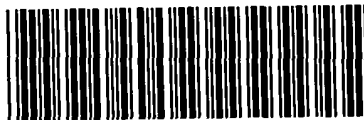


Company registered number 1754257
Registered charity number 514371

Better Leeds Communities
Financial Statements
for the year ended 31st March 2025

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Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

The Board presents its report and the audited financial statements for the year ended 31st March 2025. Included within the trustees' report is the directors' report as required by company law.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Reference and Administrative Information

Charity name	Better Leeds Communities
Charity Registration Number	514371
Company Registration Number	1754257
Registered Office Better Leeds Communities	42-46 Burley Lodge Road Leeds LS6 1QF
Trustee/Directors	Neil Canwell William Hird Sarah Walker Kulvinder Richardson Alexander Knight Richard Napier Terri McGregor (resigned 30 April 2024)
Senior Management Team	Rajo Saira (joined 1 July 2024) Taira Kayani (resigned 31 October 2024)
Auditors	Slade & Cooper Limited Chartered Certified Accountants & Registered Auditors Beehive Mill Jersey St Ancoats Manchester M4 6JG
Bankers	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB Scottish Widows Bank plc 67 Morrison Street Edinburgh EH3 8YJ CCLA COIF Charities Deposit Fund 1 Angel Lane London EC4R 3AB

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Structure, Governance and Management

Company Status and Governing Document

Better Leeds Communities is a charitable company limited by guarantee, incorporated on 19 September 1983 and registered as a charity on 21 July 1983. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1. There are currently 6 members.

Recruitment and Appointment of Trustees

All the directors of the company are also trustees of the charity. The trustees who served during the year under review and to date are set out on page 1. In accordance with the Articles of Association, one-third of the directors or, if their number is not three or a multiple of three, the number nearest to one-third, must retire from office and being eligible, can offer themselves for re-election. The directors to retire by rotation shall be those who have been longest in office since their last appointment. If any directors became or were appointed directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

Our strategy is to recruit individuals with skills we have identified as necessary and have lived experience of our service area to continue to ensure effective governance.

Anyone interested in joining the Board is first asked to submit a CV, which is scrutinised by the Chair. If appropriate, the prospective trustee is offered the opportunity to observe a Board meeting. By mutual agreement an interview is scheduled, a DBS check is carried out and references are taken up. A final recommendation is then made to the trustees. The final decision to appoint a new trustee is taken at a Board meeting.

Induction and Training of Trustees

All current trustees are already familiar with the practical work of the charity, and many will participate in staff training, meetings, and away days. Trustees are informed of the provision of activities and meet all senior staff members.

Additionally, all new trustees receive a prepared Trustee Induction Pack, which includes the following Better Leeds Communities information:

- Publicity leaflet
- Latest annual accounts
- Latest annual report
- All organisational policies
- Memorandum and Articles of Association
- Minutes of the latest Board meeting
- Contact details for the Board
- Relevant Charity Commission leaflets
- The NCVO – Good Trustee Guide

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Organisational Structure

Better Leeds Communities is organised, so the trustees meet regularly to manage its affairs and provide strategic direction. The organisations day-to-day management is undertaken by the Chief Executive Officer who is directly accountable to the Chair and collectively the wider Board of Trustees.

The CEO manages the Communities Manager, the First Contact Manager, the Debt Supervisor, Generalist, Housing and Support & Engagement staff; the Debt Team are managed by the Debt Supervisor; and the First Contact Team is managed by the First Contact Manager and the Communities Team is managed by the Communities Manager. The Income generation is the responsibility of the CEO. Remuneration for key personnel is reviewed by the Board of Trustees on an annual basis with reference to the NJC pay scales.

Risk Management

Consideration of risk is an ongoing aspect of all project planning, monitoring, and quality assurance. Many procedures such as authorisation, monitoring and reporting, staff vetting and appraisal, safety procedures for staff, property and clients, and adequate insurance cover are in place; and security equipment has been installed to safeguard against theft from the building. We continue to invest in training, resources, and development of new policies on all aspects of safety in the workplace. The principal financial risk to the charity is the loss of income through major contracts coming to an end and the risk of being unable to secure continuation funding. The trustees review this risk on a regular basis and keep a risk register. The Board holds strategy meetings to plan for the future and ensure that the charity remains responsive to new opportunities. Decisions taken at these meetings inform the future direction of the charity.

Our Aims and Objectives

The main object of the charity is the promotion of any charitable purpose for the benefit of the inhabitants of, principally but not exclusively, the local government area of Leeds and its environs, and more particularly the promotion of learning and social inclusion amongst the inhabitants of the area and the provision of facilities in the interests of social welfare, recreation, and leisure time occupation.

The organisation provides a range of services and activities in pursuance of these objectives including legal advice in welfare benefits, debt, and housing. We deliver social prescribing services across Leeds in partnership with service leads, and deliver intensive, holistic support packages to individuals in financial crisis. Additionally, we also work alongside local residents to develop participatory activities that they have pride in and ownership of, including coordinating and delivering community activities and fun days; and run a personalised community leadership programme developing skills, confidence, and civic participation. In addition, within our building we house specialist facilities (including training and interview rooms, an activity studio, and a kitchen) to run our own activities to cater for the needs of community groups, public and private sector organisations.

Having such excellent community-based facilities means that we can readily host a range of activities, public events and meetings for the benefit of the local community and beyond.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Better Leeds Communities' staff and volunteers are guided by the following set of values that positively influence the culture of the organisation: Our values are:

Excellence - We are ambitious for Leeds, we are committed to delivering high quality, continuous improvement and value for money.

Collaboration - Partnership is at the centre of all we do, we work positively with others to achieve more for the people who use our services.

Inclusion - We value diversity, we promote equality. Our services are open, accessible and our opportunities are available to all. We are always welcoming, encouraging, and respectful.

Sustainability - We are innovative, forward looking, and creative. We are enterprising, relevant, and progressive in pursuit of our vision.

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the aims of the organisation and its future activities.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Chair's Report

We are pleased to introduce Better Leeds Communities Annual Report 2024-2025 which sets out for our clients, supporters, staff, funders and the public our work and achievements during the year and our future plans. I would like to thank the Directors/ Trustees, the Senior Management team and all of our staff for their hard work during the year.

