those we serve. The vision is idealistic and Baca recognises that we are only one organisation of many who are working towards this aim.

A world where forced migrants are welcomed, safe, and have hope to rebuild their lives for a better future.

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Mission Statement

The mission statement of Baca describes our contribution to making our vision a reality. It seeks to give a sense of overall purpose and a broad outline of our approach.

Baca supports young forced migrants who arrive as unaccompanied asylum seekers including those that have been trafficked, to rebuild their lives, integrate into a community and use their experience positively.

We achieve this by providing a safe and empowering environment and through the use of a holistic and personalised approach.

Our services include:

- ***A 24/7/365 on call service for new arrivals so they can be met, welcomed and assessed without delay***
- ***Specialised accommodation so they can feel safe and belong***
- ***Support to develop life skills to prepare them for independent living***
- ***Therapeutic interventions and social activities so they can rebuild self-esteem and confidence***
- ***Education to build skills and knowledge so they can gain independence, employment and make a contribution to society***
- ***Advocating on behalf of individuals in cases of injustice and/or hardship so they receive a fair response***
- ***Working with central and local government to provide effective support to all young forced migrants.***

Core Values

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

Baca value....	So.....
Respect	We treat all the young people we work with as individuals, taking time to listen and understand their needs, accepting that everyone's story is unique. We also recognise the specialist knowledge and skills of other professionals, welcoming their engagement with the young people we care for.
A Holistic Approach	Our support model starts with meeting immediate needs and progressing towards the development of relationships, community and belonging to enable personal growth and independence.
Empowerment	We provide our young people with tools to help them make good life choices and opportunities for them to grow in character and purpose. We believe our clients, with their unique experiences and cultural heritages, have much to contribute to society in the UK.
Excellence	We seek feedback on our services from young people and funders aiming to be a solution provider, adapting and bringing in new ways of working to solve problems and unmet needs.
Hope	We recognise the past but focus on the future; we believe our young people can achieve independence and success however difficult their circumstances have been. We are always optimistic yet realistic, standing alongside our young people in the challenges and anxieties they face.

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Partnership/ Collaboration	We believe more can be achieved by working together, we actively seek opportunities for Baca to add value to other organisations'/ agencies' work and for partners who can add value to our work.
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Activities

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Baca orientates its' activities through **strategic themes**:

1. To meet the basic needs of more young forced migrants
2. To enable more young forced migrants especially those who are victims of trafficking, to feel safe and secure.
3. To enable more young forced migrants to rebuild their emotional well-being and develop basic skills for independent life.
4. To enable more young forced migrants to develop the skills, knowledge and confidence needed to contribute to society.

Baca delivers this care and influence through our 'Rebuild Support' program where:

- Baca works as a service provider for local authorities in providing supported accommodation for young unaccompanied asylum seeking children, some of whom are victims of trafficking who are care leavers, new arrivals and referred to us by local authorities.
- Baca helps young people to plan towards their future whether that is in the UK or back in their home countries. We provide an education programme centred around an ESOL course (English for speakers of other languages) and practical workshops. We also link the young people to accredited awards, work placements and volunteer pathways.
- Baca provides creative therapeutic support to help the young people work through past traumas and the current stresses associated with the asylum process.
- Baca works to provide quality safe and appropriate accommodation that meets the needs of young people.

To ensure Baca is able to meet the strategic goals and to seek to impact a wider number of young people it also focuses on three key **strategic enablers**:

1. To ensure excellence and cost-effectiveness
2. To ensure Baca have adequate resources and operate in a financially sustainable manner
3. To increase Baca's profile and influence in the UK

ACHIEVEMENT AND PERFORMANCE – STRATEGIC THEMES

To meet the basic needs of more young forced migrants

Work with Local Authorities

Young unaccompanied asylum seekers are referred to Baca by local authority Children in Care Teams. Baca has supported and accommodated 33 young people in 2015-2016, with 16 being newly arrived into the UK and 5 being referred to us from different placements. In this time we have worked with 6 local authorities.

Leicestershire County Council – Block placement contract

Baca continues to deliver on the contract awarded to the organisation in December 2013, and now extended until June 2017. The contract is to provide accommodation and support for 6 placements. In addition to the block placement, Baca has received spot placement referrals from Leicestershire when the number of young people exceeded the contracted 6 places. Baca has supported 18 young people through Leicestershire County Council over the last year.

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Other local authorities

Placements with the following local authorities were through Individual Placement Agreements for each young person.

- Rutland County Council – 5 young people
- Solihull Metropolitan Borough Council – 6 young people
- Cambridgeshire County Council - 1 young person
- Nottingham City Council - 1 young person
- Leicester City Council – 2 young people

General Support and Life Skills Development

Baca delivers the care through dedicated, trained and experienced support workers within the Rebuild Support Team. Baca runs a specialist, new arrival home where young people whom have just arrived in the country stay.

