

BRITISH REFUGEE COUNCIL

England & Wales · Charity number 1014576

Details

Other names	REFUGEE COUNCIL, THE REFUGEE COUNCIL
Status	Registered
Legal form	Charitable company
Company number	02727514
Registered	1992-10-02
Register	View on the Charity Commission register

Contact

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Activities

Objects: A) TO PROVIDE RELIEF FOR REFUGEES AND THEIR DEPENDANTS WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS B) TO PRESERVE AND PROTECT THE PHYSICAL AND MENTAL HEALTH OF REFUGEES AND THEIR DEPENDANTS INCLUDING (BUT NOT LIMITED TO) PROTECTING THE RIGHTS OF THOSE INDIVIDUALS C) TO ADVANCE THE EDUCATION AND TRAINING OF REFUGEES AND THEIR DEPENDANTS IN NEED THEREOF SO AS TO ADVANCE THEM IN LIFE AND ASSIST IN THEIR REHABILITATION WITHIN A NEW COMMUNITY D) TO PROMOTE RESEARCH INTO THE CONDITIONS OF LIFE OF REFUGEES THROUGHOUT THE WORLD AND WAYS OF PROVIDING CHARITABLE RELIEF FOR THEM AND TO PUBLISH THE RESULTS OF ALL SUCH RESEARCH E) TO ADVANCE PUBLIC EDUCATION ABOUT THE POSITION OF REFUGEES AND THE SITUATIONS WHICH GIVE RISE TO REFUGEE MOVEMENTS.

Activities: The Refugee Council is one of the leading charities in the UK working directly with refugees, and supporting them to rebuild their lives. We also speak up for refugees using our direct work as an evidence base, ensuring refugees have a stronger and more influential voice in decisions that will affect them. We work with a range of partners and in collaboration to ensure we best support our clients.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Other Defined Groups

Geography

- **Area of benefit:** WORLDWIDE
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£14,924,000	£19,632,000	£7,438,000	349
2024-03-31	£20,697,000	£19,364,000	£12,146,000	339
2023-03-31	£19,074,000	£17,110,000	£10,813,000	321
2022-03-31	£15,791,943	£12,918,924	£8,849,397	242
2021-03-31	£12,602,000	£11,551,000	£5,976,000	222

Accounts



TRUSTEES ANNUAL REPORT AND ACCOUNTS

of British Refugee Council
company number 02727514



THE NATION'S
REFUGEE CHARITY

For the year ended
31 March 2025

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CHIEF EXECUTIVE'S INTRODUCTION



ENVER SOLOMON

Over the past year, we have made a real difference in the lives of over 15,000 refugees and people seeking asylum. They come to our country to escape the horrors of war and violence, seeking safety and the chance to rebuild their lives, wanting to integrate into communities and contribute to British society.

Settling into a new country after being forced to leave everything behind is more traumatic than most of us can imagine. At the Refugee Council, our services provide a vital lifeline for men, women, and children, helping them feel safe and develop a sense of belonging in their new communities.

We provide immediate care and support to children and young people who arrived alone, having made frightening and dangerous journeys without their parents or families. Our specialist therapists helped these children and families begin to process their harrowing experiences so they can start to heal and rebuild their lives. Many people in crisis turn to our Infoline for expert information and advice.

Our work is rooted in local communities, where we welcome refugees and bring them together with their new neighbours to foster connections and friendships. From craft and chat groups, to walking and allotment groups, we support them in putting down new roots. We also help people learn English, find employment, and use their skills through volunteering. All of this enables them to integrate and move forward with their lives.

We always strive to improve what we do and increase our impact. This year, we made significant progress in how we collect data to demonstrate the effectiveness of our services. According to our data,

over 90% of respondents are satisfied with the support provided, and nearly 60% report being very satisfied.

We understand that many of the refugees and asylum seekers we support are extremely vulnerable and may be at risk. Ensuring we have robust safeguarding in place is critically important. This year, we conducted an independent audit and developed a clear improvement plan based on the findings.

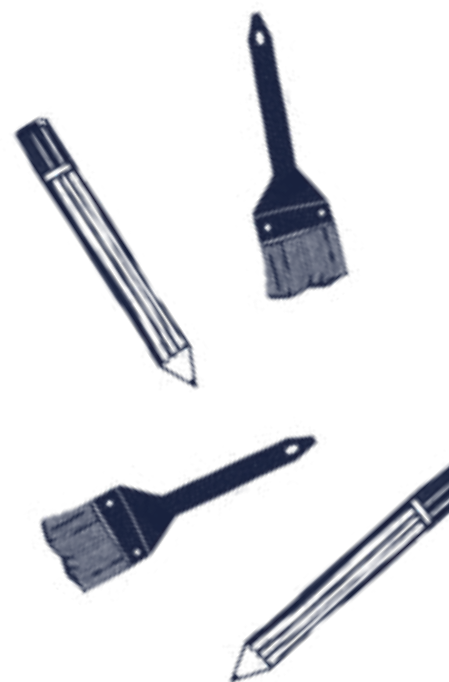
We also took the crucial step of launching a new brand and website—our first brand refresh in over three decades. As part of our commitment to refugee involvement, we co-produced the new brand with refugees, ensuring they were equal partners in the process. The result is a bold new look that is purposefully designed to mainstream our cause and engage wider audiences, especially those who may be persuaded to support us.

As part of our commitment to lived experience, we published important new research on the barriers to career progression and development faced by colleagues with lived experience. The research explored structural, organisational, and individual challenges and identified initiatives we are now piloting to address them.

This year also saw a new government come into power, bringing some wins for refugees. The Labour Government immediately scrapped the Rwanda plan and committed to processing all asylum cases through the official system. They also ended the use of the Bibby Stockholm and extended family reunion rights for Afghan refugees. These were important achievements for us and our partner charities following our expert reports and sustained campaign calls for a fair and humane approach to supporting refugees in rebuilding their lives. We remain committed to securing positive changes in government policy, ensuring refugees are treated with compassion and dignity.

Everything we achieve is thanks to the incredible commitment, support, and hard work of our staff, volunteers, supporters, funders, and partners. Together, we can continue to make a meaningful impact on the lives of so many refugees.

STRATEGIC REPORT



Who We Are

We are the Refugee Council, the nation's refugee charity. Together with community groups, partners and volunteers, we help people who have escaped war and persecution to rebuild their lives, integrate into communities, and play their part in Britain.

Why We Exist

After experiencing the trauma of war, violence and persecution, refugees have been forced to leave everything behind. Finding safety and settling into a new community when you don't know anyone and can't speak the language is harder than most of us can ever imagine.

Our vision: We see a Britain where refugees find safety and have a fair chance to rebuild purposeful, happy lives, contributing to our communities.

Our Mission: Our mission is to support refugees to rebuild their lives, integrate into communities and play a part in Britain.

We share the evidence from our frontline services with government to help build integrated and happy communities that work for all of us.

Our values

Inclusive: We are inclusive. We work with - not for - refugees and people seeking asylum, so they have an equal voice, co-producing projects and ensuring their expertise and experiences are at the heart of what we do.

Collaborative: We are collaborative. Working with others is a priority in order to have the collective impact that is vital to achieve policy and practice reform.

Courageous: We speak out when we see injustice, cruelty and unfairness. We always stand up for what we believe is the right thing to do to transform the experiences of those seeking protection in our country.

Respectful: We are respectful of all those we interact with. We treat everyone - our staff, volunteers, beneficiaries, partners and people we disagree with - with the same respect, professionalism and understanding.

Our Ambitions

1. We will successfully press government and other agencies to take action to improve refugee protection.
2. We will significantly improve access to quality support for refugees in crisis and those seeking to integrate.
3. We will successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment.



What We Do

We do what it takes to support refugees to rebuild their lives in Britain. From the moment they arrive until they are completely independent and feeling safe.



Come **RAIN** or
SHINE, we work
with refugees to help
them feel safe and
integrate into their
new community.



Providing services with refugees, for refugees:

Right from the start, we are a friendly face and a helping hand. From hot meals and warm showers, to practical support covering the asylum application process, housing, education, and employment. We're here through the highs and the lows.



Stories for change:

We support refugees to tell their stories so that people can understand their experiences. And we share the evidence from our frontline services so that communities across the nation are better equipped to welcome refugees.



Rebuilding with refugees:

Refugees contribute their unique perspectives and experiences to improve our services and campaigns, and take on leadership roles within the organisation.



Advocating for better policies:

We use evidence from our frontline services to push for reforms, ensuring refugees are given the support they need.

We played a leading part in persuading the new government that the Rwanda scheme was unworkable, hugely costly and ignored our legal and moral obligations to refugees.

By influencing Government policy, we create a better environment for refugees to rebuild their lives and relieve pressure on our frontline services.

Our Year in Numbers

In 2024/2025 we supported:

15,203

**REFUGEES AND PEOPLE
SEEKING ASYLUM**

11,266

WERE NEW CLIENTS

We helped:

3,927 adults and families seeking asylum to:

- Navigate the asylum application process.
- Secure housing and financial support.
- Access specialist services including legal representation, healthcare, therapy and English language support.
- Make connections in their communities.

7,022 children and young people through our specialist Youth Services to:

- Understand how things work in the UK, including the asylum application process, getting into school and getting support from children's social care.
- Access specialist therapeutic support for children and young people.
- Challenge injustice, including having their age determined incorrectly and being placed in adult accommodation, being denied access to education, or inadequate housing and support.

4,320 adults and families recognised as refugees in Britain to:

- Access housing, benefits, health, education, therapy and employment.
- Rebuild their lives in the UK with the specialist support of our Refugee Services.
- Make connections in their communities.

Our Services



Children and young people

- We supported **7,022** children and young people last year.
- Most arrived in Britain **ALONE** without their parents.
- **OVER 90%** were under 18 years old.

Why children and young people need our help

We work with children and young people who come to the UK without their family or carers. They are looking for safety and to rebuild their lives having fled the unimaginable trauma of war and violence at home. Their journey to the UK can take years. Many young people experience hunger, injury, exploitation, and abuse. They arrive in the UK exhausted, needing safety and support, a place where they can recover and look to their future with hope. Unfortunately, life in the UK can often be very difficult.

Their housing and financial support can be fragile and they face barriers in going to school, accessing both education and healthcare. They also face dangers in the UK as their identity as a child can be disbelieved. We have seen hundreds of children and young people placed in adult accommodation. They are afraid, confused and unsure where to go to get help.

Our support for children and young people

Our **expert children's advice service** is 33 years old this year. Our project workers support children and young people aged under 18 who are seeking asylum with expert independent advice and support from the moment they arrive here until they receive a decision on their asylum application. The most

common issues that we support children and young people with are social services care, legal help, and accessing education. This includes:

- A reception service for vulnerable children who arrive here alone by small boat in Dover. The service is a safe space, designed for young people to recover and prepare for their move to foster care or other Local Authority support.
- Resources and guidance so young people feel more informed and independent. This includes briefings on the asylum application process and life in the UK.
- A Children's Advice and Support Service. This includes a free Youth AdviceLine and in-person clinics provided by our Regional Youth Advice Teams for isolated young people.

We launched our **new Youth Service**, co-designed with refugee young people, staff, volunteers, and partners. This service supports young people up to the age of 21 years. It offers:

- Peer mentoring to enable young people to support each other.
- Events to build young people's skills and confidence. Examples include our much-loved supper clubs, developing English language skills, residential trips to Magdalena Farm and learning about employability opportunities via visits to universities and employers.
- Advice and casework services to help young people overcome issues impacting their safety and wellbeing. From incorrect age identification

and access to education, to safe housing and social services care. For example, we challenged two London Councils about their age assessment practice. Through this, we secured lasting improvements in the accessibility of their services and the just treatment of children in need of their protection and care.

We provide vital, **specialist therapy support through our MyView Service**, for children and young people who arrive in the UK alone.

Our expert therapists provide:

- Psychotherapy, art and music therapy to enable children to process their emotions and engage with their asylum journey.
- Tools for young people to ground themselves when they are feeling distressed.
- Referrals to trauma specialists.
- Assistance to help them identify people who can support them.

A huge problem for many young people is that their age is assessed incorrectly. These children are then housed in inappropriate adult accommodation or detained in immigration removal centres. To address this, we launched our new Youth Justice Project (renamed the **Childhood First Partnership**).

The programme includes a network of 30 charities and organisations who are working together to end the practice of misclassifying children as adults. We co-designed a toolkit with young people and our partner organisations that will be available to anyone in contact with a young person.

The toolkit provides guidance on what to do if you think a young person has been assigned the wrong age, including how you can get local authority support. Led by young people, we are using insight from the project to drive improvements in practice across the charity sector and in government decision making.



Mubarek, aged 18, talks about coming to the Refugee Council Youth Services for the past three years, and how this has helped him settle in the UK. He is now studying at college to become a plumber.

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I've been coming to Refugee Council since I first came to the UK, about three years ago. I come from Ethiopia.

My foster family took me to the Refugee Council. When I got there, I saw that it's so nice. They give us studies, they give us food, they give us help, if we need help with social work or something like this - they help us very well. We do classes. I studied at the Refugee Council for about seven months.

When I came here the college was full, so I did classes at the Refugee Council. They taught me a lot. They helped ask my solicitor what was happening with my asylum claim, and they helped me to get a new solicitor.

I would like to say to UK people - Refugee Council is a way for refugees to get help. Things like studies, new friends, improving their English. If there is money, please help the Refugee Council, this would be good.

Now I'm studying in college. I'm starting a plumbing course this year. My future is to be a plumber."





Supporting adults and families seeking asylum

In the last year:

- We enabled **3,927** adults and families to navigate the complicated asylum application process
- We provided information and guidance to **1,965** people living in asylum hotels, enabling access to healthcare, asylum support, legal advice and guidance.

Why people seeking asylum need our help

Most adults seeking asylum live in hotel accommodation on just £8 per week. They struggle to afford everyday necessities and are isolated from their local community. This year, we worked with many people who also had their asylum claim incorrectly refused and faced being evicted from their accommodation and their financial support stopped.

This year people seeking asylum faced the potential of being removed to Rwanda to have their asylum claim assessed. If they were granted refugee status they would live out their life in Rwanda. This was part of the now abolished Rwanda Plan introduced by the government in April 2024 (the Migration and Economic Development Partnership). Thousands of the people we worked with faced months of uncertainty, fear and distress under these proposals.

In July 2024, just as the Rwanda plan was scrapped by the incoming Labour Government, far right violence targeting migrants, refugees and people seeking asylum erupted. Our expert teams in Yorkshire and Humberside supported people in hotels that were attacked. They were left without power, food or support. They needed to be relocated to a safer location.

During this year, decisions on asylum cases also resumed at speed, often without sufficient time or support. This resulted in a spike in homelessness that our asylum teams worked to prevent.

Our support for adults and families seeking asylum

Throughout this tumultuous year, our **specialist asylum project team** worked in asylum hotels, providing legal clinics, drop-in surgeries and remote services. Our staff shared advice on the asylum application process, living safely in communities and how to access legal services. We worked with other charities, volunteers and partners to share information with clients on how policy changes affected them and how they could protect themselves.

We supported people seeking asylum who had just arrived in the country by helping them **access healthcare**, including using dental services, applying for an HC2 certificate, understanding their rights to healthcare, and learning how to access local health services. We also partnered with a local group of foundation-level dentists to deliver dental treatment. We raised awareness about the needs of our clients with NHS staff, including the primary care teams across South Yorkshire, and the A&E and Urgent Treatment Centre staff in Sheffield. We also held activities to help people build their local network and to reduce isolation. From beach trips to visits to local parks and points of interest, all our events are supported by an incredible team of volunteers.

Our **remote advice and signposting service - Infoline** - played a leading role in producing advice and guidance on the implications of the government's Rwanda proposals for both our staff and the people we work with.

Our **therapeutic services** provided trauma-informed and culturally appropriate one-to-one and group therapy to help people manage the emotional impact of their experiences. We supported clients who experienced immense distress due to the threat of removal to Rwanda, with some becoming suicidal. We provided space for people to meet in groups, both in person and online. We shared information regarding the Rwanda scheme and how they could protect themselves following media reports of people being detained across the country.

Our **Barnsley Refugee Advice Project** provided integration and community inclusion support across the area. Our new community development capacity enabled us to develop exciting new partnerships with local organisations to help refugees and people seeking asylum feel welcome.

This included activities such as English language classes, a bike project, and football matches, as well as awareness-raising events with the local police, schools, social services and healthcare providers.



Mo, from Iran, was supported by Andy, a Refugee Council volunteer in Barnsley. Mo had experience as a truck driver in his own country, but once he was accepted as a refugee, he struggled to find work in the UK because of his limited English.

He attended a Refugee Council Men's Group, where Andy helped him improve his English and his confidence, and helped him find a role as a driver with another charity, as well as training tailored to his needs. Now Mo is thriving at work and has become a supervisor in Leeds.

Mo says:

//

I found the men's group and joined. I could find new friends, and Andy is a best friend now... When I first came to men's group, people helped me... now I must try to help others. So we are not alone."

Andy says:

//

I would say people like Mo are working towards making Barnsley their home. Mo personifies what we are trying to do. This country needs HGV and forklift truck drivers. He is contributing big time to our local economy."



Helping refugees rebuild their lives, integrate and find employment

Last year, we worked with **4,320** adults and families across our Refugee Services. These are services for:

- People who have a positive decision on their asylum application and are now recognised as refugees. Sometimes they are called newly-recognised refugees.
- Refugees who have been granted permission to come to the UK to rebuild their lives here through resettlement or sponsorship programmes. This year, that included supporting people who arrived through Homes for Ukraine, the Afghan Resettlement Programmes and the UK Resettlement Scheme. Our services for these clients were based in Hertfordshire, London, and Yorkshire & Humberside, with a new service in Kent launching in June 2025.

Why refugees need our help

Refugees have fled war, violence and persecution. They have been forced to leave everything behind. Most of us can't imagine starting over in a new community after such loss. Refugees may not know anyone in Britain. They may not speak the language.

The people we work with are focused on rebuilding their lives – establishing roots and contributing to their new communities. Achieving this relies on access to quality housing, healthcare, financial support, English language classes and employability support. People also need a cultural induction to understand life in the UK as well as how to know and access their rights and entitlements. Sadly, many refugees don't get the support they need to thrive. This is particularly true for people who have applied for refugee status through the asylum application process.

Our support for refugees



• Learning English.

- ➔ Our services provide space for people to learn English in a supportive, nurturing environment. For example, in South Yorkshire we improved support for newly arrived children who needed additional support with their English language development.



• Finding a stable home.

- ➔ It's not enough to simply find somewhere to stay. We want to make sure that refugees are in safe, secure housing and learn how to manage everything involved in renting a property. This includes paying rent to their landlord on time, paying bills on time, contacting their landlord when a repair is needed and dealing with any disputes with neighbours.

ABDUL

Abdul was sleeping on the streets and found a place to stay with help from the Refugee Council.

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When a person gets his status as a refugee, he will face a bit of difficulty. When he has no connections, it will be difficult for him to find a place, when he's new, in the first month or two, finding work can take a bit of time.

I was sleeping on the streets. I had a sleeping bag, in the rain. You didn't feel safe, just trying to catch two hours of sleep, with the noises of the bus, and the people on the street. I was really terrified, you will not feel safe at all. I got wet and cold, it's really hard, I don't want to remember it.

When I was sleeping in the street, the local authority suggested getting help from the Refugee Council. The Refugee Council acted fast, they asked me questions and a week later they found me a place to stay.

I had to leave everything behind, my family, my lifestyle. A lot of refugee people are educated, there are doctors, there are engineers like me, they have no chance to find a home yet. Thank you so much, you don't know how it affected my life."

- ➔ Newly-recognised refugees are particularly at risk of homelessness. This is because of a lack of social housing, combined with expensive private rental accommodation. Over the past year, our **Refugee Advice Project** and **Private Rental Scheme** helped prevent homelessness and supported people to integrate into the community in London. This included working closely with the Refugee Council's Policy team to ensure our clients could access shared accommodation in private rentals after being excluded, as they were not exempt from the shared accommodation rate. We successfully legally challenged numerous local authorities to ensure that they met their Relief Duty and accommodated vulnerable clients.
- ➔ This year we also launched our transitional housing service for Afghans within the Ministry of Defence site in Catterick. This project helped people access healthcare and benefits while they awaited movement to their permanent housing elsewhere in England.



• eVisa support

- ➔ Following the introduction of eVisas for refugees from January 2025, our expert project teams successfully supported all our clients to understand, apply for and then access their new eVisa accounts. This included delivering group briefings and extra 1-2-1 support for people who required further help to access their accounts.
- ➔ We also helped people to speak to their banks and access the benefit system.



• Finding a fulfilling job

- ➔ Refugees often face huge challenges when trying to find jobs. Similar to housing, we want refugees to find fulfilling, enjoyable careers, where they can realise their potential.
- ➔ In the past year, our Refugee Services provided employment support including work experience and re-accreditation for trained medical professionals.
- ➔ Our employment programmes include working with like-minded partners such as Hull City Council and World Jewish Relief, and brilliant employers like IKEA, Starbucks and the NHS. We were thrilled to be shortlisted for the Charity Times Corporate Social Responsibility Project of the Year Award 2024 for our partnership with IKEA, and to be nominated as a finalist for the Project of the Year 2024 by the Third Sector Business Charity Awards 2024 for our collaboration with Starbucks.