Better Leeds Communities (BLC) is a long established charity that has delivered vitally important services in Leeds for many years. In the previous year (2023/24) BLC achieved a surplus of £23k which was added to our reserves. However in 2024/25, like many other charities we were under significant cost pressures. These led to a financial deficit of £34k. The principle reasons for this deficit were:

- Continued revenue spending on upgrading Burley Lodge Centre
- Reduced income from bank interest due to a general decline in interest rates
- Recruitment costs
- Transitional costs as we changed Chief Executives

The Managers and Trustees aim to balance income and expenditure year to year, thus maintaining the stability of the charity. Given the surplus in 2023/24 and the deficit in 2024/25 we are content that the charity remains in a stable financial position. In particular we have maintained healthy cash balances over the 2024/25 year.

We are anticipating a further deficit in 2025/26, particularly caused by increases to employer National Insurance payments and increases in general inflation. Our funders have continued to be extremely supportive, however many have not been able to increase their funding to match inflationary pressures. The Board and our senior managers continue to seek further funding to ensure the continuity of our much needed services.

We are confident that our reserves are sufficient for us to manage short term deficits and we have plans in place to return to a balanced income and expenditure position in future years.

During 2024/25 we continued to make a significant contribution to alleviating the cost of living crisis by distributing vouchers and other resources funded by the Household Support Fund.

Our advice services continued to deal with a significant caseload, often involving complex issues faced by our clients.

Our community development programme has offered a wide range of activities to the residents of Burley and surrounding areas.

We have continued to invest in upgrades to our facilities, including enhanced IT and catering equipment. Burley Lodge Centre is now equipped to a high professional standard and is used by a wide range of partners for training sessions and meetings.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

After 22 years of successful service to BLC our highly respected Chief Executive Taira Kayani left to further develop her career. We held a thank you celebration for Taira, which was very well attended by staff, funders, partners, other stakeholders and trustees. We would like to formally record our thanks to Taira and wish her well in her future endeavours.

After a competitive recruitment process Rajo Saira was appointed as our new Chief Executive, with a brief to further develop BLC's services in the Leeds community.

During the course of 2024-25 there were no changes to our Board of Trustees. We are very grateful to our fellow Trustees for continuing their involvement as volunteers, and for their enthusiastic hard work

We would like to reiterate our thanks to all our staff, funders and partners for their support.

Neil Canwell Chair of Trustees-April to December 2024

Kully Richardson Chair of Trustees January to March 2025

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Chief Executive's Report

Better Leeds Communities was established over 40 years ago, and since that time it has grown and evolved to reflect the changing needs of its diverse communities. I am delighted to be sharing our Annual Report with you, looking over the previous year's challenges and key achievements.

I was thrilled to join Better Leeds Communities in July 2024, having worked in the third sector for over thirty years, I remain deeply passionate about championing the vital and often under recognised role that voluntary and community organisations play in society.

Throughout my career, I have had the privilege of working across a diverse range of communities and diverse range of services—including within community mental health, young people's services, women's rape, sexual violence/domestic violence services, BAME- and LGBTQ+ specific services, Voluntary Action Centres and more recently at Age UK dedicated to services supporting older people, within their homes, in hospital and within the community. I am thrilled to be able to share my passion, commitment and experience at Better Leeds Communities and to be able to contribute to an organisation that is rooted in strengthening and supporting communities.

Over the past year, Better Leeds Communities has continued to adapt to the evolving challenges of a rapidly changing social and economic landscape. We have navigated the pressures of diminishing funding—both locally and nationally—while responding to a significant and growing demand for our services across Leeds. During 2024–25, we reviewed our strategic plan in response to the increasing economic and social deprivation. The rising cost of living has placed immense pressure on disadvantaged communities, affecting access to daily essentials such as food, housing, energy, and transport. Many families are struggling to make ends meet. These challenges have deepened existing inequalities within our society.

During the last year, we have witnessed an unprecedented rise in housing needs, with families and individuals facing increasing difficulties in securing stable accommodation. Alongside this, we have witnessed a marked increase in the number of people experiencing economic deprivation, financial hardship, increased mental health difficulties and increased isolation and economic deprivation. Impacting the most vulnerable people in our society today. However, despite these challenges, we are proud to say, we have continued to support the diverse communities of Leeds. We remain passionate and committed to delivering inclusive, responsive, and high-quality services to meet the changing needs of our communities in Leeds.

Our Strategic Priorities 2025-2028

During 2024–25, we reviewed our strategic priorities in response to the changing needs of communities living in Leeds. We have set out clear strategic priorities for the next three years; our strategic priorities will focus on the following key areas of work:

Building Stronger Communities

We will proactively continue to consult and engage with communities in Leeds to understand their challenges and changing needs. We will enable and empower communities to strengthen their voice and take positive action to enable lasting change.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Strengthening Families

We will continue to consult and engage with families living in Leeds to identify and understand their needs and challenges. We will gather intelligence and develop innovative support services and work in collaboration with partners to strengthen and support to families.

Increasing Young People's Voices

We will consult and engage with young people through a range of innovative ways to better understand their needs, aspirations and challenges. We will promote young people's wellbeing, develop their confidence, and focus on their active participation in community and increase their sense of belonging.

Strengthening Partnerships

We will proactively continue to identify opportunities for collaboration, strengthen our networks, share intelligence with partners and stakeholders across Leeds; to further expand our reach and support to communities, families and young people across Leeds.

Protecting Equitable and Inclusive Services

We will continue to adapt our support and services to the diverse needs of our communities in Leeds. We will ensure that all our services treat every person as an individual, with respect and that all our services are inclusive and welcoming to all communities. We remain committed to deepening our engagement with communities, young people, and families across Leeds. By listening actively and working collaboratively, we aim to empower individuals and groups to shape the services and support they need. Our focus is on fostering trust, amplifying voices, and creating spaces where people feel heard, valued, and able to contribute to lasting change. In response to the evolving needs of Leeds' most vulnerable residents, we are enhancing the range and flexibility of our services. This includes adapting our advice, outreach, and wellbeing support to reflect the realities of economic hardship, social isolation, and health inequalities. We are committed to delivering services that are culturally sensitive, trauma-informed, and accessible to all, ensuring no one is excluded.