Baca has developed a set of new arrival procedures where personal details of the young person are recorded and assessments are made to see if there are any urgent medical needs. We also complete a risk assessment to evaluate the likelihood of the young person being a victim of trafficking and if there is a risk that they may run away. Differing levels of support are put in place based on these assessments.

The young person is provided with a new arrival pack consisting of toiletries, towels and a change of clothes. If other items are required, these will be provided. This year we were donated 30 new arrival kits from Separated Child. We are very grateful for this gift, it has been helpful to be able to provide quality provisions to the young people on their first day in our care.

The young person is provided with their own bedroom and space to rest, shower and the chance to start settling into their new home.

The young people remain in this high support, new arrival accommodation for an average of 3-5 months. Whilst here they learn basic life skills such as cooking cleaning and personal hygiene. Baca assists them in orientating to the locality so they link in to a community and are introduced to places of worship if they request this. Baca also teaches them basic budgeting skills where best to shop for food and clothes.

Accommodation

Baca's accommodation services ensure the organisation provides safe and appropriate homes that meet the needs of the young people in our care and are in line with the expectations of local authority customers.

Baca has developed a good relationship with key letting agencies in the locality and this has led to a marked increase in quality of the houses we are able to use as homes for the young people. We continue to place a high expectation on the young people to be looking after their homes and keeping them clean and well maintained.

"This is my home, I feel safe here." Young Person

To enable more young forced migrants especially those who are victims of trafficking, to feel safe and secure.

Baca has continued to develop the work we do with victims and potential victims of trafficking. The main achievements in this area are:

Care of young people

We had in our care five young people who were recognised as being victims of trafficking. Two of these had previously been in different care and had run away, however once they had been found again they had been placed with us. All have remained safe in our care, one has moved on to independent living and of the four remaining in our care, two are fully engaged at college and one is starting GCSE courses. The remaining two

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are attending our in-house ESOL programme and are aiming to join college at the start of the next academic year.

Use of technology

Baca continues to work with other organisations in the development of technological solutions to help in the identification and communication with victims and potential victims. We have extended the use of technology to help in communicating with all asylum seekers who arrive with little or no English. Through the use of tablets, support workers access generic translation services as well as in-house developed applications that share in different languages key information about who Baca is, the house and why they are with us.

To further this work, a new subsidiary trading company has been set up to focus on the development and wider distribution of these tools.

To enable more young forced migrants to rebuild their emotional well-being and develop basic skills for independent life.

English Programme

Young people start to attend Baca's in-house Gateway ESOL programme as soon possible. For some this may be the day following their arrival. The lessons help to build structure from the start and enables them to settle into a routine. The work also instils in them an expectation that they have hope of an alternative future and that if they are to stay in the UK, for however long, then they can gain the skills to communicate and live in this new culture.

The course is designed to be very flexible and to meet the needs of the individuals who may arrive with little or no previous educational background. The course is designed to prepare the young people for accessing mainstream education but also teaches them wider living skills within the context of the English lessons.

The teachers are also trained in supporting the young people who may have experienced high levels of trauma and might be struggling with mental health issues as result. They quickly recognise signs of stress and are able to adapt or curtail different lessons to ensure the young person is well supported. They are also able to link with the therapeutic work to feedback and tailor their lessons as needs arise.

This year 22 young people have received support through the ESOL Gateway programme.

Therapeutic Support

Baca recognises that a number of the young people in our care have experienced traumatic events and we continue to develop different approaches to help them process these. Access to standard counselling is limited by their language skills and ability to talk through different events. A specialist arts leader, trained in the use of art for therapy has been running one-to-one and group sessions for different young people on a weekly basis and the feedback has been very positive in terms of allowing the young people express feelings they otherwise would have struggled to share.

*"Drawing is good for feel" [Whilst pointing to his heart]
(16 year old male from Sudan who had never done any drawing/art before after the
second session)*

Baca received funding to continue this work from Charnwood Borough Council for which we are grateful. 60 one-to-one art sessions have been run within the year, in addition 9 group workshops have been run within the year.

Some young people require additional support and Baca has linked with external provision to gain the higher level of counselling support these young people require. Baca has developed a positive working relationship with Laura's Centre in Leicester, a specialist bereavement counselling provision in Leicester who we have referred young people to. Additionally, we have referred to CAMHS and other NHS mental health services.

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Sports

In addition to the use of Arts and counselling services, Baca continues to extend the number of sports and outdoor activities that we are offering the young people. Physical exercise provides an additional outlet for working through emotions as well as allowing them to participate in healthy physical activities.

We have been able to run weekly sports activities that has included football, badminton and basketball. In addition we have been able to take the young people on sporting trips which involved climbing, archery and ice skating.