MUSA

Musa was a nurse in Sudan. He talks about how the Refugee Council Building Bridges programme is helping him, and how he hopes to requalify to work as a nurse in the UK.

My name is Musa and I am from Sudan. Right now I am in London and I am proud to be a part of Building Bridges.

I was a nurse in Sudan. I graduated and used to work with international organisations and I would help people in camps. I also worked in a government hospital.

I came to the UK as a refugee and have been given the opportunity to do my job again here, and I really appreciate the Building Bridges team for that.

I have worked as a Healthcare Assistant job in Ealing Hospital for two years, which means I get the chance to build my confidence as well as understand how the system works in the UK. When I pass my exam I would like to work as a nurse at Ealing Hospital. I am trying to do my best to get there.

A lot of refugees come here with a lot of experience but they don't know which organisations can help them. Some people have language barriers too and it's the only barrier to them doing jobs well – they just need help with language."

- ➔ During the year, we co-authored a guide for employers to employ refugees with partner organisation Tent Partnership for Refugees. We also convened the Hull Employability Forum with local partner organisations to strengthen how we work together to support refugees in the area.
- ➔ Our Lewisham Resettlement Service developed a highly successful job club with local partners, supporting clients to access volunteering roles and employment.

● **Accessing specialist therapeutic support**

- ➔ Refugees have often fled conflict and undertaken dangerous journeys. Constant news about political events and developments at home can also bring a mixture of emotions. There is a lot of grief, anger, disbelief and worry about the future, as well as some relief and hope. At the same time, people are trying to rebuild their lives in a new country. These experiences can have a profound psychological effect. It is vital refugees have access to therapeutic support so they can begin to work through the trauma that they have experienced.
- ➔ This year, our highly experienced, specialist teams were able to provide therapeutic support to 303 refugees, enabling them to come to terms with the complex trauma and loss that they have experienced.
- ➔ This included:
 - Dedicated group therapy for Ukrainians in London and South Yorkshire.
 - Specialist child and family therapy in South Yorkshire.
 - Individual and group therapy in Lewisham.

FATIMA

Fatima* speaks about her experience of therapy with the Refugee Council.

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Therapy sessions were really helpful to me personally. We had fifteen sessions, and each time I was eagerly awaiting the next.

Before therapy, I was always crying, upset, stressed and always feeling anxious. I was not able to sleep properly. This therapy was really helpful for me. I can't say I'm completely healed but at least I'm hopeful now.

I'd tell anyone – especially other refugees – please don't be afraid to have therapy... Above all, I know you have the right to feel scared, as you have come through a very difficult situation, leaving your home country.

I hope I get the basic right to live in this country, and that my life ends naturally, not having the fear that someone is going to take my life. The future of my daughters is important. I don't want them to go through what I went through."

Over the summer of 2024 we also launched our new **resettlement** strategy, which had been co-designed with refugees and staff. With our partners the International Rescue Committee and Refugee Action, we co-convened a resettlement skills share day attended by 50 refugee support organisations including UNHCR and UK Government Home Office.



Improving Refugees' Lives



To ensure that our services are having an impact on the lives of people seeking asylum and refugees, we collect data against three specific outcomes which we know are vital to enable them to rebuild their lives: **improved safety, improved belonging, and improved access to quality support.**

The data we collect focuses on changes in how refugees view their situation and their circumstances. We ask them to give their views on:

- Satisfaction with the support they receive from the Refugee Council.
- Worrying too much about different things.
- Confidence dealing with unexpected events.
- Belonging to the local neighbourhood.

In the year ending March 2025 our impact data showed:

OVER 90% of responses indicated satisfaction with our support. Only 3% indicated dissatisfaction. This is based on a sample of 1,925 respondents.

For the outcomes relating to safety and belonging based on repeated surveys for a sample of approximately 800 clients:

46% reported improvements in their confidence dealing with unexpected events.

37% reporting worrying too much about different things less frequently.

43% reported improved feelings of belonging to their local neighbourhood.

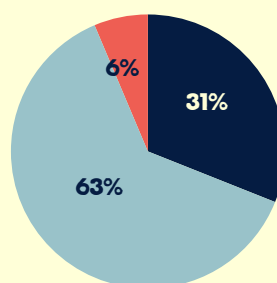
Rebuilding your life as a refugee in Britain is very difficult. If we can see improvements in areas of life like feeling safe and belonging, that can be huge progress for people who are going through troubling times.

Those we work with who are going through the asylum system have worse outcomes. This is in stark contrast to those who have arrived on a government programme, such as the scheme for Ukrainian refugees. Those going through the asylum system deal with much more uncertainty and insecurity navigating the complicated asylum application. They also receive much more limited support, often struggling to get legal advice, medical care and other help they need.

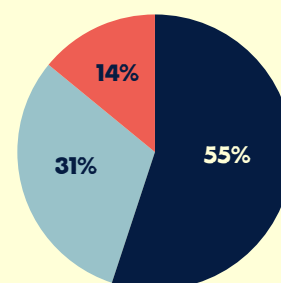
Confidence dealing with unexpected events

■ Improvements ■ Neutral ■ Negative change

Seeking asylum



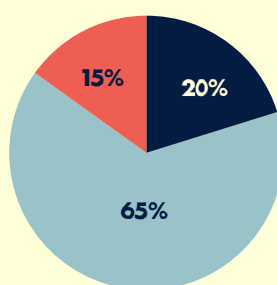
Other statuses



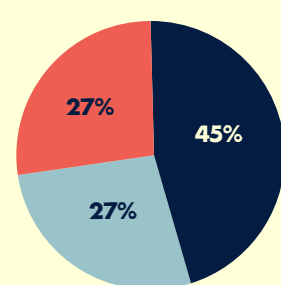
Worrying less frequently

■ Improvements ■ Neutral ■ Negative change

Seeking asylum



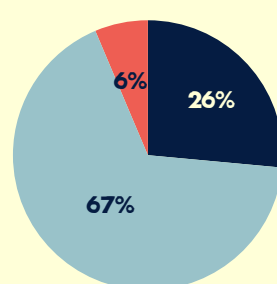
Other statuses



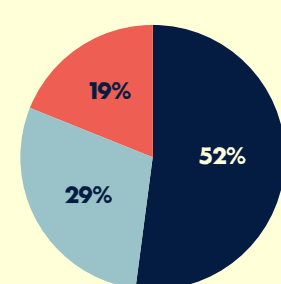
Belonging to neighbourhood

■ Improvements ■ Neutral ■ Negative change

Seeking asylum



Other statuses



Looking at the data in more detail shows that across all outcomes, **the numbers reporting a negative change are in the minority, while those who are in the asylum system are less likely to say they experienced improvements.**

We've been developing the data over the last two years working closely with our staff and clients based on a phased approach to define and refine the metrics. Although we have made great progress there are still limitations, with less data from some groups of refugees and people seeking asylum we work with. It is also not appropriate to collect data from some groups, such as children under the age of 16 who arrive without their parents or family members. Now we have collected baseline data, we have set targets for each outcome measure for 2025/26.

Delivering Our Ambitions

AMBITION 1: We will successfully press government and other agencies to take action that significantly improves refugee protection.

We said we would focus on:

- **Achieving change to government policy in four policy areas:** Supporting refugees to move on and integration; the backlog in asylum decision-making; the needs of unaccompanied children; access for refugees to safe and legal pathways to reach the UK.
- Developing deep relationships with key parliamentarians.

What we achieved:

- **Policy change:** Our research output, policy and services expertise and public affairs activities all helped ensure that, following the 2024 general election, ministers came into office clear on the immediate steps needed to fix the asylum system.

Throughout the year, we published research on:

- ➔ Refugee homelessness.
- ➔ The impact of the Illegal Migration Act and the Rwanda scheme.
- ➔ The barriers to family reunion.
- ➔ The immediate challenges facing the new government.
- ➔ The likely impact of the first steps taken by the government.



- ➔ An analysis of deaths in the English Channel.

As part of the Refugee and Migrant Children's Consortium, we also published reports on flawed age assessments and the new Border Security, Asylum and Immigration Bill.

As a result, the Refugee Council helped secure the following government policy changes:

- ➔ **Rwanda:** abolished the costly and controversial Rwanda scheme.
- ➔ **Decision-making:** restarted processing asylum claims to cut the backlog.
- ➔ **Bibby Stockholm:** stopped the use of the Bibby Stockholm barge for housing people in the asylum system.
- ➔ **Safe and legal pathways:** extended family reunion scheme for Afghan refugees.
- ➔ **Move-on:** doubled (to 56 days) for a one-year pilot period the time given for newly-recognised refugees to find housing and an income before asylum support ends.

- **Developing relationships with parliamentarians:** The general election led to the election of many new MPs and we were delighted to host visits for a number of them to our local services. We supported parliamentarians in debates, oral and written questions, on Private Members' Bills and on proposed legislation from the government. We also kept local MPs informed of the attacks on hotels hosting asylum seekers during the summer 2024 riots. We were mentioned 24 times in parliamentary proceedings in the year.

We continued to act as the Secretariat for the All-Party Parliamentary Group on Refugees, which published a report on its inquiry on safe and legal routes in February 2025.

AMBITION 2: We will significantly improve access to quality support for refugees in crisis and those seeking to integrate.

We said we would focus on:

- Improving our services quality standards.
- Strengthening our safeguarding practice.
- Testing and implementing new approaches to meeting the needs of refugees.

What we achieved:

- **Improving quality standards:** We implemented a new immigration advice handbook and training for staff to understand their responsibilities as registered immigration advisors. We also established a new system for auditing immigration advice files, to ensure compliance with immigration advice standards set by the Immigration Advice Commissioner, and produced a new immigration advice policy.

In addition, we introduced new policies and procedures for ensuring all clients accessing advice receive high-quality services including a client charter, referral and signposting procedure, and file review guidance.

We have established improved mandatory training that all services staff must complete and a coordinated programme to ensure staff have a consistent training offer, including actively promoting opportunities for refugee staff to progress their career pathways.

- **Strengthening our safeguarding practice:** We commissioned an independent review of our safeguarding policy and practice. As a result we introduced an improved safeguarding policy and delivered tailored training to all Designated Safeguarding Officers across the organisation.

We strengthened our procedures for assessing DBS requirements and training for volunteers and sessional staff. At the same time, we introduced an audit programme to ensure that practice reflected our policy and procedure, and to provide necessary practice development support where gaps were identified. This led to targeted training on suicidal ideation, domestic abuse, and responding to lack of corporate parent support for children who arrive in the UK alone and whose age is disputed.



- **Testing and implementing new approaches:** We launched the Childhood First Partnership designed to establish sector solutions that will improve safety and care for unaccompanied asylum-seeking children, focusing initially on the key risk of misclassified age or age disputes. We codesigned a toolkit with young people and practitioners, to improve the identification and support for young people to challenge their assessment and access local authority care.

We co-designed a theory of change and a programme of work to scale it with young people and sector partners over the next seven years. Separately, we co-created a project with sector partners that aims to improve the supply of housing for refugees.

We also mapped the refugee employment system and identified how we could work together with partners to scale impact. Sector partners identified the need to improve the accessibility of information available to refugees about how to access employment safely.

AMBITION 3: We will successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment.

We said we would:

- Launch a new brand and a new website to appeal to a wider public audience of persuadables.
- Build a wider base of support through our Fair Shot campaign.
- Put the voices and stories of those with lived experience of the refugee protection system at the centre of the design and delivery of strategic communications and campaigning.

What we achieved:

- **Our new brand and new website:** After an 18-month research project working with brand and opinion specialists Shape History, Opinium, More in Common and Developer Society, we launched our new brand and website. The brand was co-created by a decision-making group of refugees and people seeking asylum. It was informed by qualitative and quantitative research with persuadable members of the public, supporters, refugees, think tanks and the third sector.

The website was also designed with refugee involvement at its heart, and we have rewritten the majority of the content to ensure the language is simple to understand – particularly if English isn't your first language. For example, we re-wrote key sections on the site to lower the average reading age of content from university graduate level on the previous website to secondary school levels on the new site. We have introduced translation features for the new site – with 11 language options.

We have also introduced a new donation platform, provided by Fundraise Up, and have seen our conversion rates in the first quarter of 25/26 rise to 11.4% in comparison with 5.9% for the same period in 24/25. Separately we received over 7,000 mentions in the media in the year. Of these, 909 were national broadcasters or leading national newspapers, a rise of almost 12%.

- **Our Fair Shot campaign:** The campaign brings football fans and refugees together through their shared love of football. There were five partners in the first season: Rotherham United, Preston North End, Sheffield Wednesday, Wolves and QPR. We arranged 'matchdays' with each of our partner clubs, with a group of competition-winning fans teaming up with Fair Shot FC, a team of refugees, for a day of football. Our social media content

reached 1.6 million users, demonstrating how football can start positive conversations around the experiences of refugees.



- **Refugee voices:** Throughout the year, we worked with refugees to support and empower them to tell their stories. We hosted a joint event with the charity Baobab so that young refugees – including members of our Youth Advocacy and Campaigns Group – could speak directly to parliamentarians. We also worked closely with The Standard newspaper on its Winter Campaign, in which five of the refugees we work with were able to share their experiences.

On Refugee Council's own social media channels, we worked with refugees and people in the asylum system to publish blogs and social media content, marking dates including Refugee Week, and Pride Month. We expanded our use of short films to help amplify the stories of our clients.



Our People and Processes

We said we would:

- Deliver refugee involvement pioneer projects.
- Develop a career development programme for staff with lived experience of the refugee protection system.
- Invest in our staff through our work on equality and diversity and a learning and development programme aimed at managers and leaders.
- Retender our IT technology partners supply chain to obtain efficiencies in our ways of working, improve our staff and volunteer experience, and improve our overall cyber security.
- Improve our document storage and data management approaches internally and launch a new approach to reporting.

What we achieved:

Refugee involvement: We delivered five refugee involvement test-and-learn pioneer projects. These projects included:

- Coproducing a new welcome pack for refugees.
- Developing our new organisational brand.
- Designing new local service models.
- Engaging young people in campaigning.
- Coproducing a new toolkit for young people seeking asylum about age assessment processes.

In total, the projects involved 50 refugees and people seeking asylum, who helped:

- Test our recruitment, expenses and feedback policies.
- Develop our refugee involvement registry, where we record and keep details of refugees who are involved in our pioneer projects.
- Improve knowledge and confidence among staff and refugees to embed and improve refugee involvement practice.

The diversity of projects and teams helped embed learning across the organisation from frontline services to our strategic level work.

We plan to continue with two further pioneer projects to help improve our practice of involving refugees in our research and recruitment and selection processes, as well as in strategy development.

Lived Experience Career Development

Programme: As part of our commitment to lived experience, we published important [new research on the barriers to career progression](#) and development faced by colleagues from across the sector with lived experience of being in the refugee protection system. It explored intersecting structural, organisational and individual barriers to career progression, and initiatives to respond to them that we are taking forward in a pilot programme over the next year, including targeted training, tools and resources.

Investing in our staff: We completed our Leadership and Management staff development programme with the consultancy WrkWill. We also began a process of 360 feedback with our managers to support them to improve their leadership skills. We purchased and launched a new online training platform for staff and rolled out new mandatory training on Safeguarding, Health and Safety, Equality and Diversity, Whistleblowing, Modern Slavery, Data Protection and Cyber Security and Fraud Awareness. We also carried out a review of our approach to Equality and Diversity and invested in improving our diversity data and developing our staff groups.

Improving our technology: We successfully transitioned to a new strategic partnership model for our technology and security services, streamlining operations and reducing management overhead. This delivered cost savings and enhanced access to security expertise aligned with our technology strategy. Building on our cloud migration, we achieved Cyber Essentials Plus certification for the first time, strengthening our cyber security.

Operationally, we unified support environments, progressed automation of people processes, and adopted a modern telephony platform—improving service delivery and reporting at a lower cost. Freed from day-to-day contract management, our technical team focused on enabling business transformation, including finance system procurement, SharePoint migration, and the development of a centralised data warehouse. This foundation has improved cross-system reporting, particularly in safeguarding and training, and is positioned to move further forward driving integration, efficiency, and scalable service delivery.



Strategic Plans For 2025/26



AMBITION 1: Successfully press government and other agencies to take action that significantly improves refugee protection.

- We will make a significant contribution to three policy or practice wins in the sector.
- We will achieve 25 mentions of the Refugee Council or its work in parliamentary debates, questions or reports, and run a parliamentary programme targeting new MPs.
- We will strengthen the involvement of refugees in our influencing activities delivering youth-led campaigning and a project on housing needs.

AMBITION 2: Significantly improve access to quality support for refugees in crisis and those seeking to integrate into the United Kingdom.

- We will deliver high-quality services across our refugee and asylum services.
- We will implement quality improvement plans, introduce improved approaches to audit and ensure outcome and client data meets quality standards.
- We will implement new services leadership, management structure and governance.

We will demonstrate success by achieving:

- An increase from 22% of clients across all services surveyed in 24/25 to 50% in 25/26.
- 85% of surveyed clients reporting satisfaction with the services received.

- A score of 100% against the Home Office contract's key performance indicators for commissioned services for unaccompanied children seeking asylum.

● **Asylum services**

- ➔ Confidence in dealing with unexpected events: Increase from 25% in 24/25 to 30% in 25/26.
- ➔ Sense of belonging to neighbourhood: Increase from 25% in 24/25 to 30% in 25/26.
- ➔ Worrying less frequently: Increase from 18% in 24/25 to 30% in 25/26.

● **Refugee services**

- ➔ Confidence in dealing with unexpected events: Increase from 55% in 24/25 to 60% in 25/26.
- ➔ Sense of belonging to neighbourhood: Increase from 53% in 24/25 to 60% in 25/26.
- ➔ Worrying less frequently: Increase from 47% in 24/25 to 60% in 25/26

AMBITION 3: Successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment that impact their lives.

- We will embed our new brand and messaging.
- We will successfully deliver our Fair Shot campaign.
- We will sustain our external communications activity focusing on media work and story telling.

We will demonstrate success by achieving:

- All staff and volunteers using the new brand and messaging, and the messaging still resonating with focus groups of persuadables (tested annually).
- Simplified language on our website and other materials – using the target Flesch-Kincaid scores of:
 - ➔ 50% of content at 7th-10th grade (11-15 years old), an increase of 25% compared to previous years.
 - ➔ 40% of content at 10th-12th grade (15-18 years old), a reduction by 9% compared to previous years.
 - ➔ 10% of content at College level.
- 5 million social media accounts reached by the Fair Shot campaign.
- 500 pieces of coverage in Top Tier media outlets: BBC News, ITV News, Sky News, The Guardian, The Times, Financial Times, and the i / The Independent.



Our People and Processes

AIM 1: Ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- We will deliver seven pioneer projects to test refugee involvement policies and capacity-build our External Affairs and Fundraising teams in refugee involvement.
- We will deliver a pilot programme to test different approaches to supporting those with lived experience from across the refugee sector to develop their careers.
- We will take steps to implement our Equality, Diversity, Inclusion and Belonging plan by carrying out comprehensive training of staff,

allocating resources to coordinating staff networks and improving inclusion through policies and processes, and establishing a new steering group to oversee our commitments.

We will demonstrate success by achieving:

- 9% increase in annual staff survey response regarding creating a culture that supports meaningful refugee involvement (from 76% in 2024 to 85% in 2025).
- 90% of staff and refugee participants reporting increased skills, experience, and confidence through involvement activities.

AIM 2: Develop our staff, invest in our systems and processes and prioritise a learning approach and ensure we attract the resources to deliver our mission and ambitions.

- We will establish a new central data function.
- We will implement a new finance system, a new services system and improved functionality for our HR system.
- We will roll out a new website, Fundraise Up donation platform, and develop an overarching Case for Support under the brand.
- We will continue to improve our internal communications systems and processes.

We will demonstrate by achieving:

- All staff recruited into the organisation to have come through iRecruit by 1st August 2025.
- 75% of new staff and volunteers self-reporting a positive onboarding experience after 2 months at the Refugee Council.
- Indication of training/development needs identified and logged in People Connect for every staff member by 31st December 2025.
- At least 70% staff completing their equal opportunities data (monthly).
- 70% of staff feeling supported and confident about the change process based on pulse survey.
- Overall employee engagement score from annual staff survey increasing from 59% to at least 66%.