We recognise the importance of extending our support through building new relationships and strengthening existing ones, we aim to reach more communities across Leeds—especially those facing systemic disadvantage. This includes working with grassroots communities, community organisations, local health and social partners to ensure our services are visible, inclusive, and responsive to local needs.

Looking ahead, we are actively exploring new opportunities to expand our services, partnerships, and resources. This includes securing sustainable funding, investing in staff and volunteer development, and embracing innovation in service delivery. Our goal is to build on our legacy and create long-term, meaningful change that improves lives and strengthens communities across Leeds.

Together, with our staff team, volunteers, partners, and Board of Directors, we have a strong foundation for the future—I am confident that Together we will continue to build on our legacy and continues to make a meaningful difference to the lives of the people in Leeds. Without the dedication of our Board Directors, the staff team and volunteers, none of this would be possible. I would like to take this opportunity to thank you all for your hard work, dedication and compassion.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Furthermore, I would like to take this opportunity to express our most sincere thanks and appreciation to all our funders – without your financial support we could not continue to do this vital work.

I look forward to the year ahead with hope and optimism. While I am acutely aware of the challenging times we face, I am equally aware of the resilience, creativity, and dedication of our staff team, volunteers, Board directors, and partners.

I look forward to us all continuing to work together over the coming year and continuing to make a real difference to the lives of the local people of Leeds.

Rajo Saira
(Chief Executive Officer)

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Our Advice Services

Debt Advice Service - The Debt Advice Service delivers debt advice sessions to Leeds residents. The service is funded by the Money and Pensions Service (MaPS) through Citizen Advice. This service continues to provide detailed Debt Casework including negotiations with creditors, agreement to debt write offs, assistance with court proceedings, discussions with enforcement agents, and advice on the full range of statutory debt solutions and help with income maximisation and financial capability. The referrals for this service come from a wide range of organisations such as, Yorkshire Liaison and Diversion Service, Leeds Credit Union, Education, Health, Housing, Leeds Voluntary organisations and through self-referral.

The Debt Advice team deliver advice on a range of debt issues including credit cards, loans, rent, utilities, and council tax arrears; and all are qualified to act as approved intermediaries for Debt Relief Orders when appropriate to client situations. This year has continued to witness clients struggling with their debts primarily due to the cost-of-living crisis that has affected personal finances. The case work and support to clients have become increasingly complex and requiring significantly more time dedicated to every client being supported.

Throughout the year, we have supported over 500 new cases, with two thirds of those requiring continued support into the following year due to the complexity of the cases.

Debt balance advised on during the year was £28,118,497. Debt written off during this period was £65,609.19. Average number of debts per client was 4. The new cases highlight the continued pressure on household families, during the year we supported families with 313 dependents.

We are fortunate that the funding for this work has continued. I am pleased to share that we have retained our 2 FTE Debt Advisors.

Generalist Welfare Rights Advice

This year we have continued to deliver our Generalist Welfare Right Advice service (GWR), we are grateful to the Leeds City Council for their financial support in enabling us to deliver this service to the residents of Leeds. We have one Advisor delivering this service.

Our Generalist Advisor complements the specialist housing and debt advice teams by providing frontline, independent, and impartial guidance on welfare benefits, debt, housing, and employment issues. Clients are supported to claim the benefits they are entitled to, helping to ease financial pressure and reduce the risk of hardship or returning to debt. The demand for this service continues to increase.

A typical appointment might include completing a Personal Independence Payment application, assisting with mandatory reconsiderations, or providing practical support for clients transitioning from legacy benefits to Universal Credit, providing benefit advice on child benefit, council tax, disability benefits etc. The Advisor has also provided financial assistance through the Household Support Fund for those facing financial hardship.

We have been able to offer appointments at outreach venues to increase accessibility, including in Bramley, Kirkstall and within the Armley ward. We have provided outreach sessions at five community venues, including an inner-city high school, making advice accessible to people where they live, work, and study.

We have provided over **450 one-to-one appointments** to residents living within these areas.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Housing Advice Service

Our other Advice service is the housing which delivers housing advice to residents across Leeds. The demand and need for housing advice has increased significantly due to the local housing crisis in Leeds, as has the complexity of the cases coming through to us. Unfortunately, with one full time House Advisor for Leeds, we are continuing to struggle to meet the growing demand placed on our Housing Advice service and staff.

The Housing Advice Service provides detailed housing advice and housing casework on behalf of clients who are homeless or at risk of homelessness and are in an urgent need. This includes, supporting referrals for a homelessness assessment/housing needs assessment, referral to temporary accommodation schemes as well as advice on housing options. The service also provides advice on tenants' rights and obligations, harassment, repairs and legal procedures. Clients continued to present with complex housing needs, and we have witnessed an increase in the number of clients approaching us with multiple disabilities and mental health issues. This has resulted in staff having to dedicate significantly more time to every client and their case.

We have received double the number of enquires during the year and the situation is exacerbated by limited onward referral pathway to solicitors who are able to take on legal aid work. We see yet again increasing numbers of clients being threatened with evictions as they struggled to meet their housing costs on top of increased fuel and food prices. The eviction notices have also continued to increase by landlords as a means of making improvements to their properties and then increasing the rent, often leading to clients unable to meet their new rental increases.

We are pleased that we are able to continue to receive funding for the single Housing Advisor we have for Leeds, through the funds received from Citizen Advice Leeds. This allows us to continue to provide such a critical service to the residents of Leeds.

Throughout the year, we have **supported over 250** new cases, half of which required continued support into the following year due to the complexity of the cases. In addition to the new cases we have taken on we have also continued to provide advice and assistance to a third of the previous year's clients.

During the year, of the total numbers of clients we supported, 87% of those had complex and multiple disabilities and mental health needs. Of the total numbers of clients, we supported 65% were from Black, Asian, Minority Ethnic communities whose first language was not English.

We have continued to meet client needs by delivering appointments flexibly to ensure accessibility, this has included face to face appointments at our community centre, telephone appointments and advice and assistance through emails.

Henry Smith – complex Debt Advice Service

The Henry Smith Project offers holistic Debt Advice and support to clients referred by the citywide Linking Leeds Project. This project allows the organisation the ability to offer a more holistic service to clients in financial hardship which compliments our MaPS Debt Advice Service. Often the clients referred into this project have additional complexities such as mental health needs, isolation, physical disabilities and other barriers in their daily lives.