Much of the sports work we have been able to do has been funded through a YourShire Community Grant. We are grateful for their fantastic support of our work.

"I fell over 25 times but I got back up and tried again" – one of our young people after skating for the first time

To enable more young forced migrants to develop the skills, knowledge and confidence needed to contribute to society

Sports Groups

Baca continues to link up young people with local sports clubs and we have strong connections with a local football club where a number of our young people attend. We are also particularly grateful to Charnwood Athletics Club who provided support for one of our young people who is a keen runner. They have supplied them with kit as required as well as excellent coaching and transport to different events. We have additionally linked another young person with a local cricket club.

Rather than a set partnership with specific sports clubs, Baca seeks to match the young people with the clubs that best suit them in terms of passions and abilities. We are grateful for all the local sports clubs we work with, all welcome the young people into their sessions and help to provide valuable links for the young people into the community.

Semi-independent living

When it is felt the young person has gained good skills and has reached a reasonable level of English, they are moved on from the high support home to one of the semi-independent homes. Here they are continued to be supported but it is less intense and the focus is on preparing them for independent living.

Focus is given to ensuring the young person is linked in to positive community and they have good role models in their lives. Residential volunteers, who live in these homes, provide an 'older sibling' presence in the homes which helps compliment the main support work undertaken by the Rebuild Team.

"The workers help me in the house and if I have homework from college he helps me."

Young Person

Education

A total of 10 new young people from Baca were registered in college this year; of these 3 on full time courses and 7 on part time. It is expected all these young people will be accessing full time college courses in the next academic year. Of those who started full time college this year, 2 have already moved on to GCSE Mathematics and are expecting to start additional GCSE and Access courses in the next year.

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Baca continues to provide educational support whilst the young people are in college. Support workers attend parents evening and the teachers link closely with college tutors to ensure the young people are progressing. The relationships with the colleges have really strengthened over the last year and this is having a positive effect on the achievements of our young people. We are seeing more excel in their work and have self-belief and expectations of success. There is growing number of young people with high aspirations for future careers.

"Baca is a very impressive organisation, with highly professional and skilled staff who make a very real difference in the lives of the young people they support. They work flexibly and responsively, and make a genuine contribution to Loughborough by helping young people in great need to integrate and contribute in their turn to the wider community." (College tutor)

Running parallel with the education programme are skills workshops. These workshops prepare the young people for living independently and being able to manage their own homes. They workshops have been developed further this year with focused work on budgeting, understanding of tenancy agreements, and basic care for a property.

*"Before I think I was no good, I think maybe now I'm okay."
(Young Person)*

Care Leavers

Over the year, 16 young people moved on from Baca care. 7 were moved on to alternative provision following age assessments that placed them outside the age bracket to qualify for our support. 1 young person was moved to an alternative provider in Loughborough, however continued to receive some support from Baca. 1 young person undertook voluntary return and was able to be supported back to living with their family. 7 young people moved on to post-18 accommodation.

"The YP from Baca require very little support once they have moved on. They are much more prepared for independent living than many others I work with. We need to duplicate this model!" (Social Worker)

Partnerships

Baca continues to look to partner with different local organisations as well as national accreditation schemes. This year 10 of our young people completed the National Citizen Service Award where they undertook a residential outdoor pursuit's long weekend, skills development activities and a community project over a 4 week period. Baca is grateful to the NCS team for their additional help and support during this time. In addition, Baca works closely with The Falcon Centre to provide a structured move on to post-18 care for the Leicestershire young people.

ACHIEVEMENT AND PERFORMANCE – STRATEGIC ENABLERS

In order to make sure that Baca performs well and at a consistently high standard, the organisation has continued with the three strategic enablers that are a focus of organisational structure, excellence and external profile.

To ensure excellence and cost-effectiveness

Staff

This year has seen some significant changes in the staff at Baca. Following the restructure of the Senior Management Team, a Support Services Manager was recruited to provide oversight of the Charity's accommodation and operating systems. In addition, within the year we appointed an administrator and a Fundraiser, both new posts within the organisation. Finally we recruited two new support workers, both part time, to cover the additional young people we were supporting. These new staff have helped strengthen further Baca's work both in the direct working with the young people and in strengthening the organisation for growth.

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We also received funding through The Lloyds Foundation to recruit a researcher for six months. This post undertook an academic review, linking the assumptions made in Baca's theory of Change to research that justified the claims. The paper written by this researcher was very extensive and is in the process of being completed so it can be shared within the wider context.