Principal Risks and Uncertainties

Risk management

The Trustees have overall responsibility for ensuring that appropriate systems of financial and other controls are in place. Trustees are responsible for safeguarding the assets of the charity, taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance that:

- The Refugee Council is operating efficiently and effectively.
- Its assets are safeguarded against unauthorised use or disposal.
- Proper records are maintained, and financial information used internally or for publication is reliable.
- The charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, although not absolute, assurance against material misstatement or loss. They include:

- The adoption of a Strategic Plan and an Annual Business Plan and Budget by the Board of Trustees.
- Regular review of financial and operational results by the Senior Management Team, Finance and Resources Committee and the Board of Trustees against these plans.
- A review carried out by the Finance and Resources Committee with the external auditors of any matters raised for the attention of management.
- Clear rules for delegation of authority for decision-making and the incurring of expenditure.
- Health and safety risk management, review and monitoring procedures.
- Serious incident reporting and review procedures.
- A framework for joint working between Delivery Managers, Fundraising, and Finance for whole-life management of external funding and partnerships.

Trustees review risk using a traditional risk register approach as a formal report and review of the organisation's key risks, with the review including looking at existing controls and plans for mitigation, and further actions and improvements required. Risk management techniques are also thoroughly embedded throughout the organisation's decision-making and control mechanisms, an organisational strength which has improved our effective response

to the higher-level risk environment we have seen since the pandemic.

At the current time the following risks are identified as the highest category risks for the Refugee Council:

Risk one

Safeguarding



The potential for actual harm to our beneficiaries, staff, volunteers or other stakeholders, due to negligence or inadequate practice on behalf of the Refugee Council.

Any subsequent reputational damage, which would then have second order reputational impacts including threat to our ability to effectively collaborate with partners, or a detrimental effect on our fundraising, as well as risking our clients' trust in us.

As a service delivery organisation, this risk remains consistently at the top of our risk register.

Mitigation Actions

We strengthened safeguarding governance by establishing a Safeguarding Managers Forum and a Corporate Safeguarding Board. The Board and SMT received training on fostering a culture of safeguarding. We employed a Safeguarding Practice and Policy Manager with responsibility for implementing the recommendations following an audit of our safeguarding practice (which involved refugees, staff and volunteers), strengthening operational governance, monitoring compliance with safeguarding policy, and introducing practice improvements.

We established a Corporate Safeguarding Board to scrutinise safeguarding risk identification and management across the organisation, and strengthen our safeguarding culture.

In April-June 2024, Bijal Ruparelia conducted an independent review of our safeguarding policy and practice. In June 2024, the Board approved the review findings and recommendations.

All safeguarding alerts relating to our clients are now recorded in our Client Database enabling efficient monitoring and reporting.

We commissioned targeted training to address practice needs (working with perpetrators, youth violence and knife crime), and we delivered in-house training on professional boundaries, domestic violence, suicidal ideation, boundaries, and child protection).



Risk two

Financial Sustainability



Failure to sustain future income levels at the levels assumed and required in financial planning.

This is due to changes in our services funding related to the ending of the EU AMIF funding of our services alongside a challenging external environment (cost of living, statutory funder budget pressures etc) to fundraise within.

Mitigation Actions

We continue to monitor funding performance to ensure alignment with the clear parameters set by Trustees in the approved three-year plan and reserves policy established in June 2023.

All charities report current challenges raising funds due to the external environment. We continue to invest in digital fundraising channels, including launching a new website and securing and maintaining strategic relationships with key funders and across high-value income sources.

We are developing core service models that deliver the greatest impact and have been introducing these to potential new funders, especially in Practice Development and community-based initiatives in partnership with local Refugee Community Organisations (RCOs).

Finally, we are realigning our cost base to seek cost efficiencies and procurement savings in line with our plans.

Risk three

Information Security & Data Quality



A data breach could create a significant reputational risk, risk to a service user and/ or lead to fines from the ICO. This could then in turn lead to a loss of income as there could be an impact on public support and funder/Commissioner confidence in the organisation.

Although we continue to invest in the reliability and wider security of our IT systems, it has now become clear that there has been a lack of understanding of organisational information security, and we have been working hard to improve our processes and controls alongside our systems.

There is also a risk the data we do hold is of poor quality or not utilised effectively to drive evidence-led decision making.

Mitigation Actions

Cyber Essentials Plus has now been achieved and the IUSS has an ISO27001 Information Security Management System in place.

We have set up a data governance group and we have invested in an outsourced dedicated DPO role and a Fundraising Compliance officer within the organisation to advise on matters going forward.

We have increased our digital security across all of our technology including how we store, manage and process data. We have bolstered our website and email security.

We have updated our policies, procedures and staff awareness and will continue to monitor any issues to ensure we continually improve our digital safety.

Risk four

Changes in government policy

Change in government policy that negatively impacts clients and reduces the likelihood of government contracts/funding.



The new Illegal Migration Act could have significant impact on our services although commencement of the provisions has yet to happen, and we have subsequently had a change in government.

While this risk has existed on our register previously, recently the risk level has increased.

Mitigation Actions

We have been delivering a multi-faceted advocacy work plan (including parliamentary, policy and media work) including scrutinising the operationalisation of new government legislation and analysing emerging legislation, policy and practice - quantifying the impact for our beneficiaries and services.

We have been working cross-sector on key issues such as rising refugee homelessness and have built relationships with media and parliamentarians to support challenges to government policy and practice.

Now we have a new government in place, we will be monitoring and engaging with sector activity and influencing dependent on tone of voice, call to action and potential impact.

There are, in addition to the above, a number of other risks that whilst significant in aggregate, are not individually critical. The impact of these can in general be assessed to give an estimated financial impact, such as the likely range by which income may fall short of budgets, or the resources required to put right issues arising. The overarching insurance and mitigation against these risks is the holding of sufficient levels of free reserves to protect against them and to take necessary early action if there is a risk that sufficient reserve levels could be breached. The process for setting the level of reserves we hold is described in the Reserves section below.



Risk five

Senior Management Team Turnover

The likelihood of the Chief Executive or members of the Senior Management Team moving on from the organisation, resulting in organisational instability and impacting on business continuity.



Mitigation Actions

An analysis was carried out by the Nominations Committee of the potential risks of the Chief Executive and Senior Management moving on. Steps were identified to be taken to mitigate those risks depending on different scenarios.



Financial Review



Income and Expenditure

Our total income of £14.9m was £5.8m lower than previous year (2023/24: £20.7m). We received a significant one-off legacy in 2023/24, which we do not expect to continue into future years.

Despite the challenging funding market, we have maintained our income from charitable activities at £11.6m across the portfolio. Income for Resettlement of £5.7m (2023/24: £5m) increased as a result of additional contracts working with resettled Afghan refugees. Income for our Integration and Therapeutic services continues to reduce year on year, largely as European Union AMIF funding ended in December 2023.

Total expenditure increased slightly to £19.6m (2023/24: £19.4m) driven mostly by spend on advocacy and awareness-raising of £3m, up from £1.3m in the previous year. This is due to investment in our brand and digital provision, including an enhanced website, as well as other advocacy and awareness initiatives.

Expenditure on charitable activities of £16.9m was £0.3m higher than the previous year across

the majority of areas. For example, we increased investment in our Destitution Service and Children's and Young People's Services.

In total, we drew down £4.7m of funds held at the beginning on 2024/25 to spend on our charitable activities (2023/24: £1.3m surplus). A drawdown of funds brought forward from the previous year was anticipated in our annual plans and budgets, as we held reserves in excess of our policy.

Reserves

Total funds at 31 March 2025 stand at £7.4m: of this, £1.2m is restricted to fund specific projects, and £0.1 million is a long-term endowment fund.

Our free unrestricted general reserves at 31st March 2025 stand at £6.1m, a reduction of £3.9m from the £10.0m unrestricted funds held at the start of the year.

This balance remains above our reserves policy range. The Trustees have approved a three year financial plan where we continue to invest in fundraising, systems transformation, and key strategic initiatives such as refugee involvement and rebranding. These are expected to deliver long term benefits to both the Refugee Council and the wider refugee sector. We are also focused on attaining a more sustainable and efficient cost model to operate within our reserves target once our investment phase is complete.

Reserve setting and reserves policy

Trustees reviewed our reserves policy and the assumptions that underpin the methodology that we base our planning on. They confirmed that our target reserves range continues to be £4m plus or minus £0.5m.

The risk tolerance of Refugee Council is low, and in relation to reserves and financial sustainability, we require that every effort is made to minimise or eliminate the risk of any financial loss or the need to fall below the lower band of our reserves target. This means the approach to reserves is considered prudent.

Approach to Fundraising



Following an exceptional legacy gift and an associated trust donation of £1.25m in the previous financial year 2023/2024, the financial year 2024/25 saw a drop in fundraising income of £9.1m to £3.6m.

This level of drop is largely related to our unrestricted income, and although seemingly very high, is not surprising. For the last three years, the Refugee Council has seen exceptional unrestricted income raised in response to the public profile of the refugee cause associated with Afghanistan in 2021/22 and Ukraine in 2022/23. The fall in public support for refugee causes was somewhat less obvious in 23/24 due to the large legacy and the £1.25m associated trust donation. 2024/25 is therefore the first year where the baseline level of unrestricted income from donations has returned to a pre-Afghanistan level.

We work with supporters in a variety of ways. Our Public Fundraising programmes enable our donors to make either stand-alone or regular gifts, inspiring support through direct mail, print and digital campaigns. We were grateful to receive a number of legacy gifts during the year, from generous supporters who chose to leave us a gift in their Will. Our Trust Fundraising team, our Corporate Partnerships team and our Philanthropy team work with individuals and organisations that are able to give at a higher level. We also have a collection of fantastic community fundraising supporters who raise funds through events and activities in their local communities.

In addition to fundraising income, the Refugee Council's Business Development team also secured UK Government funding. In 2024/2025, this amounted to a total contract value (note not annual

value) of £4,387,208 – split £957,275 in contract extensions and £3.43m in newly secured contracts.

Most of the fundraising and business development activity undertaken by the Refugee Council is done directly by our own staff, which means we are able to fully control the standards to which the work is carried out. We also work with a telephone fundraising agency to promote regular giving and a digital agency to support our paid social media fundraising campaigns. We also onboarded additional fundraising consultants to help support our Trust fundraising and our storytelling when capacity has been stretched. We expect all third parties who work with us to meet the same high standards as our own fundraisers and have contracts in place to ensure this.

We do not currently undertake any street fundraising or door-to-door fundraising. We use a mixture of consent and legitimate interest as our legal basis for processing supporters' personal data for marketing purposes. We ask all supporters how they would prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and we always respect their choice. We do not sell or exchange lists of data with any other charities or companies. For further details, please see our [privacy policy](#) - Refugee Council.

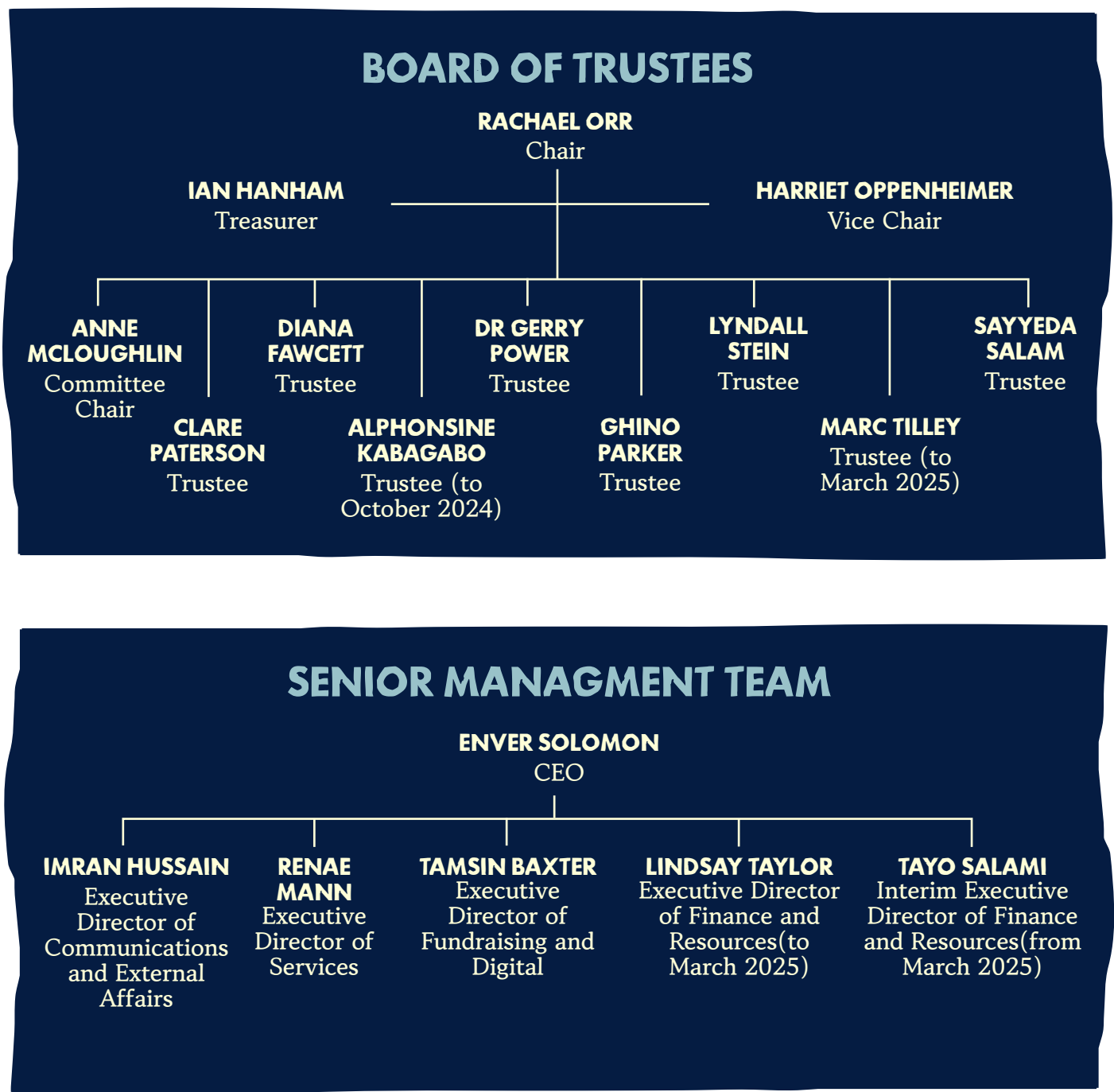
The Refugee Council has been registered with the Fundraising Regulator since its inception in July 2016 and with its predecessor, the Fundraising Standards Board, before then. We fully comply with the Code of Fundraising Practice issued by the Fundraising Regulator. We take supporters' complaints seriously and have established a process to handle, quantify and respond to complaints. This year we did not receive any fundraising complaints. We review all complaints received to determine any changes we need to make, and we update our database whenever a donor requests this. Our Fundraising Complaints Procedure can be found on our website. All of our staff follow best-practice guidelines for dealing with vulnerable people as outlined in our Acceptance and Refusal of Donations Policy and Procedures.

In July 2017 the Fundraising Regulator launched the Fundraising Preference Service (FPS) aimed at providing people with the means to stop direct marketing from specific charities without having to contact them directly. In this financial year, Refugee Council has received two such requests.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational Structure

The structure of our organisation is designed to support effective governance, clear accountability, and efficient decision-making. The diagram below outlines our key functional areas and reporting lines, illustrating how leadership and operational teams are aligned to deliver on our strategic priorities. This structure ensures collaboration across departments and enables us to respond effectively to the needs of our stakeholders.



TEAMS

SERVICES

- Asylum Services
- Refugee Services

COMMUNICATIONS & EXTERNAL AFFAIRS

- Communications and Campaigns
- Public Affairs and Policy
 - Internal Communications

FUNDRAISING & DIGITAL

- Business Development
 - Digital
- Philanthropy and Partnerships
- Public Fundraising

RESOURCES

- Facilities
- Finance
- People and Culture
- Refugee Involvement
 - Technology
 - Transformation

Public Benefit

The Charities Act 2011 requires charities to demonstrate that their work is of direct benefit to the public. When planning the Refugee Council's activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

Within the constraint of resources, and subject to any eligibility criteria for a specific service, the Refugee Council's services, described above, are available to all refugees and people claiming asylum. Services are offered in many of our clients' languages, without charging fees, and recognising the difficulties many faces in meeting travelling costs. Our work on sector capacity building, refugee integration and education of the general public about refugee issues benefits the whole community by supporting community cohesion. Our work on policy, legislation and advocacy advances human rights and access to employment, education and healthcare, and combats destitution.



Policies



Investment and Treasury Management Policy

Within the year, the charity has opted not to pursue a policy of investing surplus funds on the equities or bond markets and has continued to utilise short-term deposits. In order to maximise earnings from cash, the Refugee Council is permitted to hold the following types of cash management vehicles:

- In sterling denominated current accounts, certificates of deposit and bank deposits held with banks and building societies which have a long-term credit rating of A or equivalent.
- Near-cash money market funds held with UK institutions based in the United Kingdom and regulated by the Financial Services Authority (FSA).
- UK short-dated government bonds and UK Treasury bills, defined as no longer than 12 months in duration as long as held to redemption.



Remuneration Policy

The Refugee Council has a job grading system in place that, on the basis of a number of criteria, matches posts against the pay spine used by the National Joint Council for Local Government. This system is used for all posts in the organisation with the exception of executive staff. Employees normally join the organisation at the bottom of the scale for their post and move up the scale on an annual basis. In exceptional circumstances, a market supplement may be paid in order to attract a candidate to a difficult-to-fill post. This year, in light of the ongoing “cost of living” crisis, an annual cost of living award was paid to staff in line with that agreed by the National Joint Council of an average of 5.6% for our staff.

For executive staff the Refugee Council has to balance a number of factors, including the esteem and value of working for a charity, and the limited number of applicants for senior roles with experience and knowledge in some key functions. The Board is conscious that executive salaries need to remain competitive with the sector whilst ensuring that there is appropriate consistency on remuneration across the organisation. Therefore, in determining levels of executive pay, the Refugee Council will usually reference pay data from employment agencies, charities of a comparable size and sector competitors, and will consider the ratio between executive and median employee data.

Annual cost of living awards for executive staff are normally comparable to any increases paid to non-executive staff.

The Board is directly responsible for the annual setting of the salary level of the Chief Executive, who in turn has delegated responsibility for executive directors. The Board reviews the Senior Management Team’s every two years based on benchmarking data, to ensure that salaries are still comparable to the median level of similar-sized charities. This was reviewed at the start of 2024 in line with our policy with any changes to come into effect in the next financial year.

The ratio of the Refugee Council Chief Executive’s salary to the median of staff salaries at March 2025 was 3.1 (this compares to 2.6 in 2023/24).



Employees

The charity recognises the importance and commitment of its staff in the delivery of our plans and activities. Employees are kept up to date on matters affecting the charity through our intranet ‘The Hub’, regular staff briefings and email updates. With staff spread over a number of offices, and working in a hybrid manner, the Senior Management Team held regular all staff ‘RC Team Talk’ sessions to maintain direct contact with the wider staff group, to supplement other formal communication channels. There have also been several ‘Reflection’ sessions that have been held where staff come together to share and support each other at challenging moments related to the external environment. The Senior Management Team also make regular onsite visits across the organisation.

We formally recognise the trade union UNISON, and meet with union representatives quarterly in order to consult on issues affecting members and employees’ interests.



Volunteers

Volunteers are critical to the work we are able to achieve and their support makes the impact that we have so much greater. The contribution of 431 volunteers this year (560 in 2023/24) amounted to some 19,567 hours of support during the year (24,308 in 2023/24). Whilst we do not account for the value of this time in our financial statements, we can note that if we were to value their support to our work at only £10 per hour, this would amount to £195,670 worth of time (£243,080 in 2023/24). Not only do staff appreciate their value, but also our beneficiaries who are at the receiving end of their valuable time. We are grateful for the continued support of our volunteers.

The volunteer numbers have decreased from last year, in our Integration, Resettlement and Asylum Services. In 2024/25, our Integration and Employment Services reduced following the end of

our AMIF funding, reducing the need and capacity for volunteer support. In the same year, in our resettlement services the ARAP hotels closed and our Lewisham Resettlement Service began to wind down, reducing the need for volunteer support. Finally in 2024/25, our asylum therapeutic services reduced in size following the end of restricted funding, reducing the resources and need for volunteer support.

Each year Brian Marsh, chair of the Marsh Christian Trust, sponsors awards for volunteering. We held several volunteer celebrations in the year and gave out 15 Marsh Awards for the best volunteer ideas to support refugees and people seeking asylum to meet new people, develop skills, and participate in their local community. We extend our thanks to Brian Marsh for sponsoring these awards.

The Trustees and staff give a big thank you to all the very talented volunteers who work to support and help us improve the lives of refugees and people seeking asylum.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible in accordance with applicable law and regulations for preparing the Annual Report of the Trustees and the Strategic Report, as well as the financial statements.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy the financial position of the charity at any time, 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein. The maintenance and integrity of the charity's website is the responsibility of the trustees.

PROVISION OF INFORMATION TO AUDITOR

Each of the persons who is a trustee at the date of approval of this Report confirms that:

- so far as the trustee is aware, no relevant audit information has been withheld from the company's auditor; and
- the trustee has taken all the steps that he or she could reasonably be expected to have taken as a trustee in order to make himself or herself aware of any relevant audit information, and has established that this information has not been withheld from the auditor.