During the year we have **supported 112 clients with complex needs**. The debt balance advised on was £666,069, the debt written off was £29,046, and the average deficit budget was £111. 93 of the total number of clients and the total number of children in client households advised were 81.

Better Leeds Communities

Report of the Board of Trustees/Directors for the year ended 31st March 2025

Clients are assessed at the beginning of their debt advice journey with our Debt Advisor using our customised wellbeing wheel to establish their wellbeing across a range of indicators. A co-produced action plan is developed to create agreed achievable targets to deal with the identified issues. Our Debt Advisors work with the client and various partners by signposting or referring the client to external agencies for additional support and to access specialist services. A further assessment is carried out at the end of the client journey, which enables us to measure outcomes pre and post engagement with the project. The client evaluation provides us with valuable feedback and during the last year clients have reported the following outcomes:

80% experience increased financial stability.

Over **75%** of clients felt more optimistic.

Over **75%** report an improvement in how they are dealing with problems.

Over **75%** reported feeling more relaxed.

Over **75%** reported thinking more clearly.

75% Avoided homelessness.

Over **30%** more aware of where to go for information and support.

Household Support Fund

We were fortunate to receive £100,000 from Leeds City Council during the year which provided us with the opportunity to provide direct financial support to clients in financial hardship caused by the national cost of living crisis. The clients we supported were accessing our advice services and were struggling to meet their basic daily needs such as their energy and food costs. We used this funding to provide financial support through vouchers and direct payments for actual costs to households that were in genuine desperate need of help and support.

During the year we supported clients through a number of ways including food, fuel, daily essentials and white goods. Food was the greatest area of need and spend, followed by energy, then wider essential and white goods. We could clearly see that basic essentials such as food had become the greatest area of need, so many of our client's struggled day to day to manage due to the cost-of-living crisis.

Through this fund we **issued a total of 1,034 vouchers**, including **739 food** vouchers, **216 Energy** vouchers, **37 wider essential** vouchers and **42 white goods** vouchers across Leeds. When we analyse this further, we can see that this includes 318 vouchers to Households with children, 229 vouchers to single adults and 43 vouchers to Households with pensioners.

Community Development Service: The 1 Burley project – 170 Voices

The Community Development team have continued to increase community participation and engagement, developing new and innovative ways to bring communities together, empower community to voice their needs, develop their confidence, skills and increase community action.

The numbers of individuals and communities we have engaged with over the last year demonstrates the level of need and our ability to continue to adapt to the changing needs of communities and its residents.

The project is committed to valuing, supporting and developing volunteers. Our ambition is to continue to recruit and train community volunteers who are then equipped with the necessary skills, experience and confidence to jointly lead community groups, events and activities. We have an active team of 8 volunteers who currently support the delivery of our community activities and events.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

During this year we have **engaged with over 1,691 individuals** from communities across Leeds. Through various different activities including on a one-to-one basis, through support groups, community events, celebration events, trips, days out, workshops and courses. Below are a summary and flavour of the range of diverse activities, events and courses we have delivered to the residents of Leeds including:

15 Taster Activities

During the year we have provided 15 taster activities, including outreach at local PAYF café doing board games, Lunch and Learns, Listening Groups, Little Story Makers, Mindful Arts, Walking Groups and Salsa classes.

6 Courses/Workshops

During the year we have provided 6 workshops/courses, including Arabic Conversation, keep active sessions, digital learning, ESOL, First Aid Training and Migrant Session for youths.

7 Seasonal Events

During the year we have provided 7 seasonal events, including Eid Bazaar, Chaand Raat, Chinese New Year Celebration, Winter Wreath Making session, Family Walks and a Xmas Party.

5 School Holidays – Half Term

During the year we have provided 5 school holiday activities, including facilitator led days out to the museums/galleries, farm visits, arts and crafts sessions and outreach teams coming to the centre to offer specific activities for the children.

12 Summer School Holidays

During the year we have provided 12 school holiday activities, including facilitated Arts and Crafts activities, organised local visits out, picnics in the park for families. The project and service continues to go from strength to strength. As we approach our final year of the funding from the Big Lottery, we are actively seeking alternative funding to continue this crucial work with the local residents and communities of Leeds.

We are very grateful to our funders the Big Lottery Fund for their financial support to enable us to undertake this work.

The Linking Leeds – Social Prescribing Service

The Linking Leeds is the integrated city-wide Social Prescribing service for people in Leeds. This service commenced delivery on the 1st of September 2019. Linking Leeds provides Social Prescribing for all Leeds residents aged 16 years and above and provides practical and emotional support.

The Social Prescribing service helps people to address concerns in their life that are having a negative effect on their physical and mental wellbeing. It could include isolation, loneliness, debt problems, housing issues, or anything else. It's tailored to the individual and connects them to local services, support and help that is needed.

We have four Wellbeing Coordinators based around the city at community locations and GP surgeries. Our Wellbeing Coordinators are a team of caring, warm and person-centred skilled staff, who offer a listening ear, guide and support individuals to explore their needs, interest, passions and assist them to seek the help and support they need.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

The BLC Community Centre and The First Contact Service

The First Contact Team is the public face of the organisation, who welcome the public to the centre, answer all incoming calls and deal with all incoming enquiries. The First Contact Team triage and direct enquiries to the relevant services across BLC and signpost to external providers/agencies where appropriate.

The team also deal with all room bookings and facilities accessed by local communities' groups and partners.

The First Contact Team includes our casual staff who work weekdays, evenings and weekends.

Financial review

During the year 2024-25 we continue to operate as a community centre and hub, including making available our rooms and community spaces. During the financial year, we have invested in modernising our community hub and room hire facilities through the installation of large tv's and updating our kitchen. This year, we generated £49,962 through hiring rooms out to communities and organisations.

Income in the year decreased from £836,064 to £756,067. Expenditure also decreased in the year from £813,368 to £789,928. This left an overall net movement in funds in the year of (33,861) made up of £332 in restricted funds and (34,193) unrestricted funds. Funding came from a variety of statutory and non-statutory bodies. Better Leeds Communities is grateful to all our funders, especially in such difficult times for our participants and clients, for helping the organisation to work towards its mission of creating opportunities that enable Leeds residents to achieve their potential by raising aspirations, removing barriers, and developing abilities that lead to a better life.