Training

Baca believes the staff are central to all we do and we continue to invest in good quality training for all posts. Training staff have attended over this past year including:

- Child Trafficking Awareness Course – ECPAT UK
- First Aid at Work – Rawlins Community College
- Data protection – Information Commissioner's Office
- Safeguarding - EduCare
- Health and Safety - EduCare
- Equality and Diversity – EduCare
- Food Hygiene - EduCare
- Depression in Children & Young People - CAMHS
- Self-esteem & Mental Health – CAMHS
- Anger Management – CAMHS
- Leadership and Sustainability - School of Social Entrepreneurs
- ILM Award in Leadership & Team Skills– Loughborough College
- Trafficking training

Theory of Change

Baca continued to evaluate and improve our method of tracking progress both for each young person and for the organisation as a whole. This year Baca has developed an overarching Theory of Change model which can be used to demonstrate our method of working, illustrating the problems our work addresses for the young people in our care. The model will be supported by a detailed academic research review that was started and will be completed in the following year.

The work done with the Theory of Change model was funded and supported by The Lloyds Foundation. Baca is very grateful for the support we received that has allowed us to complete this valuable work.

Following on from this work, Baca will now seek to develop sound impact indicators so we can further strengthen the evidencing of the positive impact our method of work provides.

Governance

Baca welcomed a new trustee to the charity this year. Rachel Hayes joined the board in February 2016. Rachel brings to the organisation a large amount of experience in working with large grant funding bodies as well as expertise in the area of impact analysis. It is exciting to have her skills and passion on the board. Moving on from the trustees this year was Andrew Pask. Due to time commitments Andrew decided it was time for him to stand down having served as a trustee for 7 years. Baca is immensely grateful for all the time Andrew had given to the charity and we wish him well for his future work.

A review was undertaken, looking at the governance structure of the charity. Baca is seeking to ensure all areas of the organisation are strengthened and there was a decision to review the current trustee members and put in place processes to strengthen this area. A consultant was recruited to facilitate the review, funding for this was provided through The Lloyds Foundation.

The review identified areas where the board could be strengthened when taking into account the planned areas of development. Following the review job descriptions have been written and a recruitment process is underway with the aim to appoint 2-4 new members within the next year.

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Systems and Procedures

Baca continues to develop and review all our systems and procedures to provide robust support to the work being completed by support workers, teachers and the management and admin teams.

To ensure Baca have adequate resources and operate in a financially sustainable manner

Baca continues to produce annual budgets, quarterly forecasts and monthly management accounts. These are reviewed by the senior management team and trustees on a regular basis and any potential risks are highlighted and mitigated accordingly.

As part of the strategic plan a three year forecast was completed. This highlighted the need to diversify our income base. Our Strategic plan looks to do this by extending our service provision into a new geographical area; increasing our grant income for both project led and core costs; increasing our community giving and also developing alternative marketable products. Risks have been assessed for these new ventures and reserves have been assessed to ensure there are sufficient unrestricted reserves to mitigate any risks.

Baca continues to strive to find and develop existing and new funding opportunities which will allow our work to continue and grow.

Office

Baca moved to new, larger offices in November 2015. The new location provides the charity with over twice the floor space, thus allowing additional staff to be brought in as well as more space for the ESOL classroom and workshop space.

To increase Baca's profile and influence in the UK

Strategic partnerships

Baca continues to be an active member of a number of strategic networks across the East Midlands and is linking with different organisations across the UK. Representative of Baca attend the East Midlands Anti-Trafficking Partnership meetings and the East Midlands Migration Partnership focusing on support of unaccompanied asylum seeking children. We also maintain links to the West Midlands Anti-Trafficking Partnership.

In addition to these regular representations, a representative from Baca was invited to contribute to an expert roundtable to discuss the issue of trafficked and unaccompanied children going missing in the UK. The meeting was an evidence-gathering discussion that sought to develop understanding of the challenges facing those working with these young people and to start to gather best practice to prevent children from going missing. This discussion and other work will contribute towards the research being undertaken by ECPAT UK with the aim of improving policy and practice in this area.

A representative also attended a workshop held by the Home Office who invited a small number of frontline organisations to discuss the proposed next steps following the review of the trial of independent child trafficking advocates that launched in September 2014 and was run through Barnados. Following this workshop the Home Office will take the input and this will help shape the continuation of this work across the UK.

We continue to link with different projects and organisations to share and learn good practice.

Awareness Raising

With the increase in the number of asylum seekers seeking to gain sanctuary in the UK and across Europe, and the growing awareness in the issues surrounding the support for unaccompanied children there have been an increase in the opportunities to share about our work both locally and nationally.

Different representatives from Baca have shared through talks and presentations at local churches and schools. It has been positive to be able to link more with the local community and this is an area we will seek to be continuing to develop in the coming years.

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In addition Baca has led workshops on care and support of unaccompanied asylum seekers in conferences with the organisation Home for Good. This is a charity that specialises in promoting fostering and adoption and it has a current focus on providing fostering options for unaccompanied asylum seeking children. We were asked to share about our experiences of working with new arrivals and lead through discussions on the challenges and rewards of looking after these young people.