Auditor

Sayer Vincent LLP are the appointed auditors for the charity since 2021/22.

This Trustees' Report, incorporating the Strategic Report, was approved and authorised for issuance by the Refugee Council on 17/12/2025 and signed on its behalf by:

Rachael Orr
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH REFUGEE COUNCIL

Opinion

We have audited the financial statements of British Refugee Council (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively,

may cast significant doubt on British Refugee Council's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

influence the economic decisions of users taken on the basis of these financial statements.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Resources Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - ➔ Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - ➔ Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - ➔ The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those 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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members 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.

Noelia Serrano (Senior statutory auditor)

18 December 2025

for and on behalf of Sayer Vincent LLP,
Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025 Including Income and Expenditure Account

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2024/25 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2023/24 Total £'000
Income from:									
Donations and Legacies	2	3,028	170	-	3,198	8,237	892	-	9,129
Charitable Activities	3	982	10,579	-	11,561	2,131	9,268	-	11,399
Other Trading Activities	4	-	-	-	-	24	-	-	24
Investments		165	-	-	165	145	-	-	145
Total Income		4,175	10,749	-	14,924	10,537	10,160	-	20,697
Expenditure on:									
Raising Funds:									
Fundraising		2,625	74	-	2,699	2,610	82	-	2,692
Total Raising Funds		2,625	74	-	2,699	2,610	82	-	2,692
Charitable Activities:									
Resettlement			5,317	-	5,317	432	5,165	-	5,597
Children's Services		1,546	2,569	-	4,115	2,351	1,413	-	3,764
Integration		1,080	1,336	-	2,416	482	3,326	-	3,808
Advocacy and Awareness Raising		2,491	449	-	2,940	948	357	-	1,305
Therapeutic Services		678	1,064	-	1,742	392	1,642	-	2,034
Destitution		317	86	-	403	65	99	-	164
Total Charitable Activities		6,112	10,821	-	16,933	4,670	12,002	-	16,672
Total Expenditure	6a - c	8,737	10,895	-	19,632	7,280	12,084	-	19,364
Net Income/(Expenditure)		(4,562)	(146)	-	(4,708)	3,257	(1,924)	-	1,333
Transfers between Funds	14	677	(677)	-	-	(985)	985	-	-
Net movement in funds		(3,885)	(823)	-	(4,708)	2,272	(939)	-	1,333
Reconciliation of funds:									
Total funds brought forward		9,964	2,072	110	12,146	7,692	3,011	110	10,813
Total funds carried forward		6,079	1,249	110	7,438	9,964	2,072	110	12,146

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities (refer to Note on Funds).

The accompanying notes form an integral part of this Statement of Financial Activities.

BALANCE SHEET
AS AT 31 MARCH 2025
REGISTERED COMPANY NO: 02727514

	Notes	31 March 2025 £'000	31 March 2024 £'000
Fixed Assets:			
Tangible assets	8	442	602
Investments		<u>4</u>	<u>4</u>
Total Fixed Assets		<u>446</u>	<u>606</u>
Current assets:			
Debtors	9	4,526	9,461
Cash at bank and in hand	10	<u>5,341</u>	<u>4,847</u>
Total Current Assets		<u>9,867</u>	<u>14,308</u>
Creditors: Amounts falling due within one year	11	(1,721)	(2,456)
Net current assets		<u>8,146</u>	<u>11,852</u>
Total assets less current liabilities		8,592	12,458
Provision for liabilities	12	(1,154)	(312)
Total Net Assets		<u>7,438</u>	<u>12,146</u>
The funds of the charity			
Unrestricted funds:			
Designated funds		1,162	1,162
General Reserves		<u>4,917</u>	<u>8,802</u>
Total Unrestricted Funds		6,079	9,964
Restricted Income Funds		1,249	2,072
Endowment Funds		<u>110</u>	<u>110</u>
Total charity funds	13 - 15	<u>7,438</u>	<u>12,146</u>

These accounts, including this balance sheet and the notes, were approved by the Board of Trustees of the British Refugee Council on 17/12/2025.

Rachael Orr
Chair

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2024/25 Total £'000	2023/24 Total £'000
Cash flows from operating activities:			
<i>Net cash (used in) operating activities</i>	(i)	<u>388</u>	<u>(548)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		165	145
Purchase of property, plant and equipment		(60)	(118)
<i>Net cash provided by / (used in) investing activities</i>		<u>105</u>	<u>27</u>
Change in cash and cash equivalents in the year		<u>494</u>	<u>(521)</u>
Cash and cash equivalents at the beginning of the year		4,847	5,368
Cash and cash equivalents at the end of the year	(ii)	<u>5,341</u>	<u>4,847</u>
(i) Reconciliation of net income to net cash flow from operating activities			
Net surplus for the year		(4,708)	1,333
Adjustments for:			
Depreciation charges		220	201
Interest		(165)	(145)
(Increase) in debtors		4,935	(1,670)
(Decrease) / Increase in creditors & provisions		106	(267)
Net cash (used in) operating activities		<u>388</u>	<u>(548)</u>
(ii) Analysis of cash and cash equivalents			
Cash in hand		2,163	2,390
Notice deposits (less than 3 months)		3,178	2,457
Total cash and cash equivalents		<u>5,341</u>	<u>4,847</u>

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2015) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are set out below.

The Refugee Council constitutes a public benefit entity as defined by FRS 102.

Going concern

The financial statements are prepared on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future. The trustees have assessed the appropriateness of the going concern basis for the preparation of the financial statements and have taken account of potential uncertainties on the charitable organisation's company position.

The trustees have reviewed the charitable company's forecasts & projections for a period of twelve months from the date of approval of these financial statements and have set a three year plan from 2025/26 based on reasonable assumptions on funding levels, and are confident that the charity has sufficient resources to deal with any future unexpected financial shocks arising.

Based on the above assessment and the charitable company's level of free reserves at the balance sheet date, the trustees consider that there are no material uncertainties about the Refugee Council's ability to continue as a going concern and meet its liabilities as they fall due for at least 12 months following approval of these financial statements. Accordingly the financial statements continue to be prepared on the going concern basis.

The functional currency of the charity is pounds Sterling.

(b) Income

Income is recognised in these accounts where there is entitlement to the income, where it is probable that the income will be received, and where the amount can be measured reliably. Income received in advance of these criteria being met is deferred as a liability.

Income from Donations and Legacies

Donations and legacies includes donations and gifts, legacies, and all other income that is in substance a gift made on a voluntary basis. It also includes grants of a general nature provided by government and charitable foundations which are not conditional on delivery of certain levels or volumes of a service. The donation may be made towards the general aims of the Refugee Council (unrestricted), or towards a specific service or aim (restricted). Donations are recognised on receipt of the donation, or if earlier, at the point where there is a written obligation for a donor to pay a specified donation.

Legacies are recognised at the point of probate being granted and the estate value can be estimated reliably.

Income from Charitable Activities

Income from charitable activities includes income earned from the supply of services under contractual arrangements, and from grants that specify the provision of a particular charitable service.

Income under contractual arrangements is recognised when the income falls due under the terms of the contract. Income from grants that are subject to performance or other conditions are recognised when the conditions are deemed met. Where a grant agreement states that funding is conditional on eligible expenditure having been made, such as our provision of Resettlement services, our entitlement to income matches expenditure incurred and so we recognise income when eligible expenditure is made. Where a performance-related grant is given for charitable activity to be performed over a specified period of time, the entitlement arises and the income is recognised for the period of activity for which it is awarded. For example multi-year grants approved on the basis of annual budgets are recognised over the life of the multi-year charitable activity in line with the approved annual budgets.

Income from Other Trading Activities

If included, comprises primarily rental income received on renting out surplus office space. Rental income is recognised on a straight line basis over the term of the rental agreement.

(c) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under the related activity. The expenditure comprises direct expenditure including direct staff cost attributable, and allocated support cost. Support costs represent central operational overheads such as Finance, Human Resources, Information Technology, and central office costs (not including service premises costs which are accounted for as direct expenditure), and the costs of governing the organisation. Support costs are allocated to activities on the basis of a percent on top of the expenditure supported as this is deemed the most appropriate measure of how such resources are used.

Expenditure on raising funds are those costs incurred in attracting donations and legacies.

Charitable activities include grants payable and expenditure associated with the provision of service to the beneficiaries and stakeholders of the charity, and covers both direct cost and allocated support cost relating to these activities. Grants payable are accounted for when the directors have created a constructive obligation to make the grant. The value of grants approved and communicated but still to be paid are included in the balance sheet as current liabilities.

Charitable activities have been classified into the following main activities of the charity:

- Resettlement – where we work in partnership with local authorities in providing high quality services to integrate refugees in England;
- Children's Services – where we provide services to separated children, children who have been trafficked and or suffered traumatic experiences;
- Integration – where we support those with newly-granted refugee status to move into mainstream support systems;
- Advocacy and Awareness-Raising – where we promote the rights of refugees and to ensure that UK immigration legislation and European directives are responded to in a co-ordinated manner, including the use of research, public campaigns, policy influencing, parliamentary lobbying and media work;

- Therapeutic Services – where we offer a holistic response to the complex needs of refugees who have suffered traumatic experiences;
- Destitution – where we provide immediate personal support to those at risk of destitution and also access to advice.

(d) Fund accounting

The charity maintains various types of funds as follows:

Unrestricted funds

General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity.

Designated funds are unrestricted funds transferred from general funds and set aside at the discretion of the Board of Trustees for particular purposes. The Trustees review the composition of the funds annually in order to assess their continued use and make new reserves in line with the future strategy of the charity.

The current status of designated and general funds is disclosed in note 14a.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors. The aim and use of key restricted funds are set out in note 14b to the financial statements.

Endowment funds

The charity holds one endowment fund which capital sum is to be held in perpetuity with the interest on the balance used to support refugees' education. The aim and use of this endowment fund is set out in note 14c to the financial statements.

Transfers

Transfers in certain situations may be made between categories of funds. Funds may be transferred between unrestricted and designated funds at the discretion of the Board of Trustees to set aside resources for a particular purpose. Where expenditure against a primarily restricted funded project exceeds the restricted funding available from donors in the year, funding is transferred from unrestricted funds to meet the excess cost.

(e) Tangible fixed assets and depreciation

Tangible fixed assets purchased for the Refugee Council's purposes and costing more than £2,000 are capitalised and included at cost, including any incidental expenses of acquisition. Depreciation is calculated so as to write off tangible assets on a

straight line basis over the expected useful lives as follows:

- Freehold buildings - 50 years
- Leasehold property improvements - lesser of 10 years from date of purchase or lease period
- IT Hardware & Infrastructure - 3 years
- Software - 5 years
- Motor vehicles, furniture, fixtures and equipment - 5 years

(f) Value added tax

Irrecoverable Value Added Tax is included in the relevant costs in the Statement of Financial Activities.

(g) Pensions

The organisation operates a defined contribution pension scheme for employees and the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

(h) Finance and operating leases

Rentals applicable to operating leases, where substantially all the benefits and risk of ownership remain with the lessor, are charged to the Statement of Financial Activities over the period in which the cost is incurred. The Refugee Council has no assets under finance leases, which confer rights, and obligations similar to those attached to owned assets.

(i) Provision for liabilities

Provision for liabilities only arises where the charity has a legal or constructive obligation to meet future liabilities. The following liabilities have been recognised in the accounts:

Dilapidations

Provision is made for dilapidation works due to arise on leasehold properties. The Refugee Council has a contractual obligation to absorb such future costs.

(j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a

significant risk of material adjustment in the next financial year.

(k) Other financial instruments

i. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price.

NOTES TO THE FINANCIAL STATEMENTS

2. Donations and legacies	Unrestricted Funds £'000	Restricted Funds £'000	2024/25 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total £'000
Donations and gifts from individuals	2,398	141	2,539	2,715	208	2,923
Legacies	554	-	554	3,947	-	3,947
Donations from corporates	61	-	61	112	484	596
Trust income & general grants	15	29	44	1,463	200	1,663
Total	3,028	170	3,198	8,237	892	9,129

3. Charitable activities	Unrestricted Funds £'000	Restricted Funds £'000	2024/25 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total £'000
Resettlement		5,663	5,663	-	4,981	4,981
Children's Services	473	2,654	3,127	2,131	414	2,545
Integration	280	868	1,148	-	2,690	2,690
Advocacy and Awareness Raising	229	225	454	-	39	39
Therapeutic Services		1,169	1,169	-	1,144	1,144
Total	982	10,579	11,561	2,131	9,268	11,399

4. Other Trading Activities	Unrestricted Funds £'000	Restricted Funds £'000	2024/25 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total £'000
Premises sublets and rentals		-	-	24	-	24
Total	-	-	-	24	-	24

5a. Grants included within charitable activities:

Funders	Advocacy and Awareness	Children's Services	Integration	Resettlement	Therapeutic Services	Grand Total 2024/25	Grand Total 2023/24
Leeds City Council					4,096	4,233	3,746
Home Office		2,220				2,220	-
Herts Councils					796	796	556
Lewisham Borough Council					431	604	728
NHS London			340			340	340
Other Restricted Grants	363	473	626	250	842	2,554	28
Other Unrestricted Grants	229	142	280			651	14
Total Grants included within charitable activities	592	2,835	1,246	5,573	1,152	11,398	5,412

There are no unfulfilled conditions and other contingencies attaching to government or other grants that have been recognised in income. There has not been any other forms of government assistance from which we have directly benefitted.

NOTES TO THE FINANCIAL STATEMENTS

6a. Expenditure analysis

	Staff Costs	Other Direct Costs	Grant expenditure	Subtotal	Support Costs	Total
	£'000	£'000	£'000	£'000	£'000	£'000
	Note 7(a)		Note 6(c)		Note 6(b)	
2024/25 Expenditure on:						
Raising Funds:						
Fundraising	1,491	991	-	2,482	217	2,699
Total Raising Funds	1,491	991	-	2,482	217	2,699
Charitable Activities:						
Resettlement	3,760	1,464	1	5,225	92	5,317
Children's Services	2,280	843		3,123	992	4,115
Integration	1,098	481	21	1,600	816	2,416
Advocacy and Awareness Raising	597	916		1,513	1,427	2,940
Therapeutic Services	966	363		1,329	413	1,742
Destitution	52	171	-	223	180	403
Total Charitable Activities	8,753	4,238	22	13,013	3,920	16,933
Support Costs (Note 6(b))	3,116	1,021	-	4,137	(4,137)	0
Total	13,360	6,249	22	19,632	-	19,632
2023/24 Expenditure on:						
Raising Funds:						
Fundraising	1,073	1,033	-	2,106	586	2,692
Total Raising Funds	1,073	1,033	-	2,106	586	2,692
Charitable Activities:						
Resettlement	3,618	791	49	4,458	1,139	5,597
Children's Services	2,444	553	-	2,997	767	3,764
Integration	1,740	499	922	3,161	647	3,808
Advocacy and Awareness Raising	706	286	8	1,000	305	1,305
Therapeutic Services	1,258	346	18	1,622	412	2,034
Destitution	58	73	-	131	33	164
Total Charitable Activities	9,824	2,548	997	13,369	3,303	16,672
Support Costs	2,141	1,498	-	3,639	(3,889)	-
Total	13,344	5,023	997	19,364	-	19,364

6b. Support Costs	2024/25 £'000	2023/24 £'000
Central Premises and Business Support	405	426
Finance and Payroll	836	812
Human Resources	841	884
Information & Communication Technology	1,353	1,157
Governance Costs	275	289
Digital & Web development	92	64
Senior Management	335	257
Total Support Costs	4,137	3,889

The above support costs are allocated pro-rata to the expenditure of activities supported

6c. Grant Expenditure	For	Activity	2024/25 £'000	2023/24 £'000
Institutional Grants to				
Refugee Education Training Advice Service (RETAS)	New Roots	Integration	1	295
Positive Action Training in Housing (PATH)	New Roots	Integration	2	123
Humber Community Advice Services (H-CAS)	New Roots	Integration	2	100
Goodwin Development Trust (GDT)	New Roots	Integration	2	54
Glowing Results	Building Bridges	Integration	-	49
London Metropolitan University	Building Bridges	Integration	3	139
Various	Refugee Community Organisations (RCOs)	Integration	23	140
Refugee Action York	Y&H Hotels	Integration	-	11
Barnsley Community and Voluntary Services	Barnsley Refugee Advice Project	Integration	-	16
Lewisham Refugee & Migrant Network	Lewisham Resettlement	Resettlement	-	49
Various	Volunteer Awards	Integration	5	6
Counterpoint Arts	Refugee Week	Advocacy and Awareness Raising	(17)	8
Lewisham Refugee & Migrant Network	Lewisham Resettled Refugees Therapeutic Services	Lewisham Resettled Refugees Therapeutic Services	1	7
i) Expenditure on Grants to Institutions			22	997
Total Grant Expenditure			22	997

Refugee Community Organisations (RCOs) are frontline organisations, set up and run by people with lived experience of the asylum system and refugee integration. Refugee Council grant funded 1 such organisations in the year totalling grants of £22,000

Support costs are incidental to the costs of making institutional grants and so there were no support costs allocated to institutional grants in the current or prior year. There were no grants made to individuals in 2024/25 or 2023/24.

7a. Staff costs and employee benefits	2024/25 £'000	2023/24 £'000
Wages and salaries	11,284	11,270
Redundancy costs	83	138
Social security costs (employer's National Insurance)	1,184	1,147
Employer's contribution to defined contribution pension	438	423
Salaried Employees	12,989	12,978
Wages and salaries	353	349
Social security costs (employer's National Insurance)	10	9
Employer's contribution to defined contribution pension	8	8
Sessional Workers	371	366
Total staff costs	13,360	13,344

The number of employees whose remuneration as defined for taxation purposes amounted to £60,000 and upwards in the year was as follows:

	2024/25	2023/24
£60,000 - £69,999	6	4
£70,000 - £79,999		3
£80,000 - £89,999	3	
£90,000 - £99,999		1
£100,000 - £109,999	1	-
£110,000 - £119,999	1	-
Total	11	8

Pensions payments in respect of the above in 2024/25 were £39K (2023/24: £26K).

Employees earning over £60,000 have increased due to the annual pay scale increase moving some employees into this category, as pay scales have been uplifted to reflect the cost of living crisis.

The remuneration of the senior executives is set in accordance with the policy set out in the Trustees' report. In 2024/25 the total employee benefits including pension contributions of the Senior Executive personnel were £555,520 (2023/24 £423,087).

7b. Average Staff Numbers

The average full time equivalent (FTE) and count of salaried employees within the year was as follows:

	2024/25		2023/24	
	FTE	Headcount	FTE	Headcount
Charitable Activities:				
Resettlement	93	104	88	102
Children's Services	57	69	58	66
Integration	28	46	42	49
Therapeutic Services	22	39	22	37
Advocacy & Engagement	15	16	15	16
Destitution	2	3	2	2
Total Charitable Activities	217	277	227	272
Raising Funds	30	31	22	22
Support	41	41	42	44
Total Staff Employed	288	349	291	338

In addition to salaried employees, the Refugee Council uses sessional workers on an ad hoc bookings basis, chiefly for the provision of interpretation. In 2024/25 we paid a total of 119 sessional workers (2023/24: 139).

8. Tangible Fixed Assets	Leasehold property improvement	IT Hardware & Infrastructure	Software	Furniture, fixtures and equipment	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At beginning of the year - 1 April 2024	775	378	43	46	1,242
Additions	-	62	-	-	62
Disposals	-	-	-	-	-
At end of the year - 31 March 2025	<u>775</u>	<u>440</u>	<u>43</u>	<u>46</u>	<u>1,304</u>
Depreciation and impairments					
At beginning of the year - 1 April 2024	417	164	14	46	641
Depreciation	81	130	9		220
Depreciation on Disposals	-	-	-	-	-
At end of the year - 31 March 2025	<u>498</u>	<u>294</u>	<u>23</u>	<u>46</u>	<u>861</u>
<i>Net book value at beginning of the year</i>	358	214	29	-	601
Net book value at end of the year	<u>277</u>	<u>146</u>	<u>20</u>	<u>-</u>	<u>442</u>

9. Debtors	31 March 2025	31 March 2024
	£'000	£'000
Accrued income	2,964	6,773
Prepayments	209	177
Trade Debtors	1,339	2,420
Other debtors	14	91
Total Debtors	4,526	9,461

Trade and other debtors are recognised at the settlement value due, net of any discounts offered or impairment provision.

10. Cash at bank and in hand	31 March 2025	31 March 2024
	£'000	£'000
Cash on short term deposit	3,178	2,457
Cash at bank and in hand	2,163	2,390
Total Cash at bank and in hand	5,341	4,847

11. Creditors: Amounts falling due within one year	31 March 2025	31 March 2024
	£'000	£'000
Trade creditors	312	546
Other creditors	302	375
Taxation and social security	676	585
Accruals	174	134
Deferred income (i)	257	816
Total Creditors falling due within one year	1,721	2,456

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due can be measured or estimated reliably.

Deferred income includes funding received in advance of funding conditions being met, and contract payments received in advance.