Reserves policy

The trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be adequate to ensure that current levels of activity could continue for at least six months during a period of unforeseen difficulty.

On 31st March 2025, the total reserves were £594,293. Of this, £332 are restricted and not available for general use and £114,589 are held as functional fixed assets. The trustees are mindful of their responsibilities for the maintenance and repair of the Burley Lodge Centre building. Significant investment has been made to improve and maintain the building to date, however, there are ongoing issues with the building infrastructure and design. Trustees agreed to allocate a designated reserve of £150,000 to ensure the high standard of maintenance and repair are preserved and any necessary upgrades can be undertaken. This leaves the level of free reserves amounting to £329,372. This reserve level, together with ongoing sources of income, give the trustees the confidence to consider that this reserve is sufficient to meet the above objective.

The free reserves are required to:

1. Finance new and existing projects until such time as funds are received from the relevant grant making body, where appropriate.
2. Finance an orderly close-down of BLC should the need arise.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Funders of Better Leeds Communities

We would like to express our most sincere thanks to all our funders during 2024-2025 for their generous support. It is only through their financial support being made available that we have been able to continue to deliver our much-needed services and support to the residents of Leeds.

Our plans for Future

During the forthcoming financial year, we will continue to work to sustain existing funding, services and support, as well as to identify and secure new funding opportunities.

We will continue with a focus on the development of community assets, further strengthen local partnerships, expand our reach and impact for the benefit of all residents of Leeds. We will maintain our commitment to empower all our clients to make informed choices about their lives through the provision of quality and equitable services.

We will launch our new revised Strategic Plan and Marketing Strategy for 2025-2028 underpinned by our strategic priorities action plan.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2025

Statement of the Board of Directors' responsibilities

The trustees (who are also directors of Better Leeds Communities for the purposes of company law) are responsible for preparing the Report of the Board of Trustees/Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Directors to prepare financial statements for each financial year which 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 Board of Directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation. The Board of Directors is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Board of Directors is aware:

- There is no relevant audit information of which the auditors are unaware
- The Board of Directors has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Board of Directors is 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.

Auditors

Slade & Cooper Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

Approved by the Board of Directors and signed on its behalf by



Mr Neil Canwell (Trustee)

Date: 2nd December 2025

Independent Auditor's Report to the Members of Better Leeds Communities

Opinion

We have audited the financial statements of Better Leeds Communities (the 'charitable company') for the year ended 31 March 2025, which comprise the Statement of Financial Activities (including the income and expenditure account), the 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 United Kingdom Accounting Standards, including Financial Reporting Standard 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of 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 and the Charities Act 2011.

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 trustees are responsible for the 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. Our opinion on the financial statements does not cover the other information

**Independent Auditor's Report
(continued)**

and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 (incorporating the directors' 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, 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,

Independent Auditor's Report (continued)

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management and those charged with governance around actual and potential litigation and claims.
- enquiry of the charity's staff, management and those charged with governance to identify any instances of non-compliance with laws and regulations.
- reviewing minutes of meetings of those charged with governance.
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

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: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Independent Auditor's Report
(continued)**

Use of our report

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

Christy Yun Hing Lau FCCA DChA CTA

Senior Statutory Auditor

for and on behalf of

Slade & Cooper Limited

Statutory Auditors

Beehive Mill

Jersey Street

Manchester

M4 6JG

Date: 23/12/2025

Better Leeds Communities
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 March 2025

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	287	-	287	245
Charitable activities:	4				
Advice Service		12,000	532,159	544,159	569,528
Communities and Families		-	141,248	141,248	195,798
Services and Room Hire		49,962	-	49,962	51,152
Investments	5	20,411	-	20,411	19,341
Total income		82,660	673,407	756,067	836,064
Expenditure on:					
Charitable activities:	6				
Advice Service		12,000	531,827	543,827	585,899
Communities and Families		-	141,248	141,248	195,798
Services and Room Hire		104,853	-	104,853	31,671
Total expenditure		116,853	673,075	789,928	813,368
Net income / (expenditure) before net gains / (losses) on investments		(34,193)	332	(33,861)	22,696
Net income / (expenditure) for the year	8	(34,193)	332	(33,861)	22,696
Transfer between funds		-	-	-	-
Net movement in funds for the year		(34,193)	332	(33,861)	22,696
Reconciliation of funds					
Total funds brought forward		628,154	-	628,154	605,458
Total funds carried forward		593,961	332	594,293	628,154

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

A full comparative SOFA is available on the last page of the financial statements.

Better Leeds Communities
Company number 01754257

Balance sheet as at 31 March 2025

	Note	2025		2024	
		£	£	£	£
Fixed assets					
Tangible assets	13		114,589		132,753
			114,589		132,753
Current assets					
Debtors	14	70,128		24,003	
Cash at bank and in hand		542,641		552,715	
		612,769		576,718	
Liabilities					
Creditors: amounts falling due in less than one year	15	(133,065)		(81,317)	
Net current assets			479,704		495,401
Total assets less current liabilities			594,293		628,154
Net assets			594,293		628,154
The funds of the charity:					
Restricted income funds	17		332		
Unrestricted income funds	18		593,961		628,154
			594,293		628,154
Total charity funds			594,293		628,154

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 21 to 40 form part of these accounts.

Approved by the Board of Directors on 02/12/2025 and signed on their behalf by:

N. P. Canwell

Neil Canwell (Trustee)

Better Leeds Communities
Statement of Cash Flows
for the year ending 31 March 2025

	Note	2025 £	2024 £
Cash provided by / (used in) operating activities	21	(30,485)	71,227
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		20,411	19,341
Cash provided by / (used in) investing activities		20,411	13,618
Increase/(decrease) in cash and cash equivalents in the year		(10,074)	84,845
Cash and cash equivalents at the beginning of the year		552,715	467,870
Cash and cash equivalents at the end of the year		542,641	552,715

Better Leeds Communities
Notes to the accounts for the year ended 31 March 2025

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

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), second edition - 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 and UK Generally Accepted Accounting Practice.

Better Leeds Communities meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

c Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes delivery costs undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

i Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

j Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Leasehold improvements	Over the period of the lease
Fixtures, fittings & equipment	25% reducing balance
Computer equipment	33.3% straight line

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

k Debtors

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

l Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m Creditors and provisions

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

n Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme. The charity's contribution is restricted to the contributions disclosed in note 9. There were no outstanding contributions at the year end (2024: £nil). The costs of the defined contribution scheme are included within support and governance costs and allocated to the funds of the charity using the methodology set out in note 7.