We were also asked to lead through a workshop at the National Pioneer Church Network conference. Here we shared about the work we did and how we got started as an organisation. We gave advice on how to respond to the current increased numbers entering the UK and gave an overview of the issues these young people usually face.

On-line Profile

Baca is increasing its online profile and investing in a greater use of social media to promote the issues surrounding young unaccompanied asylum seekers. More importantly Baca is looking to use social media to share the many positive stories as our young people progress and succeed.

Having developed a new website in the previous year, we have continually reviewed and updated the material shared here and updated as required.

FUNDERS AND SUPPORTERS

Much of the work Baca is able to complete with the young people is supported through additional funding from grants, trusts and individual givers. The organisation would like to sincerely thank all those who have supported Baca and its activities during the 2015-2016 financial year, including:

Comic relief

Comic Relief awarded Baca a three year provision to support the development of supported accommodation options for trafficking young people. This year saw the final spend of funds on specific training, travel and monitoring and evaluation of services which were all in the original fund. Fixed Assets purchased out of the grant continue to be depreciated.

Awards for All

Awards for All has allowed us to invest and develop a course for Pre Entry Level English, giving the ability to share wider the resources developed through Baca's ESOL work. These are designed specifically for new arrivals into the UK helping integration and orientation.

Seedbed

A grant has been given to Baca to develop a trafficking animation. This short animation is looking to inform suspected victims of trafficking about what we believe they have been through and to help identify whether or not they have been trafficked.

Sported

Funding from Sported has allowed Baca to develop and deliver sports workshops that work across all our young people to develop their physical activity helping with emotional health but also to learn about leadership, teamwork, cooperation and fair play.

Love 146

Baca is grateful to Love146 for a donation of money to install CCTV into new arrivals property.

Esme Fairbairn

Esme Fairbairn awarded Baca funding to help us explore and develop significant partnership with another organisation who works with trafficked young people. Due diligence work was done and it was found that the two organisations involved were best kept as separate entities. This year saw Baca repay the foundation the remaining of the funds which were unspent.

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YourShire Sports

YourShire grant from Leicestershire Forums funded continued provision by Baca of the weekly sports workshops. Sports continue to be a very important part of our Therapeutic work with individuals benefiting through improved fitness, emotional health and learning to be part of a team.

Lloyds Bank Foundation Enable Grant

Lloyds provided funding to enable Baca to produce a detailed theory of change and academic literature review to support the charities approach and method of work. The resulting model and research will allow Baca to evidence our success when talking with potential funders and new local authorities. Part of the funding was also to undertake a review of the charity's governance, including a review of our board of trustees and identification of any skills and knowledge gaps with reference to the new strategic plan. From this work we are looking to appoint new members to the board. As part of the Enable Grant package, Baca was also able to receive consultancy time to support the development of a new 3 year strategic and business plan. Finally the Enable package included a 9 day course on Leadership and Sustainability run by The School of Social Entrepreneurs that Baca's Managing Director was able to attend.

Social Seeding Grant Funding - Voluntary Action Leicestershire

Social Seeding was to cover funding for our Arts Therapeutic workshops. This funding covered mainly the salary of our Support Worker providing Art Therapy but also includes Art related trips and art supplies.

Community Development and Engagement Grant - ESOL lessons

Charmwood Community grant has partially funded our ESOL work. We currently run ESOL lessons on a daily basis for all newly arrived young people, supporting them into accessing formal education. This funding is helping fund part one of our specialist teacher's salary.

Loughborough University Community Donations Fund

Loughborough University funded the purchase of 2 laptops for Baca which have been used within the Charity.

Running Gift

A gift of £180 was given to Baca to help support one young person regularly attend a running club each week. This money paid for one of the two training sessions.

Gifts in kind

We received 30 new arrival packs from The Separated Child charity based in London. These packs include a full change of clothes, toiletries, towel and a note pad and pen. We are able to give one of these to each new arrival so they can wash and change into a new set of clothes when they first arrive.

Individual Giving and One-off gifts

This year has seen an increase in the amount of individual giving the Charity has received. We received one-off gifts from The Baptist Church, Loughborough and Barrow Churches Together. Additionally we were donated money specifically to purchase some new furniture for our ESOL room.

FINANCIAL REVIEW

Baca's Reserves Policy states that the charity must have or be working towards three months to six months of operational reserves in the event that the charity would wind up its activities and all contracts with providers are terminated.

The charity also carries out a variety of both long term and short term projects. The Trustees have examined the requirement for free reserves, which are those unrestricted funds not invested in fixed assets, designated for specific purposes or otherwise committed, to ensure that the charity can meet all its obligations.