	£'000	£'000
(i) Deferred income at 1 April	816	840
Income released from the previous year	(816)	(840)
Funding received and deferred	257	816
Deferred income at 31 March	257	816

12. Provisions

Dilapidations provisions result from constructive obligations arising under leaseholder agreements.

Provisions	2024/25 £'000	2023/24 £'000
Provided at 1 April	6	312
Movement in provisions in the year	1,148	-
Provided at 31 March	1,154	312

13. Funds assets and liabilities

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
2024/25				
Fixed Assets & Investments	446	-	-	446
Debtors	3,161	1,365	-	4,526
Cash at bank and in hand	3,608	1,623	110	5,341
Total Assets	7,215	2,988	110	10,313
Creditors	18	(1,739)	-	(1,721)
Provision for liabilities	(1,154)	-	-	(1,154)
Liabilities	(1,136)	(1,739)	-	(2,875)
Net Assets and Funds Total	6,079	1,249	110	7,438
2023/24				
Fixed Assets & Investments	606	-	-	606
Debtors	6,821	2,640	-	9,461
Cash at bank and in hand	4,228	509	110	4,847
Total Assets	11,655	3,149	110	14,914
Creditors	(1,379)	(1,077)	-	(2,456)
Provision for liabilities	(312)	-	-	(312)
Liabilities	(1,691)	(1,077)	-	(2,768)
Net Assets and Funds Total	9,964	2,072	110	12,146

14. Funds Details

14a. Unrestricted Funds Movement

		Balance at 1 April 2024 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2025 £'000
General Fund		8,802	4,175	(7,395)	(3,220)	677	6,259
Designated Funds:							
(i)	Fixed Asset Reserve	602	-	(158)	(158)	-	444
(ii)	Investment Fund	450	-	(1,184)	(1,184)	-	(734)
(iii)	Major Donor Services Fund	110	-	-	-	-	110
Total Designated Funds		1,162	-	(1,342)	(1,342)	-	(180)
Total Unrestricted Funds		9,964	4,175	(8,737)	(4,562)	677	6,079

(i) The Fixed Asset Reserve represents unrestricted funds invested in tangible fixed assets for use by the charity, which are not available for other purposes. Fixed asset depreciation is charged to these balances.

(ii) In 2020-21, in preparation for a new strategy period we created an 'Invest to Save' fund which will fund investment needs on the new strategy period to 2025. We have used £520k to invest in people, processes and systems in the year as part of an investment plan to be fit for the future, and will continue to draw down on

(iii) The Major Donor Services Fund represents the balance of the generous gift of one of our supporters originally received in 2018/19. We have applied £325k to fund expenditure in 2020/21, £30k in 2022/23 and £110k in 2023/24 leaving a £110k balance to fund children's services over next year.

14b. Restricted Funds Movement	Balance at 1 April 2024 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers	Transfers £'000	Balance at 31 March 2025 £'000
Advocacy and Awareness Rais	245	225	(449)	21	130	151
Children's Services	97	2,796	(2,569)	324	(194)	130
Integration	146	868	(1,336)	(322)	188	(134)
Resettlement	1,281	5,662	(5,317)	1,626	(738)	888
Therapeutic Services	134	1,169	(1,064)	239	(74)	165
Destitution	1	-	(86)	(85)	84	(1)
Fundraising	168	29	(74)	123	(73)	50
Support Costs	-	-	-	-	-	-
Total Restricted Funds	2,072	10,749	(10,895)	1,926	(677)	1,249

Children's Services - The Refugee Council delivers a range of children's services, including the Children's Advice Service, which supports mainly unaccompanied children by helping them access education, training, healthcare, legal advice, and independent advocacy. This service is funded by the Home Office, with carried-forward balances representing funds set aside to match increases in redundancy rights accrued by delivery staff. Other children's services include support for trafficked young people, age-disputed children, and youth-focused initiatives such as the Refugee Cricket Project. These are funded through a mix of individual and institutional donors, with some transfers allocated from General Reserves.

Integration - The Refugee Council provides support to newly granted refugees to integrate into the UK. We support refugees at every stage in their integration, including helping secure access to housing and other rights on initial grant of refugee status, through to social integration activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council secured significant funding from the EC Asylum Migration and Integration Fund (AMIF) for this work, and used it to set up the 'New Roots' project, which has allowed us to expand this work in London, and working in collaboration with delivery partners, extend it to Hull and Leeds. This funding ended on 31 December 2023, and the balance carried forward are for a collection of smaller funders.

Therapeutic Services - The Refugee Council runs a number of projects providing therapy and psycho-social support to refugees and asylum seekers. Funding for this work comes from a mix of voluntary grants, commissioning contracts from CCGs, and unrestricted funding. The balance at year end is funding from various trusts and foundations for future therapeutic projects.

Resettlement - The Refugee Council provides integration support to refugees resettled in the UK through various programmes, including the Gateway Resettlement Programme, the Vulnerable Persons Resettlement Scheme, and the Vulnerable Children's Resettlement Scheme. These services operate across Yorkshire, Humberside, Hertfordshire, Lambeth, and Lewisham. Funding is received from relevant local authorities, with some schemes ongoing and without fixed end dates, dependent on refugee arrival numbers. Balances carried forward and transfers out represent funding set aside and used to match increases in redundancy rights accrued and paid to staff involved in the delivery of these services.

14c. Endowment Funds Movement	Balance at 1 April 2024 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2025 £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	-	-	-	-	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

14d. Unrestricted Funds Movement (Prior Year)	Balance at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2024 £'000
General Fund	5,817	10,537	(6,677)	3,860	(875)	8,802
Designated Funds:						
(i) Fixed Asset Reserve	685	-	(83)	(83)	-	602
(ii) Investment Fund	970	-	(520)	(520)	-	450
(iii) Major Donor Services	220	-	-	-	(110)	110
Total Designated Funds	1,875	-	(603)	(603)	(110)	1,162
Total Unrestricted Funds	7,692	10,537	(7,280)	3,257	(985)	9,964

14e. Restricted Funds Movement (Prior Year)	Balance at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2024 £'000
(i) Children's Advice Service	129	-	(50)	(50)	6	85
(ii) Other Children's Services	-	474	(1,363)	(889)	952	63
(iii) Gateway Resettlement	99	-	-	-	-	99
(iv) Syrian VPRS Resettlement - Y&H	240	3,247	(3,222)	25	(83)	182
(v) Syrian VPRS Resettlement - Hertfordshire	441	536	(393)	143	(18)	566
(vi) Ukraine Appeal	857	64	(577)	(513)	(344)	-
(vii) Integration including New Roots	110	2,930	(3,089)	(159)	208	159
(viii) Barnsley Refugee Advice Project (BLF)	13	174	(166)	8	-	21
(ix) Therapeutic Services	170	1,214	(1,498)	(284)	219	105
(x) Resettlement - Lambeth	88	-	1	1	-	89
(xi) Resettlement - Lewisham	858	728	(1,093)	(365)	(10)	483
(xii) Refugee Community Organisations	-	10	(6)	4	2	6
(xiii) Other	6	783	(628)	155	53	214
Total Restricted Funds	3,011	10,160	(12,084)	(1,924)	985	2,072

14f. Endowment Funds Movement (Prior Year)	Balance at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2024 £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	-	-	-	-	110

15. Trustees' Expenses

None of the Trustees of the Charity received any remuneration during the current or prior year.

Travel and subsistence expenses of £3,372 were incurred and reimbursed by trustees in the course of carrying out their duties during the year (in 2024/24 £3,767 was claimed in total by trustees.)

	2024/25 £	2023/24 £
Total expenses	3,372	3,767
	0	0
Number of trustees claiming expenses	3	3

16. Related parties

There are no related party transactions to disclose for this financial year (2023/24: none).

The Refugee Council received a total of £770 unrestricted donations from its trustees in 2024/25 (2024/24: £950).

17. Fees payable to auditor	2024/25 £'000	2023/24 £'000
Statutory audit fee for current year audit	26	25
Under accrual for prior year audit		4
Total	26	29

18. Operating leases

18a. Expenditure under operating leases	2024/25 £'000	2023/24 £'000
Operating lease expenditure	363	403

18b. Expenditure commitments under operating leases

The Refugee Council is committed to paying the following amounts in respect of non-cancellable operating leases for each of the following periods following the balance sheet date:

	31 March 2025 £'000	31 March 2024 £'000
Within one year	238	296
Between two and five years	628	670
Over five years	-	0
Total future minimum lease payments	866	966

The Refugee Council had no capital commitments as at 31 March 2025 (2023/24: none).

19. Net income for the year	2024/25 £'000	2023/24 £'000
This is stated after charging / (crediting):		
Depreciation	220	201
Operating lease rentals payable:		
Property	363	403
Auditor's remuneration (excluding VAT):		
Audit - current year	22	21
Audit - under accrual for prior year	-	3
Other services	8	8
Total	613	636

20. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

21. Pension scheme

Refugee Council operates two pension schemes, both defined contribution schemes. The schemes are managed by the National Employment Savings Trust (NEST) and Aegon UK. The scheme is compliant with the pension reform rules for automatic enrolment. Contributions by the employee are matched by the employer up to a limit of 5% of salary. The cost of employer contributions due as a result of service in the year was £445,981 (2023/24: £848,942).

22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISORS

Charity number 1014576

Company number 2727514

Chief Executive

Enver Solomon

Company Secretary

Tayo Salami (from 28th March 2025)

Executive Director of Services

Renae Mann (from 5th April 2021)

Executive Director of Fundraising and Digital

Tamsin Baxter (from 1 January 2022)

Executive Director of Communications and External Affairs

Imran Hussain (from 19th February 2024)

Executive Director of Finance and Resources

Tayo Salami (from (from 28th March 2025)

Auditor

Sayer Vincent LLP
110 Golden Lane
London
EC1Y 0TG

Bankers

National Westminster Bank plc
Piccadilly & New Bond Street
63 Piccadilly
London
W1J 0AJ

Solicitors

Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HR

Pension Advisers

Creative Benefits
2 Cherry Orchard Road
Croydon,
Surrey
CR0 6BA

Principal and Registered Office

Alf Dubs House
134 – 138 The Grove
London
E15 1NS

Trustees of the company

The Refugee Council Trustees serve as the directors of the company and members of the Board of Trustees. The following were members of the Board of Trustees at the date the report was signed, or served during the year 2023/24:

Rachael Orr (Chair)

Ian Hanham (Treasurer)

Harriet Oppenheimer

Lyndall Stein Resigned June 2025

Anne McLoughlin Resigned June 2025

Clare Paterson

Gerry Power

Alphonsine Kabagabo Resigned October 2024

Ghino Parker

Diana Fawcett

Sayyeda Salam

Marc Tilley Resigned March 2025

Nicola Brown Joined August 2025

Kavish Patel Joined August 2025

Sarah Kyambi Joined August 2025; resigned October 2025

Accounts



**SUPPORTING AND
EMPOWERING
REFUGEES**

BRITISH REFUGEE COUNCIL

**Registered Charity No. 1014576
Registered Company No. 2727514**

TRUSTEES' ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

BRITISH REFUGEE COUNCIL

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Chief Executive's Introduction

Barely a day goes by when refugees are not in the news. The debate is polarised, frenzied, and divisive. In dark corners of the internet, it is nothing short of hateful. This year we saw that hatred spill out into our streets. Refugees who turned to Britain for safety feared for their lives as violent mobs attacked their accommodation.

The far-right violence was terrifying for our staff, our volunteers, and above all the refugees we work with. In these most challenging of conditions, it is a testament to the courage, conviction and compassion of our staff and our volunteers that we have managed to make a real difference to the lives of thousands of refugees, supporting them to feel safer and to find a sense of belonging.

This year, our staff provided immediate care and assistance to refugee children who travelled to Britain alone in a small boat. Our highly trained, trauma-informed therapists supported refugees to begin to process their experiences and to take their first steps towards rebuilding their lives. Across England, our resettlement teams brought refugees together with their new neighbours to share their skills and their heritage – from crafts and textiles to their favourite recipes. And our employment advisers supported refugees into meaningful careers with major companies and household-name brands.

Day in day out, we model our vision of a Britain where refugees are welcomed and supported to build safe and fulfilling lives not reviled and attacked. In the midst of such division and polarisation, we celebrate the extraordinary resilience and the amazing contribution of refugees as well as the communities that welcome them.

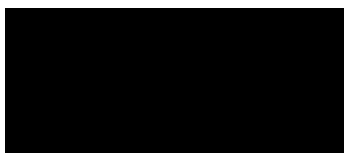
But in such a fragile moment, we know we need to go further. Our new theory of change clearly maps out the impact we are having. As we develop our impact reporting we will be able to set out in more detail the outcomes we are achieving and understand where we need to do even better.

Clearly there is more work to be done to improve public understanding and support. While we have had a huge success increasing our media profile to shape the public debate, we know we need to be more focused on targeting members of the public that we have identified as the 'persuadables'. The development of our exciting new partnership with football clubs is very much part of this.

A key part of our theory of change is also to achieve positive changes to government policy to ensure that refugees are treated humanely and compassionately within a fair and controlled asylum system. Following the general election the incoming Labour government immediately scrapped the Rwanda plan and committed to processing all cases through the asylum system. This was a major achievement for us as we had published reports and made several interventions publicly and in parliament calling for this change.

We are always seeking to improve and over the past year we have had an important focus on reviewing and developing our service models to ensure all those we work with are able to feel safe, connected and achieve independence. We have continued our organisational development journey rolling out a new Management and Leadership programme, investing in our approach to Equality, Diversity, Inclusion and Belonging and launching a project focused on the career development of staff and volunteers with lived experience.

All we do is a result of the incredible commitment, support and hard work of our staff, volunteers, supporters, funders and partners. Together we can make a real difference to the lives of refugees.



Strategic Report

Objectives and Activities

Objectives

The objects of the Refugee Council, set out in our governing documents, are:

- to provide relief for refugees and their dependents who are in conditions of need, hardship or distress;
- to preserve and protect the physical and mental health of refugees and their dependents;
- to advance the education and training of refugees and their dependents in need thereof so as to advance them in life and assist in their rehabilitation within a new community;
- to promote research into the condition of life of refugees throughout the world and ways of providing charitable relief for them, and to publish the results of all such research; and
- to advance public education about the position of refugees and the situations which give rise to refugee movements.

The Refugee Council aims to deliver these objectives through the provision of high-quality services to refugees and asylum seekers to ensure that they fully understand their rights and responsibilities in the UK, obtain access to the legal, counselling, housing, employment, education and health care services they need, and are able to integrate successfully into British society. The charity also aims to promote positive images of refugees and asylum seekers, and to campaign and advocate to ensure that the rights enshrined in national and international law are not eroded.

Our Vision, Purpose, and Values, as set out in our Strategic Plan 2021 – 2025 are:

Our Vision

Refugees are welcome to live safe and fulfilling lives contributing to the UK.

Our Purpose

To work with refugees to transform their experience of seeking protection in the UK.

Our Values

Inclusion	We are inclusive . We work with- not for - refugees and people seeking asylum, so they have an equal voice, co-producing projects and ensuring their expertise and experiences are at the heart of what we do.
Collaboration	We are collaborative . Working with others is a priority in order to have the collective impact that is vital to achieve policy and practice reform.
Courage	We speak truth to power . We always stand up for what we believe is the right thing to do to transform the experiences of those seeking protection in our country.
Respect	We are respectful of all those we interact with. We treat everyone – our staff, volunteers, beneficiaries, partners and people we disagree with – with the same respect, professionalism and understanding.

Refugee Council's Strategic Plan to 2025

Ambition 1:

We will successfully press Government and other agencies to take action that significantly improves refugee protection.

- Playing a leading role in securing one or more policy or legal 'landmark-wins' that materially improve the experience of refugees or people seeking asylum.
- Dynamic campaigning, alongside our allies, to reverse the hostile environment imposed on those coming to our country.
- Making measurable progress in the fight to reduce poverty and hardship for refugees.

Ambition 2:

We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.

- Ensuring that refugees receive early access to information, advice, and support to prevent or de-escalate crisis.
- Working with refugees to build on their strengths and resilience and develop the skills, knowledge and experience to integrate and contribute within their local communities.
- Strengthening local support systems by working with refugees and partners to improve service quality.

Ambition 3:

We will successfully influence improved public attitudes to refugees in new and imaginative ways to reform the hostile environment that impacts their lives.

- Building a much wider base of public support around the shared values of humanity, compassion, and justice.
- Inspiring a diverse, active coalition of supporters from across society to champion our calls for change.
- Ensuring the voices and stories of those with lived experience of the refugee protection system are at the centre of the design and delivery of our communications and campaigning.

Foundational Enabler 1:

We will ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- Co-design solutions with people with lived experience, alongside refugee community organisations and partners.
- Develop pathways for staff and volunteers with lived experience to support their career progression and development.
- Take immediate action on equality, diversity, and inclusion to demonstrate to all of our audiences how we are achieving equality and inclusion as well as ensuring people with lived experience have an equal voice.

Foundational Enabler 2:

We will collaborate with like-minded supporters and partners in our campaigning and systems change work.

- Build our capabilities around campaigning to reach new public and political audiences within the centre ground of British politics, focused on the positive contribution of refugees to Britain and utilising digital campaigning and awareness building techniques.
- Play a central role in the Together with Refugees campaign, building a wide movement to achieve reform within the asylum system.
- Work with refugees and partners to achieve systems change at a local and regional level to deliver improvements to how refugees are treated and supported.

Foundational Enabler 3:

We will develop our staff, invest in our systems and processes, prioritise a learning approach and attract the resources needed to deliver our mission and ambitions.

- Encourage and enable our staff, volunteers and trustees to make the best use of their skills and abilities, provide excellent selection processes and high-quality development training. Our volunteers are a vital part of our team, and we will seek to expand their involvement in our operations. Critically, we will ensure that all our people are treated consistently and valued equally.
- Invest voluntary income into modernising our systems and processes and make greater use of digital technologies as well as piloting new ways of working with refugees. This will include systematically collecting evidence to shape what we do and improving our impact data and approach to learning.
- Develop and grow new relationships with corporate partners, philanthropists, foundations and supporters to deliver growth in income, impact and influence. Through these relationships we will deliver better employment, well-being and integration outcomes for refugees and engage new collaborators, influencers and audiences to drive forward social change.

Activities

The Refugee Council undertakes its work through the following seven areas of activities, which are the main classifications used throughout our financial accounts:

1. **Therapeutic Services**, supporting adults, unaccompanied children and families to rebuild their lives. Our experienced and highly qualified therapists apply a range of evidenced-based and best practice approaches.
2. **Children's Services**, enabling separated children seeking asylum to navigate the complex asylum and child protection systems from reception to decision.
3. **Integration & Employment Services**, enabling newly recognised refugees to make the challenging first steps as they emerge from the asylum system to rebuild their lives in the UK;
4. **Destitution services** help provide food, clothes, and housing and legal support, empowering refugees to rebuild their lives.
5. **Resettlement Services**, where people arrive in the UK with refugee status to rebuild their lives in the UK by accessing housing, benefits, education, health care, legal advice and therapeutic support.
6. **Youth Services**, enabling separated children seeking asylum to navigate the complex asylum system to access housing, legal advice and therapeutic support.
7. **Campaigning and Awareness Raising** by drawing on evidence from our direct services, working to ensure that refugees have an influential voice in policy discussions that impact their lives and raising our supporters' and the public's awareness of the issues refugees and asylum seekers face.

Impact

Our services exist to *significantly improve access to quality support for refugees in crisis and those seeking to integrate into the United Kingdom*. This year we set out three strategic objectives that would move us towards realising ambition 2 under our organisational strategy, and we have set out our progress towards each below. We have also described the number of people who benefited from our services this year, and the support pathways they accessed.

In 2023-2024 our services sought to reach **15,312** people seeking asylum and refugees and successfully reached **14,432** individual unique services users in total of whom, 11,085 were new clients. Here we have set out the number of clients each our services departments supported this year and the type of support provided. Please note that as our clients access multiple services, the total of the clients accessing each department is higher than the total unique clients we supported this year.

- **3,030** adults and families seeking asylum to navigate the asylum system, secure housing and financial support appropriate to their needs, and access specialist support and connection in their communities.
- **6,095** children separated from their parents and carers seeking asylum to understand and navigate the asylum, children's social care and education systems, access specialist therapeutic support to manage the emotional distress of their experience and challenge the injustice of having their age denied and being placed in adult accommodation.
- **1,503** adults and families who have been newly recognised as refugees to access housing, benefits, health, education, and employment thereby increasing their ability to live with safety, connection to communities and ability to rebuild their lives in the UK with the specialist support of our integration and employment services.
- **50** organisations supporting 200,000 Ukrainians were supported to strengthen their practice welcoming the people they assist enabling them to access housing, healthcare, legal advice, education and employment.
- **3,547** adults and families brought to the UK through safe routes including the Homes for Ukraine programme and Afghan Relocation and Assistance Programme were supported to gain the knowledge, skills and confidence to rebuild their lives here including support to access housing, benefits, education and health care.
- **1,050** separated children and young people seeking asylum to navigate the asylum system safely and supported to thrive.