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

3 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2025 £	Total 2024 £
Donations	287	-	287	245
	287	-	287	245
Total	287	-	287	245
<i>Total by fund 31 March 2024</i>	<i>245</i>	<i>-</i>	<i>245</i>	

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

4 Income from charitable activities

	Unrestricted £	Restricted £	Total 2025 £	Total 2024 £
Advice Service				
Advice UK	-	1,000	1,000	1,000
BARCA	-	2,300	2,300	-
Basis Yorkshire	6,000	-	6,000	4,500
Big Lottery Fund	-	100,675	100,675	92,432
Citizens Advice Bureau	-	111,720	111,720	111,720
Citizens Advice Leeds	-	47,588	47,588	97,352
Co-op Acedemy	6,000	-	6,000	-
Henry Smith Charity	-	59,390	59,390	28,900
Leeds City Council				
Household Support Fund	-	100,000	100,000	100,000
Inner North West	-	16,460	16,460	-
Multiply	-	9,000	9,000	60,000
UKSPF/Digital Inclusion	-	19,940	19,940	30,060
Live Well Leeds	-	-	-	991
Love Leeds Parks	-	375	375	-
Lloyds Bank Foundation	-	3,740	3,740	20,701
MAPs Debt Modernisation Fund	-	24,971	24,971	4,372
Mental Health First Aid	-	-	-	5,500
Power to Change	-	-	-	8,000
Tesco Stronger Starts	-	1,000	1,000	1,500
The Sir George Martin Trust	-	-	-	2,500
WYCA				
Digital Project	-	10,000	10,000	-
Housing Advice	-	24,000	24,000	-
	<hr/>	<hr/>	<hr/>	<hr/>
Advice Service	12,000	532,159	544,159	569,528
Communities and Families				
Linking Leeds	-	141,248	141,248	195,798
	<hr/>	<hr/>	<hr/>	<hr/>
Communities and Families	-	141,248	141,248	195,798
Services and Room Hire				
Other income - room hire	48,582	-	48,582	51,152
Other income	1,380	-	1,380	-
	<hr/>	<hr/>	<hr/>	<hr/>
Services and Room Hire	49,962	-	49,962	51,152
	<hr/>	<hr/>	<hr/>	<hr/>
Total	61,962	673,407	735,369	816,478
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Total by fund 31 March 2024</i>	55,652	760,826	816,478	
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

4 Income from charitable activities (cont.)

Previous reporting period	Unrestricted £	Restricted £	Total 2024 £	
Advice Service				
Advice UK	-	1,000	1,000	
Basis Yorkshire	4,500	-	4,500	
Big Lottery Fund	-	92,432	92,432	
Citizens Advice Bureau	-	111,720	111,720	
Citizens Advice Leeds	-	97,352	97,352	
Henry Smith Charity	-	28,900	28,900	
Leeds City Council				
Household Support Fund	-	100,000	100,000	
Multiply	-	60,000	60,000	
UKSPF/Digital Inclusion	-	30,060	30,060	
Live Well Leeds	-	991	991	
Lloyds bank Foundation	-	20,701	20,701	
MAPs Debt Modernisation Fund	-	4,372	4,372	
Mental Health First Aid	-	5,500	5,500	
Power to Change	-	8,000	8,000	
Tesco Stronger Starts	-	1,500	1,500	
The Sir George Martin Trust	-	2,500	2,500	
	<hr/>	<hr/>	<hr/>	
Advice Service	4,500	565,028	569,528	
Communities and Families				
Linking Leeds	-	195,798	195,798	
	<hr/>	<hr/>	<hr/>	
Communities and Families	-	195,798	195,798	
Services and Room Hire				
Other income - room hire	51,152	-	51,152	
	<hr/>	<hr/>	<hr/>	
Services and room hire	51,152	-	51,152	
	<hr/>	<hr/>	<hr/>	
Total	55,652	760,826	816,478	
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	
5 Investment income				
	Unrestricted £	Restricted £	2025 £	2024 £
Income from bank deposits	20,411	-	20,411	19,341
	<hr/>	<hr/>	<hr/>	<hr/>
	20,411	-	20,411	19,341
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

All investment income in the previous year was unrestricted

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

6 Analysis of expenditure on charitable activities

	Advice Service £	Communities and Families £	Services and Room Hire £	Total 2025 £	Total 2024 £
Staff costs	319,268	105,879	-	425,147	456,054
Administration	1,183	-	-	1,183	894
Depreciation	-	-	18,164	18,164	19,010
Project costs	131,330	711	-	132,041	148,004
Governance costs (see note 7)	-	-	19,761	19,761	10,709
Support costs (see note 7)	92,046	34,658	66,928	193,632	178,695
	<u>543,827</u>	<u>141,248</u>	<u>104,853</u>	<u>789,928</u>	<u>813,366</u>
Previous reporting period		Advice Service £	Communities and Families £	Services and Room Hire £	Total 2024 £
Staff costs		303,478	152,576	-	456,054
Administration		280	616	-	896
Depreciation		-	-	19,010	19,010
Project costs		147,822	182	-	148,004
Governance costs (see note 7)		-	-	10,709	10,709
Support costs (see note 7)		134,319	42,424	1,952	178,695
		<u>585,899</u>	<u>195,798</u>	<u>31,671</u>	<u>813,368</u>
				2025 £	2024 £
Restricted expenditure				673,075	781,480
Unrestricted expenditure				116,853	31,888
				<u>789,928</u>	<u>813,368</u>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

7 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2025 £
Staff costs	Time spent	108,767	-	108,767
Office costs	Floor area	84,865	-	84,865
Audit fees	Governance	-	3,960	3,960
Legal and professional	Governance	-	12,281	12,281
Subscriptions & Membership	Governance	-	3,520	3,520
		<hr/>	<hr/>	<hr/>
		193,632	19,761	209,873
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Previous reporting period	Basis of apportionment	Support £	Governance £	Total 2024 £
Staff costs	Time spent	88,367	-	88,367
Office costs	Floor area	90,328	-	90,328
Audit fees	Governance	-	3,960	3,960
Legal and professional	Governance	-	3,148	3,148
Subscriptions & Membership	Governance	-	3,588	3,588
Other	Governance	-	13	13
		<hr/>	<hr/>	<hr/>
		178,695	10,709	189,404
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