The Trustees concur that the level of reserves should be in the order of three months' committed expenditure, which would currently equate to around £120k. This amount is growing in accordance with the rapid growth of the organisation. The Trustees are satisfied that the current reserves level of £248k gives the assurance that Baca can meet all its obligations and commitments over 3-6 months and offers a healthy level of unrestricted business reserves. Trustees are also looking to invest in the future to support the growth of the organisation and the small surplus of reserves will go into this future development.

THE BACA CHARITY

TRUSTEE'S REPORT

FOR THE YEAR ENDED 31 MARCH 2016

PLANS FOR 2016-17

Key strategic priorities that will continue over the coming year will be:

- Ongoing marketing and development of our work with local authorities through the development of our work both in Loughborough and in other areas across the East Midlands.
- Continual development of our trafficking specialism, advocating for potential victims in our care and ensuring the best accommodation solution is provided that allows them to stay safe and progress into a free future.
- Continually developing our education package, working specifically with a local college to become accredited under their course. This would enable all young people undertaking ESOL with Baca to be recognised as in Education. It would also enable us to market our course to a wider number of young people who are not in our care (for example those in foster care, being houses with different providers or who are here with family).
- Broadening Baca's influence on a national level, linking in with networks and other organisations undertaking similar work and sharing models of best practice.
- Continuing to build a strong organisation that will sustain and thrive in growth. Engaging with effective fundraising; maintaining and improving on efficient and effective processes and systems; and by continuing to develop staff to ensure they are highly motivated to help invest in positive futures for the young people in our care.
- Continuing to be a leader in the provision of excellent accommodation and support to UASC and those at risk of trafficking.

These accounts have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

On behalf of the board of trustees:

S. Cromie (Chair of Trustees):



Dated: 21.06.16

P. Clark (Trustee):



Dated: 21.06.16

THE BACA CHARITY

INDEPENDENT EXAMINER'S REPORT

FOR THE YEAR ENDED 31 MARCH 2016

I report on the accounts of the charity for the year ended 31 March 2016, which are set out on pages 15 to 24.

Respective responsibilities of trustees and examiner

The charity's trustees (who are also the directors of The Baca Charity for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination being a Chartered Certified Accountant.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- (i) examine the accounts under section 145 of the 2011 Act;
- (ii) follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- (iii) state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (a) which gives me reasonable cause to believe that, in any material respect, the requirements:
 - (i) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - (ii) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities;have not been met; or
- (b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Martin Shannon FCCA
Chartered Certified Accountant

Duncan & Toplis Limited
The Gables
Bishop Meadow Road
Loughborough
Leicestershire
LE11 5RE

Dated: 29/6/16.....

THE BACA CHARITY

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2016

	Notes	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
<u>Income and endowments from:</u>					
Donations		9,907	180	10,087	19,748
Gift Aid reclaimed		1,854	-	1,854	1,635
Disposal of fixed asset		400	-	400	-
Grants received	2	-	22,348	22,348	38,517
Interest received	3	1,281	-	1,281	991
		<u>13,442</u>	<u>22,528</u>	<u>35,970</u>	<u>60,891</u>
<u>Income and endowments from:</u>					
Funding for accommodation		453,360	-	453,360	387,894
Total incoming resources		<u>466,802</u>	<u>22,528</u>	<u>489,330</u>	<u>448,785</u>
<u>Expenditure on:</u>					
<u>Raising funds</u>					
Salaries		21,173	-	21,173	16,872
Administration costs		39,423	1,449	40,872	27,857
Depreciation		-	-	-	1,781
Total expenditure on raising funds		<u>60,596</u>	<u>1,449</u>	<u>62,045</u>	<u>46,510</u>
<u>Charitable activities</u>					
Direct accommodation		110,966	-	110,966	120,136
General client support		44,052	2,262	46,314	30,023
Other costs		8,442	1,876	10,318	30,223
Salaries		165,212	4,171	169,383	173,493
Depreciation		812	8,044	8,856	9,525
Total expenditure on charitable activities		<u>329,484</u>	<u>16,353</u>	<u>345,837</u>	<u>363,400</u>
<u>Support costs</u>					
Theory of change consultancy		589	3,110	3,699	-
Independent examiners costs		1,636	-	1,636	1,000
Solicitors		300	-	300	-
DBS checks		472	-	472	835
Salaries		21,173	8,249	29,422	16,872
Trustees expenses		45	-	45	23
Recruitment of trustees		-	2,149	2,149	3,208
Total expenditure on support costs		<u>24,215</u>	<u>13,508</u>	<u>37,723</u>	<u>21,938</u>

THE BACA CHARITY

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2016

Total expenditure	414,295	31,310	445,605	431,848
Net movement in funds	52,507	(8,782)	43,725	16,937
Fund balances at 1 April 2015	193,347	11,318	204,665	187,728
Fund balances at 31 March 2016	245,854	2,536	248,390	204,665