The objectives we set for our services work and what we achieved against each outcome are set out below, under reporting against ambition 2 of our strategy.

We set out three objectives and related outcomes for the year, delivered through seven priority projects.

1. Services strategy: New service models to improve access to safety, connection, and independence with people supported by our Asylum, Youth, Integration, and Employment services.

We worked with refugees, staff and volunteers to redesign our services models to align them with our services strategy, and embed preventative practices that address the causes of need while also addressing the immediate harm caused by the hostile environment.

Our services for separated children seeking asylum reached over 7,000 children across England, from their arrival in Dover and elsewhere in the country until they receive a decision or turn 18 years old, and it reveals the acute and chronic risks that they face on their refugee protection journey. Our services offer refugee children child-centered holistic and trauma informed support to access the protection, legal representation, and help they need to stay safe and thrive in the UK. This year we co-designed a youth services strategy with refugee young people, and involving staff, volunteers, and partners to define how we will scale our impact through direct service delivery, practice development, and influencing. This will see us develop a peer mentoring approach to enable young people to define our priorities while also supporting themselves. We will continue to support young people to challenge incorrect age assessments, manage the emotional impact of their experiences, engage with vocational opportunities in their communities, and develop meaningful relationships with peers and their local community. We will also develop a peer network with young people to co-design solutions that will end the practice of assuming adult age for refugee children. The insight from this work will be used with young people and partners to advocate for practice and policy change.

We redesigned our asylum services to embed our holistic, person-centered approach. We integrated our therapeutic services with people seeking asylum into our advice and casework services. This has enabled us to help people manage the emotional impact of their experiences in the refugee protection system, while accessing support to address the causes through expert casework and advocacy. We also developed a free-to-access remote information, advice and casework service that people seeking asylum can access

from wherever they are in England. We tested a closed referral pathway from this service to our engagement and advice services with people living in asylum hotels. This enabled us to increase our impact through additional casework capacity to enable people to overcome key challenges they face, such as unsafe accommodation or difficulties applying for asylum support.

People with refugee status face barriers accessing housing and employment. Our established Integration and Employment Services provide specialist information, advice and casework that enable refugees to rebuild their lives. The end of the European Asylum Migration and Integration Fund in December 2023 greatly reduced our service capacity at a time of increased pressure particularly for access to housing. We worked throughout the year to redesign our services to ensure that we had a minimum viable model to meet the growing needs of newly recognised refugees to begin their integration journeys. We worked with consultancy Spring Impact to explore the opportunities to scale the impact of our employment services through both direct service delivery and collective change across the UK, while replicating this process with our Integration services.

2. Resettlement Services: Improving integration with people who arrived via safe routes

Our resettlement services welcome people to the UK through safe routes created by the Government: the Afghan Relocation and Assistance Programme, the Afghan Citizens Resettlement Scheme, the Syrian Vulnerable Persons Resettlement Scheme, and the UK Resettlement Scheme. We meet people the day they arrive, welcoming them to their new home, enabling access to benefits, health care, education and employment support, supporting them to connect with their communities through volunteering and community development activities.

This year we delivered our resettlement services in Lewisham, Hertfordshire, and Yorkshire and Humberside. Our services grew significantly due to the government's commitment to enable Afghans to rebuild their lives in the UK, and the extension of the Homes for Ukraine Scheme. We also delivered therapeutic services for children and families living in South Yorkshire, and Ukrainians.

We refined our approach to welcoming people arriving in the UK at short notice into temporary accommodation. Having supported Afghans for up to two years, our resettlement teams have refined the initial reception, needs assessment and support offer that they are now using to support people being accommodated in short stay self-contained units, before moving to their permanent housing. We also began to develop a refugee-centered approach to community sponsorship by working with Refugee Community Organisations to understand the opportunities and challenges they face in engaging with community sponsorship schemes. We published the findings and continue to explore opportunities to develop a pilot. We have also co-designed practice tools with refugees to improve the quality of their experience. We worked with our Refugee Advisory Group to co-design our welcome handbook that we present to people when they arrive, and our resettlement workers handbook that all staff use to guide their integration practice with Refugees. These new resources have contributed to the improved satisfaction refugees have shared with our resettlement services.

3. Practice development: Strengthening our collective impact by improving the quality and impact of our practice with peers internally and externally

We aim to prevent the crises people experience during their refugee protection journey by strengthening our collective impact with like-minded partners. We created our new practice development programme to develop this work. In its first year of operating the practice development team focused on defining its strategy, developing relationships with key partners to understand and define shared goals, and testing approaches that could be scaled in future years.

We developed relationships with organisations supporting Ukrainians to rebuild their lives in the UK. This initiative was part of our Ukraine crisis response, recognising that many new organisations had emerged

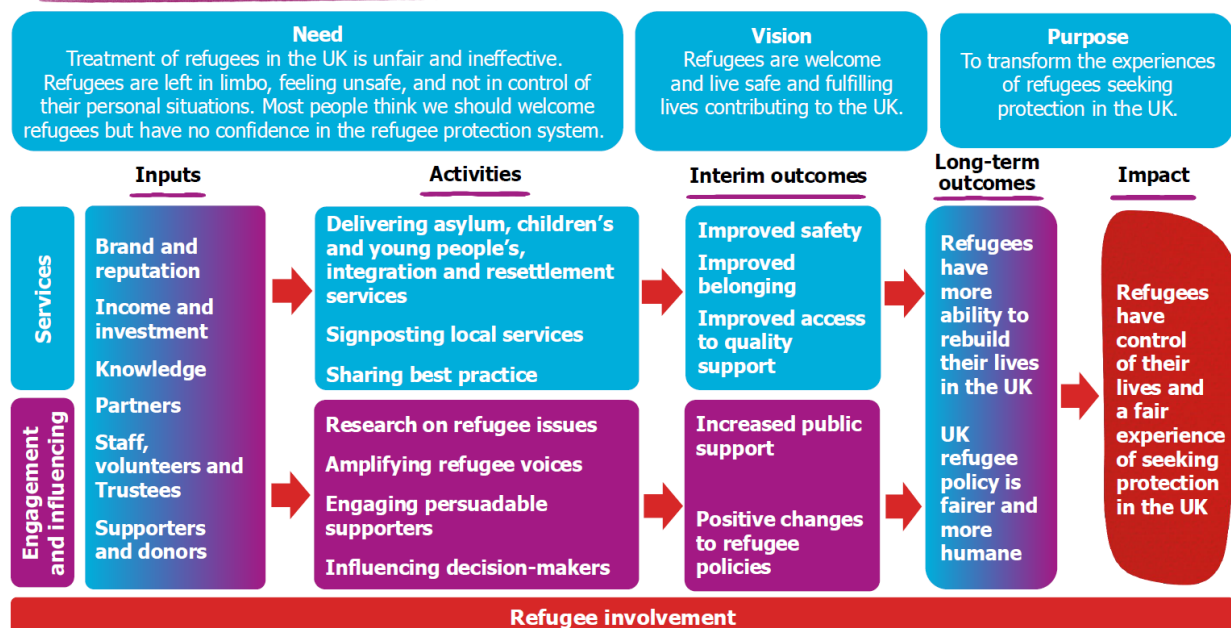
to support Ukrainians in their community, many of whom were unfamiliar with social welfare practice in the refugee context. It brought organisations together to co-design solutions that would enable them as frontline workers to meet the needs of Ukrainians they were supporting under a new and fast changing policy environment. In February 2024 the community of practice steering group co-designed and delivered a conference that defined the impact and plans to sustain the group. The steering group continues to meet independently to provide peer support.

We continued to strengthen our safeguarding practice, providing support to escalate complex cases with statutory authorities. Our Safeguarding Practice and Policy Manager supported and advised staff on effective methods and pathways to escalated cases where statutory responsibilities to protect children or young people or vulnerable adults were not met. They provided specialist support to resettlement staff to ensure that domestic abuse survivors received the protections they required, children with disputed or assumed age in adult accommodation were supported to access a Local Authority assessment, and people seeking asylum who identify as LGBTQIA+ receive asylum support appropriate to their needs. Work continues across our services to embed the Advice Quality Standard policies and procedures.

This year we further developed our Theory of Change, the framework for demonstrating the impact of our activities in the long term to transform refugees' experience of seeking protection. Our Practice Development Team has led the work embedding the knowledge and systems needed to capture the data with our clients through our services. By the end of the year 60% of our services were collecting impact data, this is a significant achievement. We also created a data visualisation tool that shows the impact over time that our services are delivering. In 2024-25 we will finalise this work and begin using this data to inform our service development and link it with data collected by our external affairs colleagues.

Our new theory of change:

Refugee Council theory of change (simplified version)



In next year's annual report, we intend to report on progress in delivering the outcomes in our theory of change to demonstrate the impact we are achieving.

2023/24 Achievements and performance against strategic goals

Ambition 1 **To successfully press Government and other agencies to take action to improve refugee protection.**

Achievements This was a year dominated by Prime Minister Rishi Sunak’s controversial pledge to “Stop the Boats” and his plan to achieve this by designating their asylum claims as inadmissible before removing them to Rwanda. Despite this challenging background, the Refugee Council continued to make the case for policy change to the public, to the media and to the major political parties. After the July 2024 general election, we were delighted that Prime Minister Keir Starmer and Home Secretary Yvette Cooper made four significant policy decisions, including abandoning the Rwanda scheme, called for by the Refugee Council and others we work with.

The Illegal Migration Act secured Royal Assent in July 2023. It provided ministers with the legal power to deem claims by those arriving irregularly as inadmissible and, if triggered, would have placed a duty on ministers to remove them. This caused considerable alarm and uncertainty across the sector. In November 2023, we published a report entitled *The Human Impact of the Illegal Migration Act and the Rwanda Plan* on the likely impact on support organisations, and how they planned to sustain and adapt their activities. It also looked at the implications for people seeking asylum, their principal needs to live with safety and dignity and to access protection, and barriers to addressing them, such as access to legal advice and representation, appropriate housing, and financial support.

November 2023 was a pivotal moment. That month, the Supreme Court found that the Government’s Rwanda scheme was unlawful because it exposed asylum seekers to breaches of their human rights. The Government’s response was passing the *Safety of Rwanda (Asylum and Immigration) Act 2024*, which simply overrode this decision by declaring Rwanda safe. The Refugee Council was a leading voice in the public and political conversation on the Rwanda scheme. We published evidence which highlighted that the scheme would drive people to take more dangerous journeys and will not deter people from travelling to the UK on small boats,¹ and presented it to Parliament including at the Joint Committee on Human Rights legislative scrutiny session in January 2024.

As well as highlighting the risks to individuals, throughout the year the Refugee Council successfully highlighted to the media and politicians the significant costs of the scheme and that even if the Rwanda scheme went to plan, it would only make a small dent in the growing backlog of cases stuck in limbo – and in hotels – because of the inadmissibility rules of the *Illegal Migration Act*. By July 2024, polling by *British Future*¹ showed that only one in five people (20%) disapproved of the new Government’s policy of scrapping the Rwanda scheme and spending the money on a new Border Security Command, with two thirds of the public agreeing we should process the applications of people who have arrived in the UK seeking asylum, and only 10% disapproving. In that same month, the new Government announced that it would re-start decision-making on claims that had been deemed inadmissible previously. The Refugee Council welcomed this as an essential step to stop the system from melting down and to cut the growing costs of keeping people stuck in hotels with no realistic plan to process or remove them.

The scrapping of the Rwanda scheme and the decision to process claims of people arriving irregularly were very significant decisions to which the Refugee Council,

¹ [Public gives new government a chance on immigration reforms – with space to go further too - British Future](#)

alongside others, made an important contribution. We hope they mark a sustained return to serious, evidence-based policymaking. The other two important policy wins delivered by the new Government, on family reunion for Afghan refugees and the ending of the use of the Bibby Stockholm barge affected fewer people directly but helped rebalance the system towards greater decency.

The horrific situation in Israel and Palestine led to the Refugee Council calling on the Government to be ready to put in place emergency pathways for those seeking refuge from the conflict, and the Government to consider a co-ordinated and consistent emergency response that could work across international events of these nature, rather than introducing ad hoc, unplanned responses on a case by case basis (as was seen with responses to Afghanistan and Ukraine). In January 2024, we published a report setting out three key safe routes that the Refugee Council believes should form part of any government's future plans: an expansion of resettlement (including community sponsorship), refugee family reunion, and the piloting of a new refugee visa that would allow people with a high likelihood of success to travel to the UK to submit an asylum claim.

In August 2023, our report 'Afghan Refugees: What happened to the warm welcome?' made recommendations relating to Afghan refugees, including the ongoing problems facing the Afghan Citizens Resettlement Scheme and access to family reunion for those who were evacuated. Nearly a year later in July 2024, we warmly welcomed the new Government's decision to accept the recommendation to create a new pathway to help reunite families separated in the August 2021 evacuation of Kabul.

We continued to prioritise work on separated children. In July 2023, in a case in which we provided expert evidence, the High Court ruled that the Home Office and Kent County Council were acting unlawfully in their use of hotels for children. We also worked with parliamentarians, the Children's Commissioner of England and other key stakeholders to put pressure on the Government to close down hotels and to get information about the missing children. This included organising a Westminster Hall Debate led by Deidre Brock MP on the use of Home Office hotels to provide accommodation to separated children. Working with partner organisations, we also helped secure a policy change so that refugees were no longer barred from accessing funding for their studies, will be implemented in 2025.

We continued to see disturbing numbers of children seeking asylum being wrongly age assessed as adults. Additionally, regulations have been introduced to enact the unsubstantiated use of scientific age assessments to determine the ages of refugee children with the Home Office now working on guidance documents. The Refugee Council has played a key role in mobilising others to co-ordinate communications highlighting the risks and issues with scientific age assessment – with a particular focus on the lack of evidence that it works, alongside examining the risks around the capacity to consent from the young people. We published a briefing for MPs ahead of the debates and released the report 'Forced Adulthood', in partnership with Helen Bamber Foundation and Humans for Rights Network, which used new data to show how children are being wrongly age assessed due to failures in Home Office processes and policies. We also gave evidence at the Joint Committee on Human Rights on children's rights, joined by three young people who shared their experiences of seeking asylum in the UK.

In September 2023, we led a joint letter with over 170 signatures from across the housing, refugee and human rights sector calling for a more humane approach to the treatment of recently recognised refugees during the 'move on' period. Our Keys to the City report, at the end of the reporting year, highlighted the increase in refugee homelessness and demands on our Private Rental Scheme.

We continued to engage with the Home Office and, with the general election looming, built on our strong relationships with the main opposition parties, ensuring that the Refugee Council was well-placed following the change of government in July 2024.

Our July 2023 publication of 'Towards a National Refugee Strategy: Our Vision for a Fair and Humane Asylum System' set out a positive policy agenda for all the political parties. The report focused on

- Expanding safe routes (including piloting a refugee visa scheme)
- UK-EU cooperation
- UK-French cooperation
- Fair and effective asylum processes

Ambition 2 **We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.**

Achievements Despite the chaotic operating environment in 2023/24 and the acute pressures of both the hostile environment, the cost of living and housing crises, **we worked with 14,432 people** enabling them to live safer, more connected, and independent lives.

Children & Young People

This year **we supported 6,771 separated children and young people**², 12% fewer than in 2022-23 due to the reduced funding for our MyView Therapeutic service. Despite its reduced size the **MyView therapeutic service** supported 470 separated children and young people seeking asylum to manage the emotional distress of their asylum journey. We also completed an independent evaluation of the MyView service with the What Works Centre for Children in Social Care which identified that our My View Service significantly reduced psychological distress experienced by young people, and significantly improved mental wellbeing with young people.

Alongside our therapeutic services, our **Youth Development Services** welcomed 720 children living in London to meet young people like them, build connections in their local community, progress their education, and access complex casework to overcome challenges like being placed in adult accommodation. Our **Age Disputes Service** supported 199 children to challenge incorrect age assessments or assumed age.

Our Independent Unaccompanied Asylum-Seeking Children's Support service welcomed 6,095 separated children to the UK ensuring that their welfare is safeguarded. This service provided children arriving alone in the UK to seek asylum with the trauma-informed and child-centered advice and support they need to understand the asylum and child protection systems they rely on for their safety in the UK across England. It includes our reception service for vulnerable children at the Kent Intake Unit in Dover, our free Advice Line, and regional advice teams, connecting young people with specialist services they need to stay safe and thrive while they wait for the outcome of the asylum claim and/or turn 18.

² This is the total unique number of separated children supported by our services departments.

Children case study – MyView:

A teenage refugee from East Africa was referred to our MyView service by her social worker as she was struggling with her mental health and suffering from insomnia. She says:

"Before, I was suffering lack of sleep, missing my Mum, waking up in the middle of the night sometimes because of my residence paper. I was really over-thinking because of these things.

It even started to affect my attendance in my lessons. All my teachers and students started to ask me about it. I was doing well in college, everyone knows me, but I started to worry. They really don't know my problem, what is on my inside.

I asked my social worker for a therapist. Then I met [my therapist] in the Refugee Council. It really worked!

Whenever I see her on Wednesdays, we used to dance together, she makes me always feel comfort. We draw a card together, we paint together. Sometimes if I have any homework I ask her. She always helps me with everything.

With missing my Mum, she tries to do her best. She contacts the Red Cross [who trace missing relatives], and she connects me with people to help.

Since she starts to help, everything is better. I don't have experience how to write a letter or email to my lawyer, because I come from another country. But since I met these people, really it started to change my life. I got my residence paper, I start to sleep well, because I start to do exercises and read the Bible or another book before I sleep, it really works.

My hope - in the future I want to be a psychologist or a paramedic in the future, I really do my best with these things. It helps me to help other people, I give advice to people in college not to stress so much."

Asylum Services

Our **asylum services enabled 3,030 people to navigate the complex asylum system**. Our **Hotels Services** provided information, advice and guidance to 1,705 people seeking asylum living in asylum hotels. They enabled people to access healthcare, asylum support, and legal advice and guidance. We successfully piloted refugee-led English language project with families living in asylum hotels in Yorkshire and Humberside enabling people to develop their English Language skills and knowledge of the UK while they wait for the outcome of their asylum claim. **Infoline, our remote signposting and casework service** enabled 470 adults and families seeking asylum, across the UK to access the support and services they needed to stay safe and well. A further 8,500 people tried to access the service. Our destitution service supported 99 people who have had their asylum claim refused to access the holistic support they needed to re-engage with the asylum system such as housing, mental health services, health care, and legal representation, with 12 people regaining asylum support.

The evaluation of our **Barnsley Refugee Advice Project** demonstrated the significant impact of the holistic trauma-informed place-based services to improve the safety, connection and independence experienced by refugees living in the city. This year we worked with 407 people in collaboration with local partners enabling them to access asylum support, legal advice and representation, housing, benefits, health care. We plan to deepen our impact with local partners to address the barriers to integration in the city. We are exploring opportunities to sustain and replicate this model.

Our therapeutic services with people seeking asylum enabled 332 people to manage the emotional distress of their experiences seeking refugee protection. Working with people individually and in groups, using a range of psychotherapy modalities, 82% of people reported improved feelings of safety and physical and mental wellbeing.

Integration and Employment Services

This year our services reach reduced by 30% due to the end of the Asylum Migration & Integration Fund (AMIF). Despite this loss our Integration & Employment Services were at the frontline enabling 1,503 refugees to access the housing, benefits, health care, and employability support they need to rebuild their lives. Our London-based homelessness prevention and integration services – Refugee Advice Project and Private Rental Scheme – supported 201 people. Of this group 73 reported a 90% improvement in their ability to manage private sector housing appropriate to their needs through specialist advice and support. We secured funding from the Greater London Authority to deliver a Private Rental Scheme across London, to prevent further homelessness of refugees in the North and South of the city. We are eager to test sustainable housing solutions with refugees, Local Authorities and partners.

Our employment services, which operated across England, enabled 382 people to improve their employability, of whom 176 gained employment. Through our partnerships with IKEA, Starbucks and NHS Employers we enabled 100 people to secure work. We enabled a further 59 people furthest from the labour market to gain employment through our STEP programme in Yorkshire & Humberside, delivered in collaboration with World Jewish Relief. In Hull we supported 26 people to gain work through our collaboration with Hull City Council and AMIF. Following the end of the Asylum Migration and Integration Funding in December 2023 we redesigned our Integration and Employment Services to deliver impact at a sustainable scale. Our new employment and integration service model is now in place, and we have diversified our income to ensure the sustainability of the services.

Our New Roots Service, funded by AMIF, provided a vital bridge to specialist support that refugees need to integrate in the community. Our Engage service assisted 223 people to access travel documents, Biometric Residence permits and family reunion via specialist immigration advice. New Roots Connect played a vital role welcoming 276 people to their new cities in Leeds, Hull and London connecting them with peers, English language, and recreational activities to reduce loneliness and start the journey to employability. We are delighted that the Leeds Playhouse is continuing to support the New Roots Connect activities.