8 Net income / (expenditure) for the year

This is stated after charging/(crediting):	2025 £	2024 £
Depreciation	18,164	19,010
Auditor's remuneration - audit fees	3,300	3,300
	<hr/> <hr/>	<hr/> <hr/>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

9 Staff costs

Staff costs during the year were as follows:

	2025	2024
	£	£
Wages and salaries	464,914	484,547
Social security costs	42,426	31,442
Pension costs	22,479	22,065
Recruitment, training and travel	4,095	6,367
	533,914	544,421
	533,914	544,421
Allocated as follows:		
Charitable activities	425,147	456,054
Support costs	108,767	88,367
	533,914	544,421
	533,914	544,421

No employee has employee benefits in excess of £60,000 (2024: one). In 2024, the ex-CEO had unused holiday entitlement, which the board of trustees approved to be paid instead of carried forward.

The average number of staff employed during the period was 20.75 (2024: 22.25).

The average full time equivalent number of staff employed during the period was 16.5 (2024: 16.7).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were 97,240 (2024: £66,343). This is due to having two CEOs during a few months of the year.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

10 Trustee remuneration and expenses, and related party transactions

Neither the trustees nor any persons connected with them received any remuneration or reimbursed expenses during the year (2024: Nil).

No trustees received travel and subsistence expenses during the year (2024: £nil). During the year, trustees were reimbursed £60 for subscription expenses.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2024: nil).

11 Government grants

The government grants recognised in the accounts were as follows:

	2025 £	2024 £
Leeds City Council	45,400	90,060
CCG - Linking Leeds	141,248	195,798
Leeds City Council - Household Support Fund	100,000	100,000
	<hr/>	<hr/>
	286,648	385,858
	<hr/> <hr/>	<hr/> <hr/>

There were no unfulfilled conditions and contingencies attaching to the grants.

12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

13 Fixed assets: tangible assets

	Leasehold improvements £	Computer equipment £	Total £
Cost			
At 1 April 2024	398,137	16,099	414,236
Additions	-	-	-
Disposals	-	-	-
At 31 March 2025	398,137	16,099	414,236
Depreciation			
At 1 April 2024	269,200	12,283	281,483
Charge for the year	16,256	1,908	18,164
Disposals	-	-	-
At 31 March 2025	285,456	14,191	299,647
Net book value			
At 31 March 2025	112,681	1,908	114,589
<i>At 31 March 2024</i>	<i>128,937</i>	<i>3,816</i>	<i>132,753</i>

14 Debtors

	2025 £	2024 £
Other debtors	38,058	1,839
Prepayments and accrued income	32,070	22,164
	70,128	24,003

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

15 Creditors: amounts falling due within one year

	2025	2024
	£	£
Short term compensated absences (holiday pay)	-	6,502
Other creditors and accruals	41,570	22,991
Taxation and social security costs	7,960	9,410
Deferred income	83,535	42,414
	<hr/>	<hr/>
	133,065	81,317
	<hr/> <hr/>	<hr/> <hr/>

16 Deferred income

	2025	2024
	£	£
Deferred grant brought forward	42,414	9,726
Grant received		
Big Lottery Fund	*	4,768
Henry Smith 2024-27	*	35,160
Leeds City Council - UKSPF/Digital Inclusion	*	-
Linking Leeds	*	37,653
Lloyds Bank Foundation	*	-
Love Leeds Park	-	3,740
WYCA	-	375
Other income - room hire	-	22,000
Released to income from charitable activities	5,954	594
	(42,414)	(9,726)
	<hr/>	<hr/>
Deferred grant carried forward	83,535	42,414
	<hr/> <hr/>	<hr/> <hr/>

* After assessing the grants not completed by the year end and reviewing the agreements, the board concluded that unspent income should be deferred, as the ongoing grant work is tied to performance related conditions spanning the year end.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

17 Analysis of movements in restricted funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
Advice Service					
1 Burley: 170					
Voices	-	100,675	(100,675)	-	-
Advice UK	-	1,000	(1,000)	-	-
BARCA	-	2,300	(2,300)	-	-
Children's Centre					
Advice Service	-	13,588	(13,588)	-	-
Digital Inclusion	-	19,940	(19,940)	-	-
Henry Smith					
2024-2027	-	59,390	(59,390)	-	-
Household					
Support fund	-	100,000	(100,000)	-	-
Housing Advice	-	34,000	(34,000)	-	-
Inner North West	-	16,460	(16,460)	-	-
Love Leeds Parks	-	375	(375)	-	-
MAPs Debt					
Modernisation					
Fund	-	24,971	(24,971)	-	-
Money Advice					
Service	-	111,720	(111,720)	-	-
Multiply	-	9,000	(9,000)	-	-
My Place (Leeds)	-	3,740	(3,740)	-	-
Teatime Club	-	1,000	(668)	-	332
WYCA Digital					
Project	-	10,000	(10,000)	-	-
WYCA Housing					
Advice	-	24,000	(24,000)	-	-
	-	532,159	(531,827)	-	332
Communities and Families					
Linking Leeds	-	141,248	(141,248)	-	-
	-	141,248	(141,248)	-	-
Total	-	673,407	(673,075)	-	332

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

17 Analysis of movements in restricted funds (cont.)

Previous reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
Advice Service					
1 Burley: 170					
Voices	8,404	92,432	(100,836)	-	-
Advice UK	-	1,000	(1,000)	-	-
Aviva RDO	3,963	-	(3,963)	-	-
Children's Centre Advice Service	-	57,659	(57,659)	-	-
Digital Inclusion	-	30,060	(30,060)	-	-
Henry Smith 2020/2023	4,816	28,900	(33,716)	-	-
Household Support fund	-	100,000	(100,000)	-	-
Housing Advice	-	39,693	(39,693)	-	-
Live Well Leeds	-	991	(991)	-	-
MAPs Debt Modernisation	-	4,372	(4,372)	-	-
Mental Health First Aid	-	5,500	(5,500)	-	-
Money Advice Service	-	111,720	(111,720)	-	-
Multiply	-	60,000	(60,000)	-	-
My Place (Leeds)	826	20,701	(21,527)	-	-
Power to Change	-	8,000	(8,000)	-	-
Teatime Club	-	1,500	(1,500)	-	-
The Sir George Martin Trust	-	2,500	(2,500)	-	-
Warm Hub	2,645	-	(2,645)	-	-
	<u>20,654</u>	<u>565,028</u>	<u>(585,682)</u>	<u>-</u>	<u>-</u>
Communities and Families					
Linking Leeds	-	195,798	(195,798)	-	-
	<u>-</u>	<u>195,798</u>	<u>(195,798)</u>	<u>-</u>	<u>-</u>
Total	<u>20,654</u>	<u>760,826</u>	<u>(781,480)</u>	<u>-</u>	<u>-</u>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