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE BACA CHARITY

BALANCE SHEET

AS AT 31 MARCH 2016

	Notes	2016 £	£	2015 £	£
Fixed assets					
Tangible assets	6		4,299		10,394
Current assets					
Debtors	7	71,932		47,960	
Cash at bank and in hand		194,391		159,948	
		266,323		207,908	
Creditors: amounts falling due within one year	8	(22,232)		(13,637)	
Net current assets			244,091		194,271
Total assets less current liabilities			248,390		204,665
Income funds					
Restricted funds	10		2,536		11,318
Unrestricted funds			245,854		193,347
			248,390		204,665


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2016. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions of Part 15 of Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

The accounts were approved by the Board on 21.06.16


S Cromie
Trustee


P Clark
Trustee

Company Registration No. 06510559

THE BACA CHARITY

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2016

1 Accounting policies

1.1 Basis of preparation

The accounts have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2015)' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

1.2 Incoming resources

Tax recoverable in respect on covenanted income, gift aid and bank interest is recognised in the Statement of Financial Activities when monies are receivable. All other income is recognised when the trustees are reasonably certain they will receive it, and that the value can be reliably measured.

Grants receivable are credited to the SOFA in the year to which they relate.

1.3 Resources expended

Expenditure is accounted for on an accrual basis and has been listed under headings that aggregate all the costs related to that activity. Where costs cannot be directly attributed they have been allocated to activities on a basis consistent with the use of resources.

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

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

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

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

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

1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is calculated to write down the cost or valuation of tangible fixed assets to their estimated residual values over their estimated useful lives at the following annual rates:

Computer equipment	33.33% of cost
Fixtures and fittings	25% of cost

1.5 Accumulated funds

Restricted funds are accounted for in accordance with the particular terms of trust arising from the express or implied wishes of donors in so far as these are intended to be binding on the trustees.

1.6 Value Added Tax

The charity is not required to register for VAT. All income and expenses include VAT where applicable.

THE BACA CHARITY

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

2 Grants received

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Comic Relief grant	-	-	-	27,333
Lloyds Bank Foundation Enable grant	-	14,560	14,560	-
Seedbed	-	1,500	1,500	4,500
Sported	-	-	-	4,851
Social seeding grant	-	1,584	1,584	-
Community development and engagement grant	-	2,000	2,000	-
Leicestershire & Rutland Community Foundation	-	-	-	1,833
YourShire Sports	-	1,954	1,954	-
Loughborough University	-	750	750	-
Net Grants received	-	22,348	22,348	38,517

3 Interest received

	2016 £	2015 £
Interest receivable	1,281	991
	1,281	991

4 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but one of them was reimbursed travel expenses of £45 (2015: £nil).

THE BACA CHARITY

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

5 Employees

Number of employees

The average monthly number of employees during the year was:

	2016 Number	2015 Number
Management and admin	4	4
Charitable activities	10	10
	<u>14</u>	<u>14</u>

Employment costs

	2016 £	2015 £
Wages and salaries	207,985	195,313
Social security costs	11,994	11,924
	<u>219,979</u>	<u>207,237</u>

There were no employees whose annual remuneration was £60,000 or more.

6 Tangible fixed assets

	Computer equipment £	Fixtures and fittings £	Total £
Cost			
At 1 April 2015	32,991	2,279	35,270
Additions	2,761	-	2,761
Disposals	(812)	-	(812)
At 31 March 2016	<u>34,940</u>	<u>2,279</u>	<u>37,219</u>
Depreciation			
At 1 April 2015	23,721	1,155	24,876
On disposals	(812)	-	(812)
Charge for the year	8,286	570	8,856
At 31 March 2016	<u>31,195</u>	<u>1,725</u>	<u>32,920</u>
Net book value			
At 31 March 2016	<u>3,745</u>	<u>554</u>	<u>4,299</u>
At 31 March 2015	<u>9,270</u>	<u>1,124</u>	<u>10,394</u>

THE BACA CHARITY

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

7 Debtors	2016	2015
	£	£
Trade debtors	58,530	33,044
Other debtors	4,808	4,971
Prepayments and accrued income	8,594	9,945
	<u>71,932</u>	<u>47,960</u>
8 Creditors: amounts falling due within one year	2016	2015
	£	£
Trade creditors	10,885	479
Deferred income	5,065	10,447
Accruals	6,282	2,711
	<u>22,232</u>	<u>13,637</u>
9 Deferred income	2016	2015
	£	£
Deferred income is included within:		
Creditors due within one year	5,065	10,447
	<u>5,065</u>	<u>10,447</u>
The movement in deferred income during the year was as follows:		
Grants received:		
Total deferred income at 1 April 2015	8,204	21,370
Amounts received in year	17,960	25,351
Amounts credited to statement of financial activities	(22,349)	(38,517)
Total deferred income at 31 March 2016	<u>3,815</u>	<u>8,204</u>
Funding for accommodation:		
Total deferred income at 1 April 2015	2,243	3,085
Amounts received in year	452,367	382,529
Amounts credited to statement of financial activities	(453,360)	(383,371)
Total deferred income at 31 March 2016	<u>1,250</u>	<u>2,243</u>