Resettlement

Our resettlement services rapidly increased their capacity to support 3,547 people this year across London, Hertfordshire, and Yorkshire & Humberside. During the closure of temporary accommodation for Afghans in hotels across the country in summer 2023, we successfully supported 547 people to move into long term housing, preventing

anyone becoming homeless. We secured a two-year extension of our Lewisham resettlement services and secured funding for therapeutic services for this client group. We provided therapeutic support to 298 refugees enabling them to come to terms with the complex trauma and loss that they have experienced on their journey to sanctuary in the UK. This included dedicated group therapy for Ukrainians in London and South Yorkshire, specialist child and family therapy in South Yorkshire, and individual and group therapy in Lewisham.

We have now embedded outcome stars, our tool for measuring with refugees their progress towards their integration goals in eight outcome areas: Health & Wellbeing, Housing, Money, Practical English, Education & Work, Family & Children, Community & Connections, Law & Services. We saw clients make the greatest progress towards their Education & Work and Health & Wellbeing outcomes reflecting people's experience of being able to access English language, employment and education, and accessing essential physical and mental health services. While we saw the lowest progress on people's Housing and Family & Children outcomes, reflecting the fact that many people are struggling to access affordable quality housing, and the tensions within families as they start to rebuild their lives in the UK. To strengthen the impact of our services we co-designed a new welcome book for newly arrived people resettling in the UK and a new resettlement handbook with our Refugee Advisory Group. Both tools have been embedded across all resettlement services to improve the quality of reception support that refugees access during their resettlement journey. Our community development programmes co-designed and delivered with refugees in each region enabled people to build connections with peers and neighbours, address inclusion barriers such as neo natal care, and reduced isolation.

We continue to work with partners across the refugee sector and central government to advocate and support the expansion of community sponsorship as a complementary safe route for refugees to rebuild their lives in the UK. We have made the case for RCOs to deliver Community Sponsorship Schemes (CSS) across the country given their extensive experience of supporting people within their communities. This was built on our 2023 research that found that new engagement mechanisms are needed that are tailored to the way that RCOs work, sustainable financial investment is needed to enable RCOs to build their capacity to support sponsorship, facilitate peer learning support, and networks between existing community sponsors and RCO-based sponsors.

Resettlement case study:

Khalid (name changed), his wife and their children are refugees from Syria. They were resettled from Jordan under the UK Resettlement Scheme and now live in Leeds. They were supported to rebuild their lives by the Refugee Council resettlement team, and Khalid has secured a job he enjoys at a tailoring factory. Khalid says:*

"Since I've been in the country, I have tried to do my best, I registered with Refugee Council, I learnt to drive. I started to work for my family.

When I arrived in the country, I was just out of a traumatic experience, I was mentally

very tired. When I arrived, someone from the Refugee Council met me. He was one of the best people I met. For one year he was constantly working on our case. He was going with me to locations, helping me for IDs, school, he was in charge of everything, and he was helping us.

Later on, another worker from the Refugee Council helped me to find a job and to write my CV. I had a good experience with these two people.

Before the Refugee Council helped me, I was going to Leeds centre every day just looking for a job, people were looking at me trying to figure out what I wanted because I didn't have language and any way to tell them what I wanted. And then I met my Refugee Council worker, she could speak Arabic and English, and she said, 'I'm helping refugees and helping them to find work'. I sat with her and told her everything about my work experience, so she helped me to create a CV. In the CV I mentioned I had no English. We went together to the interview for the company I'm working at the moment. She went to the manager and explained everything, then there was a practical part where they were testing whether I could do the job or not to see whether I could work the machine. I was successful and now I am number one at work with production, efficiency and quality of work. They are happy and I'm happy."

Practice Development

In its first year the practice development team successfully built a community of practice with 50 organisations supporting Ukrainians to rebuild their lives in the UK. The Ukraine Community of Practice both improved housing, welfare and inclusion practice of these organisations, benefitting the 200,000 Ukrainians they support and tested a methodology for bringing together peer organisations to define collective impact and test new ways of working to achieve change together. Our evaluation of the Ukraine community of practice amplified the power of organisations working to support Ukrainians on their integration journeys to increase the collective impact.

We also established the need for coordinated action to improve access to justice and integration with separated children seeking asylum who have received an incorrect age assessment or assumed age. We spoke with 20 organisations supporting children who have disputed age to understand the support they need to strengthen their collective impact to address this risk to young people. In 2024-25 we will continue to convene with children and young people and partners to develop a coalition that will deliver the systemic change needed to ensure all children are treated as children.

We have launched our quality improvement project to strengthen the quality of our services. The Advice Quality Standard will be secured in 2025, and a continuous improvement plan will be in place in autumn 2024. We also launched our new theory of change, sharing with staff the emerging impact of our services with people we support. We have produced a data visualisation tool to share the change over time that our services are creating with the people we support. This tool is now being used internally to inform our quarterly reporting and will be embedded in our website early in 2025. The third phase of services impact data collection was approved with the aim of 90% of services collecting impact data by March 2025.

Ambition 3 To successfully influence public attitudes to refugees and people seeking asylum in new and imaginative ways to reform the hostile environment.

Rishi Sunak's pledge to 'Stop the Boats', the Rwanda Supreme Court judgement and the build up to the UK general election all contributed to a highly politicised debate and to immigration and asylum dominating headlines through much of the year.

The news agenda, the standing of the charity and the Chief Executive's personal profile, and a steady stream of expert reports ensured that we had a heightened public profile throughout year. We consistently received the highest levels of national media coverage in the refugee or migration sector. Our Chief Executive appeared on the panel of BBC Radio 4's popular discussion programme Any Questions twice in the course of 2023.

We were delighted to be chosen, alongside the Scottish and the Welsh Refugee Councils and others, as the beneficiaries for The Guardian and Observer's 2023 Christmas Appeal. This provided an important platform to raise our profile, share the stories of refugees and of our vital services and, of course, benefit from the generosity of the readers of both newspapers.

We continued to deepen our understanding of 'persuadable' audiences and how to persuade them, working closely with organisations like More in Common and Hope Not Hate. A key element of this work is our story telling work, which helps to secure media coverage and connect with greater numbers of the public.

Social media has significantly contributed to achieving our ambition of positively influencing public attitudes towards refugees. On platforms like TikTok, Facebook, Instagram, and LinkedIn, we have seen growth in impressions, engagements, and audience size. This shift includes greater engagement among older and male demographics, both crucial for building a wider base of public support and inspiring a coalition of allies from across society.

Content featuring first-person stories and our impact on clients has shown a 50% annual increase in organic engagement rates on Instagram. This illustrates the effectiveness of personal stories in fostering empathy and action, ensuring the voices and stories of those with lived experience are at the centre of our communications and campaigning.

Throughout the year, we developed the Fair Shot project. This is a content campaign which will work with football clubs to provide engaging content with their fans, based on the recognition of football's unique power to connect people and communities.

Enabler 1: Refugee Involvement

Achievements We made a clear commitment in our strategy to 2025 to embed refugee involvement throughout the organisation by aligning with one of our core values of inclusion of refugees. This year we have taken concrete steps to implement our Refugee Involvement Strategy and Delivery Plan by establishing a strong foundation for refugee involvement. We have also given a robust start to our ambitions to support staff and volunteers with lived experience in their career progression, by commissioning an expert agency and creating a steering group to co-produce the project and provide accountability.

To implement the foundation stage of our refugee involvement policy, we improved staff and refugees' understanding of involvement and how it adds value to the work of the organisation through 22 internal training sessions and other communications to

staff. We have embedded refugee involvement as one of the standard elements in our induction training processes. We have also created three bespoke policies to effectively involve clients in our work: recruitment, expenses and recognition and feedback policy. All these policies are reviewed by staff and refugees and signed off as interim policies to be tested and improved through pioneer projects in the following years. To purposefully involve refugees, we also created a new database to register refugees who are interested in joining pioneer refugee involvement projects. To be able to test all these foundational systems and policies, we have selected seven pioneering refugee involvement projects, which are closely linked and supportive of the wider strategic priorities. We have put emphasis on how we can create leadership for involvement both from the top of the organisation and within different parts of the organisation via the pioneer projects, which included projects directly led by senior management team alongside other teams that are delivering frontline work to refugees.

In our effort to put the voices of people with lived experience at the centre of our work, we have also developed a new strategy to support refugee community organisations to provide quality support in a sustainable way while their voices are heard, valued and acted upon. We also started a five-year project to support London Advocacy Forum to support refugee community organisations' independent advocacy and influencing activities to create safe, welcoming place for refugees in London.

To support staff and volunteers with lived experience at Refugee Council and in the charitable sector, our Lived Experience Career Development Project brought together a diverse steering group and initiated desk research to understand barriers and opportunities for career progression. This project will generously engage and share findings with the sector and encourages a culture of learning and action for lived experience leadership in the sector.

Enabler 2: Collaboration

Achievements

The Refugee Council continued to work closely with colleagues in the refugee sector and beyond to strengthen its services and its influence.

We played a leading role in the Asylum Reform Initiative, which brings together the large refugee charities, to work with colleagues to discuss how to respond to emerging issues.

Refugee Council co-chairs and coordinates the Families Together coalition, which campaigns improve access to family reunion for refugees. The coalition has over 100 members, ranging from major international charities, through to grassroots volunteer-led and refugee-led community organisations. The campaign goals are to persuade Government to amend the Immigration Rules and allow more refugees to reunite with their loved ones. A Families Together roundtable on family reunion led the report on safe routes at the end of the reporting year.

In August 2023, veterans charity Help for Heroes and the Refugee Council published a joint open letter in the Daily Mail calling for Afghan refugees to be reunited with their families. This call was answered in the first month of the new Government.

We have developed and grown new relationships with corporate partners, philanthropists, foundations and supporters to deliver growth on income, impact and influence. We have delivered key services in partnership with Ikea, ServiceNow and Starbucks, and through these relationships we will deliver better employment, well-being and integration outcomes for refugees and engage new collaborators, influencers and audiences to drive forward social change.

Enabler 3: People, Partners and Processes

Achievements We have continued to make good progress in developing our staff and volunteers and investing to meet their needs and support their development. This year we rolled out our new Management and Leadership development programme for over 100 staff, invested in our approach to **Equality, Diversity, Inclusion and Belonging (EDIB)**, and implemented a new HR system called "People Connect" to improve the staff experience and deliver efficiencies alongside a new volunteer database. We also launched our "Lived Experience Career Development Project" as part of our commitment to develop pathways for staff and volunteers with lived experience to support their career progression and development. We also continue to update and improve our internal policies such as a new approach to diverse and fair recruitment and improved family policies.

Our investment in digital solutions and technology improvements has continued throughout the year. As well as launching a new HR platform, we improved our data protection and management approaches, including achieving Cyber Essentials Plus, and launched an online budgeting tool to aid better financial management. The IT and technology team are also putting in place digital systems via an online self-service desk (accessible via our much-improved intranet) to enable seamless tech support to staff, such as ordering new laptops or reporting issues. We also made a commitment last year to ensure that 100% of our staff and sites were "technology enabled" which we achieved by bolstering our internet connections, rolling out appropriate new kit, and providing ongoing training in the new Microsoft 365 suite of tools.

Strategic Plans for 2024/25

Ambition 1: Successfully press Government and other agencies to take action that significantly improves refugee protection.

- We will use the opportunity of the General Election to engage with parties, candidates and the political debate;
- We will secure policy changes in key areas to protect the right to asylum, including on the Rwanda scheme, decision-making and family reunion;
- We will strengthen the involvement of refugees in our influencing activities.

Ambition 2: Significantly improve access to quality support for refugees in crisis and those seeking to integrate into the United Kingdom.

- We will significantly improve early access to information, advice and support for people seeking asylum; refugees in crisis and those seeking to integrate into the UK.
- We will test and share good service delivery practice with partner organisations, and provide evidence for policy change, with a particular focus on improving children's access to justice and integration for refugees and people seeking asylum.
- We will introduce and embed a quality framework, cross services infrastructure coordination systems and capacity to strengthen service quality and impact.

Ambition 3: Successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment that impact their lives

- We will build a much wider base of public support, including a diverse, active coalition of supporters from across society, to champion our calls for change and the shared values of humanity, compassion and justice.
- We will put the voices and stories of those with lived experience of the refugee protection system at the centre of the design and deliver of strategic communications and campaigning.
- We will launch a new brand and a new website to appeal to a wider public audience of persuadables.

Enabler 1: Ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- We will deliver seven pioneer projects to test refugee involvement policies and registry and establish strong culture of learning of best practice of involving refugees through internal and external communities of practice.
- We will work with individuals and organisations in the sector to carry out research into how best to support lived experience career development for the sector and pilot models to test and support learning
- We will take steps to implement our Equality Diversity Inclusion and Belonging plan by carrying out a comprehensive training of staff and volunteers and allocating resource to coordinate staff networks and establishing a new steering group to oversee our commitments

Enabler 2: Collaborate with like-minded supporters and partners to secure cut-through in our campaigning and systems change work

- We will play a leading role in the refugee and migrant sector, driving forward joint working on more safe routes for refugees;
- We will work in collaboration with a diverse range of organisations to balance the narrative and unlock the potential reach of our core base of supporters, in line with our External Affairs strategy;
- We will secure new Patrons, Ambassadors and corporate partners to grow our reach into new audiences and networks of decision makers.

Enabler 3: Develop our staff, invest in our systems and processes and prioritise a learning approach and ensure we attract the resources to deliver our mission and ambitions

- We will complete the "Lived Experience Career Development Programme" including sharing our learnings with the wider sector.
- We will continue to invest in our staff through our EDIB programme and learning and development programme aimed at managers and leaders
- We will retender our IT technology partners supply chain to obtain efficiencies in our ways of working, improve our staff and volunteer experience, and improve our overall cyber security.
- We will improve our document storage and data management approaches internally and launch a new approach to reporting.
- We will launch our new website, improving our digital fundraising approaches to achieve the 24/25 income targets.

Principal Risks and Uncertainties

Risk management

The Trustees have overall responsibility for ensuring that appropriate systems of financial and other controls are in place. Trustees are responsible for safeguarding the assets of the charity, taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance that:

- The Refugee Council is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposal;
- Proper records are maintained, and financial information used internally or for publication is reliable;
- The charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, although not absolute, assurance against material misstatement or loss. They include:

- The adoption of a Strategic Plan and an Annual Business Plan and Budget by the Board of Trustees;

- Regular review of financial and operational results by the Senior Management Team, Finance and Resources Committee and the Board of Trustees against these plans;
- A review carried out by the Finance and Resources Committee with the external auditors of any matters raised for the attention of management;
- Clear rules for delegation of authority for decision making and the incurring of expenditure;
- Health and safety risk management, review and monitoring procedures;
- Serious incident reporting and review procedures;
- A framework for joint working between delivery managers, fundraising, and finance for whole-life management of external funding and partnerships.

Trustees review risk using a traditional risk register approach as a formal report and review of the organisation's key risks, with the review including looking at existing controls and plans for mitigation, and further actions and improvements required. Risk management techniques are also thoroughly embedded throughout the organisation's decision making and control mechanisms, an organisational strength which has improved our effective response to the higher-level risk environment we have seen from the Pandemic.

At the current time the following risks are identified as the highest category risks for the Refugee Council.

Risk	Mitigation Actions
Safeguarding The potential for actual harm to our beneficiaries, staff, volunteers or other stakeholders, due to negligence or inadequate practice on behalf of the Refugee Council. Any subsequent reputational damage, which would then have second order reputational impacts including threat to our ability to effectively collaborate with partners, or a detrimental effect on our fundraising, as well as risk our clients trust in us. As a service delivery organisation, this risk remains consistently at the top of our risk register.	We strengthened safeguarding governance by creating a safeguarding managers forum and a corporate safeguarding board. The Board and SMT received training on leading a safeguarding culture. We commissioned an audit of our current safeguarding strategy and its implementation. All safeguarding alerts relating to our clients are now recorded in our Client Database enabling efficient monitoring and reporting. We have commissioned targeted training to address practice needs (working with perpetrators, youth violence and knife crime), and we delivered inhouse training on professional boundaries, domestic violence, suicidal ideation, boundaries, child protection).
Financial Sustainability Failure to sustain future income levels at the levels assumed and required in financial planning. This is due to changes in our services funding related to the ending of the EU AMIF funding of our services alongside a challenging external environment (cost of living, statutory funder budget pressures etc) to fundraise within.	Trustees approved a 3-year plan and reserves policy in June 2023 with clear funding parameters that we continue to monitor performance against. All charities report current challenges raising funds due to the external environment. We continue to invest in digital fundraising channels and in securing and maintaining strategic relationships with key funders and across high value income sources. We are developing core service models that deliver the greatest impact and have been introducing these to

	potential new funders, especially in Practice Development and community-based initiatives in partnership with local Refugee Community Organisations (RCO's). Finally, we are realigning our cost base to seek cost efficiencies and procurement savings in line with our plans.
Information Security & Data Quality A data breach could create a significant reputational risk, risk to a service user and/ or lead to fines from the ICO. This could then in turn lead to a loss of income as there could be an impact on public support and funder/ commissioner confidence in the organisation. Although we continue to invest in the reliability and wider security of our IT systems, it has now become clear that there has been a lack of understanding of organisational information security, and we have been working hard to improve our processes and controls alongside our systems. There is also a risk the data we do hold is of poor quality or not utilised effectively to drive evidence led decision making.	Cyber Essentials Plus has now been achieved and our IUSS service for unaccompanied children commissioned by the Home Office has an ISO27001 Information Security Management System in place. We have set up a data governance group and we have invested in an outsourced dedicated DPO role and a fundraising compliance officer within the organisation to advise on matters going forward. We have increased our digital security across all of our technology including how we store, manage and process data. We have bolstered our website and email security. We have updated our policies, procedures and staff awareness and will continue to monitor any issues to ensure we continually improve our digital safety.
Changes in government policy Change in government policy that negatively impacts clients and reduces the likelihood of government contracts/funding. The new Illegal Migration Act could have significant impact on our services although commencement of the provisions has yet to happen, and we have now subsequently had a change in government. While this risk has existed on our register previously, we are still unclear of the impact of any policy changes on our services.	We have been delivering a multi-faceted advocacy work plan (including parliamentary, policy and media work) including scrutinising the operationalisation of new government legislation and analysing emerging legislation, policy and practice - quantifying the impact for our beneficiaries and services. We have been working cross sector on key issues such as rising refugee homelessness and have built relationships with media and parliamentarians to support challenges to government policy and practice. Now we have a new government in place, we will be monitoring and engaging with sector activity and collaborating dependent on tone of voice, call to action and potential impact.

There are, in addition to the above, a number of other risks that whilst significant in aggregate, are not individually critical. The impact of these can in general be assessed to give an estimated financial impact, such as the likely range by which income may fall short of budgets, or the resources required to put right issues arising. The overarching insurance and mitigation against these risks is the holding of sufficient

levels of free reserves to protect against them. The process for setting the level of reserves we hold is described in the Reserves section below.

Financial review

Income and Expenditure

Total income of **£20.7m** was £1.6m greater than prior year (2022/23: £19.1m) primarily driven by fundraised income.

Income from donations and legacies has grown by £2.9m in the year 2023/24 to **£9.1m**, due largely to £1.25m of Trust income from the Zedra Trust, a trust where Refugee Council are the sole beneficiaries at the instruction of Mr Romero Maura. Legacy income also continues to be unusually high due to the generous legacy estate left to us by the same Mr Romero Maura, for which we have recognised a further £2.75m of legacy income in the current year (2022/23: £1.2m). We benefitted from the Guardian Christmas Appeal 2024 in year generating £0.3m of income, although appeals income overall is down from prior year, due to high Ukraine appeal income in early 2022/23.

Income from charitable activities has shrunk £1.4m to **£11.4m** across the portfolio, as the statutory funding market becomes more challenging and there is less funding on offer. This has resulted in having to make strategic decisions about which services should be underwritten and continue (utilising the generous unrestricted funding we have received), which we need to find new and sustainable funding for, and which we will not continue. Income for Resettlement of £5.0m (2022/23: £5.8m) is lower as we had one year of delivery for Lambeth Resettlement services in the prior year, plus our ARAP Hotels programme for Afghan refugees wound down during the year and came to an end; both of which were fully funded by Local Authorities. Income for our Integration and Therapeutic services is reduced year on year as European Union AMIF funding ended in December 2023 and the projects were finished or continue to be bridge-funded for a limited period with unrestricted reserves.

Total expenditure increased £2.3m to **£19.4m** (2022/23: £17.1m) driven mostly by spend on raising funds of £2.7m, up from £1.2m in the prior year. This is due to the planned investment in income generation, and specifically our digital team, website, and brand. We have also invested across the portfolio in our acquisition channels and marketing for public fundraising, and our partnership and philanthropy and statutory income teams. This is alongside an £0.8m increase on Charitable Activities.

Expenditure on Charitable Activities of £16.7m was £0.8m higher than prior year across all Charitable Activities except from Advocacy and Awareness Raising. This is the result of drawing down on restricted reserves across our projects, notably in areas like Resettlement, where we had high restricted reserves for our Lewisham programme, and Integration and Therapeutic services, where we have drawn down on matched funding against the AMIF projects, which ended in December 2023.