17 Analysis of movements in restricted funds (cont.)

Name of restricted fund	Description, nature and purposes of the fund
1 Burley: 170 Voices	This project supports people living in Burley to build a sustainable movement by them taking a lead in developing and delivering community activities bringing people together.
Advice UK	As members of Advice UK and recipients of funding for the MaPS debt Advice Project we were eligible to make an application for funding to support with the administration of Debt Relief Orders.
BARCA	Package of Debt Advice and Support for participants on Pathways to Progress from Better Leeds Communities
Children's Centre Advice Service	This is a scheme providing an outreach advice service at centres across Leeds.
Digital Inclusion	This project is targeted at providing digitally inclusive training and support to local communities in Leeds
Henry Smith	This project provides holistic debt advice and support to clients referred by the Linking Leeds Project.
Household Support Fund	This project is aimed at providing targeted support and help to families facing hardship due to cost of Living crisis, it provides financial support to families and communities in need.
Housing Advice	This service delivers housing advice to Leeds residents
Inner North West	The Youth Service (Inner North West, Leeds City Council)
Linking leeds	The linking Leeds service is a social prescribing service city wide targeted at providing 121 social, mental and emotional support to improve the mental well being of local resident.
MAPs debt modernisation fund	This fund was provided to update the digital infrastructure of BLC to enable us to become more efficient in the provision of the service.
Citizens Advice - Money & Pensions Debt Advice Project	This forms part of a national initiative to provide debt advice.
Multiply	This fund is provided to enable BLC to deliver 121 training, mentoring and support to local residents to develop their digital skills and confidence.
My Place Lloyds	Providing housing support to vulnerable people.
Teatime Club	Bringing together local communities and providing hot meals to local vulnerable families and connecting local people.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

17 Analysis of movements in restricted funds (cont.)

Aviva Community Fund	The Aviva Community Fund helps local causes build stronger communities across the UK.
Live Well Leeds	Promoting positive mental health and well being through art and local connections.
Mental Health First Aid	Promoting positive mental health and well being through art and local connections.
Power To Change	Development of leadership and deepen the positive impact our organisation has in our community.
The Sir George Martin Trust	To deliver support and activities to benefit the well-being of disadvantaged and vulnerable people in West Yorkshire.
Warm Hub	Bringing together local communities and providing hot meals to local vulnerable families and connecting local people.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

18 Analysis of movement in unrestricted funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
General fund	349,217	82,660	(100,597)	-	331,280
Building fund	128,937	-	(16,256)	-	112,681
Maintenance and repair fund	150,000	-	-	-	150,000
	<u>628,154</u>	<u>82,660</u>	<u>(116,853)</u>	<u>-</u>	<u>593,961</u>
Previous reporting period	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	289,611	75,238	(15,632)	-	349,217
Building fund	145,193	-	(16,256)	-	128,937
Maintenance and repair fund	150,000	-	-	-	150,000
	<u>584,804</u>	<u>75,238</u>	<u>(31,888)</u>	<u>-</u>	<u>628,154</u>

Name of unrestricted fund	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds
Building fund	The fixed assets are essential for the future operation of the charity and so are excluded from free reserves.
Maintenance and repair fund	Trustees agreed to allocate a designated reserve of £150,000 to ensure the high standard of maintenance and repair are preserved and any necessary upgrades can be undertaken.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

19 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	1,908	112,681	-	114,589
Net current assets/(liabilities)	329,372	150,000	332	479,704
Total	331,280	262,681	332	594,293
Previous reporting period				
	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	3,816	128,937	-	132,753
Net current assets/(liabilities)	345,401	150,000	-	495,401
Total	349,217	278,937	-	628,154

20 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2025 £	2024 £	2025 £	2024 £
Less than one year	1	1	-	-
One to five years	4	4	-	-
Over five years	1	2	-	-
Total	6	7	-	-

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

21 Reconciliation of net movement in funds to net cash flow from operating activities

	2025	2024
	£	£
Net income / (expenditure) for the year	(33,861)	22,696
Adjustments for:		
Depreciation charge	18,164	19,010
Dividends, interest and rents from investments	(20,411)	(19,341)
Decrease/(increase) in debtors	(46,125)	8,285
Increase/(decrease) in creditors	51,748	40,577
	<hr/>	<hr/>
Net cash provided by / (used in) operating	(30,485)	71,227
	<hr/> <hr/>	<hr/> <hr/>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2025 (continued)

22 Prior year Statement of Financial Activities (including Income and Expenditure account)

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	245	-	245	5
Charitable activities:	4				
Advice Service		4,500	565,028	569,528	500,240
Communities and Families		-	195,798	195,798	194,987
Services and Room Hire		51,152	-	51,152	45,228
Investments	5	19,341	-	19,341	2,465
Total income		75,238	760,826	836,064	742,925
Expenditure on:					
Charitable activities:	6				
Advice Service		217	585,682	585,899	502,903
Communities and Families		-	195,798	195,798	194,987
Services and Room Hire		31,671	-	31,671	52,117
Total expenditure		31,888	781,480	813,368	750,007
Net income / (expenditure) before net gains / (losses) on investments		43,350	(20,654)	22,696	(7,082)
Net income / (expenditure) for the year	8	43,350	(20,654)	22,696	(7,082)
Transfer between funds		-	-	-	-
Net movement in funds for the year		43,350	(20,654)	22,696	(7,082)
Reconciliation of funds					
Total funds brought forward		584,804	20,654	605,458	612,540
Total funds carried forward		628,154	-	628,154	605,458

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.