THE BACA CHARITY

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

10 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in Funds			
	Balance at 1 April 2015	Incoming Resources	Resources expended	Balance at 31 March 2015
	£	£	£	£
Lloyds Bank Foundation	-	14,560	(14,320)	240
Comic Relief	3,999	-	(3,707)	292
Awards for All	1,226	-	(986)	240
Running gift	-	180	(133)	47
YourShire Sports	-	1,954	(1,954)	-
Seedbed	5,074	1,500	(4,742)	1,832
Sported	19	-	(19)	-
Social Seeding	-	1,584	(2,489)	(905)
Community Development and Engagement	-	2,000	(2,210)	(210)
Love 146	1,000	-	(500)	500
Loughborough University Community Donations fund	-	750	(250)	500
	<u>11,318</u>	<u>22,528</u>	<u>(31,310)</u>	<u>2,536</u>

Awards for All

Awards for All has allowed us to invest and develop a course for Pre Entry Level English, giving the ability to share wider the resources developed through Baca's ESOL work. These are designed specifically for new arrivals into the UK helping integration and orientation.

Comic Relief

Comic Relief awarded Baca a three year provision to support the development of supported accommodation options for trafficking young people. This year saw the final spend of funds on specific training, travel and monitoring and evaluation of services which were all in the original fund. Fixed Assets purchased out of the grant continue to be depreciated.

Community Development and Engagement Grant - ESOL lessons

Charnwood Community grant has partially funded our ESOL work. We currently run ESOL lessons on a daily basis for all newly arrived young people, supporting them into accessing formal education. This funding is helping fund part one of our specialist teacher's salary.

Loughborough University Community Donations Fund

Loughborough University funded the purchase of 2 laptops for Baca which have been used within the Charity.

THE BACA CHARITY

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

10 Restricted funds

Love146

Baca is grateful to Love146 for a donation of money to install CCTV into new arrivals property.

Running gift

A gift of £180 was given too Baca to help support one young person regularly attend a running club each week. The money paid for one of the two training sessions.

YourShire Sports

YourShire grant from Leicestershire Forums funded continued provision by Baca of the weekly sports workshops. Sports continue to be a very important part of our Therapeutic work with individuals benefiting through improved fitness, emotional health and learning to be part of a team.

Social Seeding Grant Funding - Voluntary Action Leicestershire

Social Seeding was to cover funding for our Arts Therapeutic workshops. This funding covered mainly the salary of our Support Worker providing Art Therapy but also includes Art related trips and art supplies.

Lloyds Bank Foundation Enable Grant

Lloyds provided funding to enable Baca to produce a detailed theory of change and academic literature review to support the charities approach and method of work. The resulting model and research will allow Baca to evidence our success when talking with potential funders and new local authorities. Part of the funding was also to undertake a review of the charity's governance, including a review of our board of trustees and identification of any skills and knowledge gaps with reference to the new strategic plan. From this work we are looking to appoint new members to the board. As part of the Enable Grant package, Baca was also able to receive consultancy time to support the development of a new 3 year strategic and business plan. Finally the Enable package included a 9 day course on Leadership and Sustainability run by The School of Social Entrepreneurs that Baca's Managing Director was able to attend.

Seedbed

A grant has been given to Baca to develop a trafficking animation. This short animation is looking to inform suspected victims of trafficking about what we believe they have been through and to help identify whether or not they have been trafficked.

Sported

Funding from Sported has allowed Baca to develop and deliver sports workshops that work across all our young people to develop their physical activity helping with emotional health but also to learn about leadership, teamwork, cooperation and fair play.

11 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2016 are represented by:			
Tangible fixed assets	754	3,545	4,299
Current assets	263,512	2,811	266,323
Creditors: amounts falling due within one year	(18,412)	(3,820)	(22,232)
	<u>245,854</u>	<u>2,536</u>	<u>248,390</u>

THE BACA CHARITY

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

12 Commitments under operating leases

At 31 March 2016 the company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2016 £	2015 £
Expiry date:		
Within one year	22,389	27,675
Between two and five years	14,328	-
	<u>36,717</u>	<u>27,675</u>

13 Related parties

During the year rent of £7,162 (2015: nil) was paid to A Dando, a member of the management committee for the use of the current office. £597 (2015: nil) is included in prepayments.