Advocacy and Awareness Raising is the only charitable area of spend which has shrunk to £1.3m as we have reduced restricted funding in this area. The remaining work is a strategic priority in line with our strategic ambitions and we are committed to seeking new funders with any costs being underwritten by our general reserves in the meantime.

Support costs (included in the above figures after allocation) have grown £0.9m to £3.9m driven by investments in digital solutions and technology, investing in systems such as a new HR platform, an online budgeting tool and an online self-service desk, plus improving our data protection and management approaches to achieve our Cyber Essentials Plus, and ensuring all staff are 100% technologically enabled. We have also invested in our people, with our new Management and Leadership development programme and our Lived Experience Career Development Programme with all of these costs ultimately showing in support costs but moving the organisation forward in line with our strategy to 2025/26.

Our surplus for the year is therefore **£1.3m** after the utilisation of brought forward reserves (restricted funds and designated funds) which is a decrease of £0.7m from last years' surplus of £2.0m.

Reserves

Total funds at 31 March 2024 stand at **£12.1m**; of which **£2.1m** is restricted by donors to fund specific projects, and £0.1 million is a long-term endowment fund. Neither of these balances are available for general use. Of the balance of **£10.1m** unrestricted funds, £1.2m has been designated and set aside by Trustees at the year-end as funding for specific future purposes. These designations are:

- The balance of £110k from a £925k unrestricted donation originally received in 2018/19 from one of our long-standing donors, designated to Children's Services
- The amount of our overall funds of £602k invested in our tangible fixed assets, primarily the value of fitting our service provision offices out for our specialist activities and providing our staff with appropriate IT hardware. This has decreased from last year as we wind down the net book value through depreciation.
- Investment fund of £450k for an 'Invest to Save' fund which will continue to fund investment needs on the strategy period to 2025/26 covering both improvements to people, process and systems and investments in our income generation. This has reduced by £520k from last year as we have invested in digital, brand, systems, and people development in the year.

After these designations, our free unrestricted general reserves at 31 March 2024 stand at **£8.8m**, an increase of £3.0m from the £5.8m held at the start of the year. This balance is greater than our reserves policy indicates we need, but we have large, planned deficits to wind this down in 2024/25 and 2025/26 where we are continuing to invest in infrastructure and impact to support our strategy, and bridge-funding some of our services for fixed term period while we seek sustainable sources of funding. We are planning to end the next two years in line with our latest reserves policy.

This has been another exceptional and unique year for us and the key reason for the uplift in our unrestricted general reserves is the further legacy income of £1.8m recognised in year, and the Trust income of £1.7m, of which £1.25m was the generous donation from the Zedra Trust. With this income, we hope to tackle some difficult challenges ahead, and make intentional and thoughtful investment decisions that will bring long-lasting and impactful benefits not just to Refugee Council, but also to the wider refugee sector.

Reserve setting and reserve policy

There is no single method or approach to setting a reserves policy. The approach adopted considers the size of the charity, the complexity of activities, legal structure and the nature of funds received and held by the charity. Specifically, our approach considers:

- The nature of the funds received and held by the charity- are the funds unrestricted or restricted income and the likelihood and timing?
- The existing organisational risk register, clearly identifying the key risks and any financial ramifications.
- Future cost commitments – are they fixed or variable and within our control?

Once these factors are assessed, this produces a risk index to incoming resources and a commitment factor to key spend lines. It is the highest scores that are the riskiest or committed areas and should be considered when setting the reserves limit.

Our chosen approach to reserves setting means we need a medium profile for reserve setting that considers both the income and cost risk profile. Therefore, our reserves range has been profiled to be £4m plus or minus £0.5m.

The risk tolerance of Refugee Council is low, and in relation to reserves and financial sustainability, we require that every effort is made to minimise or eliminate the risk of any financial loss or the need to use reserves. This means the approach to reserves is considered prudent.

Approach to Fundraising

Following a period of significant crisis appeal fundraising associated with Afghanistan in 2021 and Ukraine in 2022, the financial year 2023/24 saw fundraising income at £9M (an increase to the preceding year).

Exceptional income during the period included benefiting from the Guardian's Christmas Appeal 2023 and an extraordinary legacy gift from the legator Mr Romero Maura (total value expected to be approximately £5m).

We work with supporters in a variety of ways. Our Public Fundraising programmes enables our donors to make either stand alone or regular gifts, inspiring support through direct mail, print and digital campaigns. We were grateful to receive a number of legacy gifts during the year, from generous supporters who chose to leave us a gift in their Will. Both our Trust Fundraising team and our Philanthropy and Partnerships teamwork with individuals and organisations able to give at a higher level. We also have a collection of fantastic community fundraising supporters who raise funds through events and activities in their local communities.

In 2023/24, the Business Development team moved under the remit of the Executive Director of Fundraising and Digital, ensuring all income generation for the charity sits within one single directorate.

The vast majority of the fundraising undertaken by the Refugee Council is done directly by our own staff, which means we are able to fully control the standards to which the work is carried out. We also work with a telephone fundraising agency to promote regular giving and a digital agency to support our paid social media fundraising campaigns. We also onboarded additional fundraising consultants to help support our Trust fundraising when capacity has been stretched. We expect all third parties who work with us to meet the same high standards as our own fundraisers and have contracts in place to ensure this. We do not currently undertake any street fundraising or door to door fundraising.

We use a mixture of consent and legitimate interest as our legal basis for processing supporters' personal data for marketing purposes. We ask all supporters how they would prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and we always respect their wishes. We do not sell or exchange lists of data with any other charities or companies. For further details please see our [Privacy policy - Refugee Council](#).

The Refugee Council has been registered with the Fundraising Regulator since its inception in July 2016 and with its predecessor, the Fundraising Standards Board, before then. We fully comply with the Code of Fundraising Regulations issued by the Fundraising Regulator. We take supporter complaints seriously and have established a process to handle, quantify and respond to complaints. This year we received four complaints, all of which were resolved to the complainant's satisfaction by our Supporter Care team. We review all complaints received to determine any changes we need to make, and we update our database whenever a donor requests this. Our Fundraising Complaints Procedure can be found on our website. All of our staff follow best-practice guidelines for dealing with vulnerable people as outlined in our Acceptance and Refusal of Donations Policy and Procedures.

In July 2017 the Fundraising Regulator launched the Fundraising Preference Service (FPS) aimed at providing people with the means to stop direct marketing from specific charities without having to contact them directly. In this financial year, Refugee Council has received two such requests.

Structure, Governance and Management

This report covers the year to 31 March 2024.

Organisational Structure

The British Refugee Council ("the Refugee Council") is a company limited by guarantee and is registered as a charity with the Charity Commission. The Refugee Council's governing documents are its Memorandum and Articles of Association. As at 31 March 2022 there were 10 trustees. The Trustees perform their work on a voluntary and non-remunerated basis and are only reimbursed for minor costs such as transport to meetings.

Appointment of Trustees

The Board of Trustees consists of up to fifteen members as set out in our governing documents, including a Chair and Honorary Treasurer, who are appointed on the basis of an open recruitment exercise. The Board undertakes a skills audit for existing trustees and matches that against the desired skills and experience before undertaking any new recruitment, in order to ensure that the Board remains well equipped to meet its governance function.

Trustees serve a term of three years and can stand for reappointment twice (nine years in total). The maximum term which a Trustee (including a Trustee who has served as Chair) may serve shall end on the Board meeting following the ninth anniversary of such Trustee's first appointment, provided that, where the Board considers that it is in the Council's best interest to do so, the Board may exceptionally extend such Trustee's appointment for subsequent consecutive terms of one year, each ending on the Board meeting following the one-year anniversary of such Trustee's reappointment.

In 2023-24, one trustee – Zaeem Haq – resigned; and three trustees joined the organisation – Diana Fawcett, Sayyeda Salam and Marc Tilley. There are currently twelve trustees serving on the board.

Trustee induction and training

All Trustees receive a full induction upon being appointed to the Board of Trustees. The induction includes an introductory session with the Senior Management Team and visits to see some of the service delivery work first hand. Through this they receive an overview of the work of the Refugee Council and grant arrangements with key funders. Trustees receive an induction pack which provides details of the charity's strategic plan, key policies, minutes of Board meetings for the previous year, financial information including budgets and procedures and more general information on the requirements of being a trustee. Trustees are kept up to date with legal and statutory requirements through circulation of materials and where appropriate through attending trustee training, such as Charity Finance training, and networking events.

Organisation

The Board of Trustees meets on a regular basis throughout the year and met formally four times during the year (excluding sub-committees, working groups and exceptional meetings). The main tasks of the Board are:

- Setting and maintaining the vision, mission and values of the organisation
- Agreeing major organisational policies and programmes
- Approving the strategic direction, annual plans and associated budgets
- Reviewing progress against these plans and financial performance
- Monitoring risks and the mitigation actions taken

The Board also has two sub-committees, the Finance and Resources Committee and the Remunerations and Nominations Committee. The Finance and Resources Committee comprises the Chair, Treasurer, and two other Trustees with relevant experience; it met four times during the year. This sub-committee, which operates within guidelines set by the Board, gives a greater level of scrutiny on financial and operational issues, including meeting with the external auditors and approving expenditures where they exceed levels delegated to management but below levels reserved to the Board.

The Remunerations and Nominations Committee comprises three trustees under terms of reference agreed by the Board, which includes overseeing the recruitment and selection of new trustees and supporting the Chair of the Board in ensuring effective Board performance. It met four times during the year.

Day-to-day management is the responsibility of the Chief Executive, who is appointed by the Trustees, and a Senior Management Team comprising an Executive Director of Services, an Executive Director of Fundraising and Digital, an Executive Director of External Affairs and Communications, and an Executive Director of Finance and Resources.

Public Benefit

The Charities Act 2011 requires charities to demonstrate that their work is of direct benefit to the public. When planning the Refugee Council's activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

Within the constraint of resources, and subject to any eligibility criteria for a specific service, the Refugee Council's services, described above, are available to all refugees and people claiming asylum. Services are offered in many of our clients' languages, without charging fees, and recognising the difficulties many faces in meeting travelling costs. Our work on sector capacity building, refugee integration and education of the general public about refugee issues benefits the whole community by supporting community cohesion. Our work on policy, legislation and advocacy advances human rights and access to employment, education and health care, and combats destitution.

Policies

Investment and Treasury Management policy

Within the year, the charity has opted not to pursue a policy of investing surplus funds on the equities or bond markets and has continued to utilise short-term deposits. In order to maximise earnings from cash, Trustees approved a new Treasury Management policy in May 2023 where Refugee Council is permitted to hold the following types of cash management vehicles:

- In sterling denominated current accounts, certificates of deposit and bank deposits held with banks and building societies which have a long-term credit rating of A or equivalent;
- Near-cash money market funds held with UK institutions based in the United Kingdom and regulated by the Financial Services Authority (FSA);
- UK short-dated government bonds and UK Treasury bills, defined as no longer than 12 months in duration as long as held to redemption.

Remuneration Policy

The Refugee Council has a job grading system in place that, on the basis of a number of criteria, matches posts against the pay spine used by the National Joint Council for Local Government. This system is used for all posts in the organisation with the exception of executive staff. Employees normally join the organisation at the bottom of the scale for their post and move up the scale on an annual basis. In exceptional circumstances a market supplement may be paid in order to attract a candidate in a difficult to recruit to post. This year, in light of the ongoing "cost of living" crisis, an annual cost of living award was paid to staff in line with that agreed by the National Joint Council of an average of 6% for our staff.

For executive staff the Refugee Council has to balance a number of factors, including the esteem and value of working for a charity, and the limited number of applicants for senior roles with experience and knowledge in some key functions. The Board are conscious that executive salaries need to remain competitive with the sector whilst ensuring that there is appropriate consistency on remuneration across the organisation. Therefore in determining levels of executive pay, the Refugee Council will usually reference pay data from employment agencies, charities of a comparable size and sector competitors, and will consider the ratio between executive and median employee data. Annual cost of living awards for executive staff are normally comparable to any increases paid to non-executive staff.

The Board is directly responsible for the annual setting of the salary level of the Chief Executive, who in turn has delegated responsibility for executive directors. The Board reviews the level of executive salaries every two years based on benchmarking data, to ensure that salaries are still comparable to the median level of similar sized charities. This was reviewed at the start of 2024 in line with our policy with any changes to come into effect next financial year.

The ratio of the Refugee Council Chief Executive's salary to the median of staff salaries at March 2024 was 2.6 (this compares to 2.9 in 2023).

Employees

The charity recognises the importance and commitment of its staff in the delivery of our plans and activities. Employees are kept up to date on matters affecting the charity through our new intranet the "hub", regular staff briefings and email updates. With staff spread over a number of offices, and working in a hybrid manner, the Senior Management Team held regular all staff 'Question Time' sessions to maintain direct contact with the wider staff group, to supplement other formal communication channels. There have also been several "Reflection" sessions that have been held where staff come together to share and support each other at challenging moments related to the external environment.

We formally recognise the trade union Unison, and meet with union representatives quarterly in order to consult on issues affecting employees' interests, with the Chair of the Board also meeting the union once a year.

Volunteers

Volunteers are critical to the work we are able to achieve, and their support makes the impact that we have so much greater. The contribution of 560 volunteers this year (423 in 2022/23) amounted to some 24,308 hours of support during the year (23,087 in 2022/23). Whilst we do not account for the value of this time in our financial statements, we can note that if we were to value their support to our work at only £10 per hour, this would amount to £243,080 worth of time (£230,870 in 2022/23). Not only do staff appreciate their value but also our beneficiaries who are at the receiving end of their valuable time. We are grateful for the continuing support of our volunteers.

The volunteer numbers have increased from the last year, the biggest growth was in Asylum, specifically around hotels & ESOL who doubled their number of volunteers in Q3 & Q4 and a small steady increase in Resettlement.

Each year Brian Marsh, chair of the Marsh Christian Trust, sponsors awards for volunteering. We held several volunteer celebrations in the year and gave out 15 Marsh Awards for the best volunteer ideas to support refugees and people seeking asylum to meet new people, develop skills, and participate in their local community. Thank you, Brian Marsh.

The Trustees and staff give a big thank you to all the very talented volunteers who work to support and help us improve the lives of refugees and people seeking asylum.

Statement of Trustees' responsibilities

The Trustees are responsible in accordance with applicable law and regulations for preparing the Annual Report of the Trustees and the Strategic Report, as well as the financial statements.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy the financial position of the charity at any time 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein. The maintenance and integrity of the charity's website is the responsibility of the trustees.

Provision of information to auditor

Each of the persons who is a trustee at the date of approval of this Report confirms that:

- so far as the trustee is aware, no relevant audit information has been withheld from the company's auditor; and
- the trustee has taken all the steps that he or she could reasonably be expected to have taken as a trustee in order to make himself or herself aware of any relevant audit information and has established that this information has not been withheld from the auditor.

Auditor

Sayer Vincent LLP are the appointed auditors for the charity since 2021/22.

This Trustees' Report, incorporating the Strategic Report, was approved and authorised for issuance by the Council and signed on its behalf by:



Date: 01.10.2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH REFUGEE COUNCIL

Opinion

We have audited the financial statements of British Refugee Council (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Resources Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the

financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those 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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members 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.

Noelia Serrano (Senior statutory auditor)

20 November 2024

for and on behalf of **Sayer Vincent LLP, Statutory Auditor**

110 Golden Lane, LONDON, EC1Y 0TG

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

Including Income and Expenditure Account

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2023/24 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2022/23 Total £'000
Income from:									
Donations and Legacies	2 & 5	8,237	892	-	9,129	5,270	965	-	6,235
Charitable Activities	3 & 5	2,131	9,268	-	11,399	45	12,756	-	12,801
Other Trading Activities	4	24	-	-	24	9	-	-	9
Investments		145	-	-	145	29	-	-	29
Total Income		7	10,160	-	20,697	5,353	13,721	-	19,074
Expenditure on:									
Raising Funds:									
Fundraising		2,610	82	-	2,692	1,213	-	-	1,213
Total Raising Funds		2,610					-	-	1,213
Charitable Activities:									
Resettlement		432	5,165		5,597	36	5,263		5,299
Children's Services		2,351	1,413	-	3,764	315	3,398		3,713
Integration		482	3,326	-	3,808	104	3,420		3,524
Advocacy and Awareness Raising		948	357		1,305	914	766		1,680
Therapeutic Services		392			2,034	-	1,579		1,579
Destitution					164	-	102		102
Total Charitable Activities		4,670	12,002	-	16,672	1,369	14,528		15,897
Total Expenditure	6a - c	7,280	12,084	-	19,3	2,582	14,528		17,110
Net Income/(Expenditure)		3,257	(1,924)	-	1,333	2,771	(807)		1,964
Transfers between Funds	14	(985)	985				1,426		-
Net movement in funds		2,272	(939)	-	1,33		619		1,964
Reconciliation of funds:									
Total funds brought forward		7,692	3,0					1	8,849
Total funds carried forward		9,964	2,072	110	12,14			110	10,813

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities (refer to Note on Funds).

The accompanying notes form an integral part of this Statement of Financial Activities.

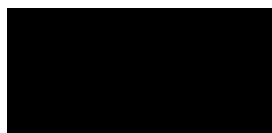
BALANCE SHEET

AS AT 31 MARCH 2024

REGISTERED COMPANY NO: 02727514

	Notes	31 March 2024 £'000	31 March 2023 £'000
Fixed Assets:			
Tangible assets	8	602	685
Investments		4	4
Total Fixed Assets		606	689
Current assets:			
Debtors	9	9,461	7,791
Cash at bank and in hand	10	4,847	5,368
Total Current Assets		14,308	13,159
Creditors: Amounts falling due within one year	11	(2,456)	(2,723)
Net current assets		11,85	10,436
Total assets less current liabilities		2,4	11,125
Provision for liabilities	12	(3	(312)
Total Net Assets		2,1	10,813
The funds of the charity			
Unrestricted funds:			
Designated funds		1,162	1,875
General Reserves		8,802	5,817
Total Unrestricted Funds		9,964	7,692
Restricted Income Funds		2,072	3,011
Endowment Funds		110	110
Total charity funds	13 - 15	12,146	10,813

These accounts, including this balance sheet and the notes, were approved by the Board of Trustees of the British Refugee Council on 1 October 2024, and are signed on its behalf by:



STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2023/24 Total £'000	2022/23 Total £'000
Cash flows from operating activities:			
<i>Net cash (used in) operating activities</i>	(i)	<u>(548)</u>	<u>(308)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		145	29
Purchase of property, plant and equipment		(118)	(303)
<i>Net cash provided by / (used in) investing activities</i>		<u>27</u>	<u>(274)</u>
Change in cash and cash equivalents in the year		<u>(521)</u>	<u>(582)</u>
Cash and cash equivalents at the beginning of the year		5,36	5,951
Cash and cash equivalents at the end of the year	(ii)	<u>4,8</u>	<u>5,368</u>
(i) Reconciliation of net income to net cash flow from operating activities			
Net surplus for the year		1,33	1,964
Adjustments for:			
Depreciation charges		201	157
Interest		(145)	(29)
(Increase) in debtors		(1,670)	(3,175)
(Decrease) / Increase in creditors & provisions		(267)	775
Net cash (used in) operating activities		<u>(548)</u>	<u>(308)</u>
(ii) Analysis of cash and cash equivalents			
Cash in hand		2,390	3,994
Notice deposits (less than 3 months)		2,457	1,374
Total cash and cash equivalents		<u>4,847</u>	<u>5,368</u>

NOTES TO THE FINANCIAL STATEMENTS**1. ACCOUNTING POLICIES****(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2015) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are set out below.

The Refugee Council constitutes a public benefit entity as defined by FRS 102.

Going concern

The financial statements are prepared on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future. The trustees have assessed the appropriateness of the going concern basis for the preparation of the financial statements and have taken account of potential uncertainties, including the legacy impact of the COVID-19 pandemic, and the on-going “cost of living” crisis on the charitable company’s financial position.

The trustees have reviewed the charitable company’s forecasts & projections for a period of eighteen months from the date of approval of these financial statements and have set a three year plan from 2024/25 based on reasonable assumptions on funding levels, and are confident that the charity has sufficient resources to deal with any further unexpected financial shocks arising.

Based on the above assessment and the charitable company’s level of free reserves at the balance sheet date, the trustees consider that there are no material uncertainties about the Refugee Council’s ability to continue as a going concern and meet its liabilities as they fall due for at least 12 months following approval of these financial statements. Accordingly the financial statements continue to be prepared on the going concern basis.

The functional currency of the charity is pounds Sterling.

(b) Income

Income is recognised in these accounts where there is entitlement to the income, where it is probable that the income will be received, and where the amount can be measured reliably. Income received in advance of these criteria being met is deferred as a liability.

Income from Donations and Legacies

Donations and legacies includes donations and gifts, legacies, and all other income that is in substance a gift made on a voluntary basis. It also includes grants of a general nature provided by government and charitable foundations which are not conditional on delivery of certain levels or volumes of a service. The donation may be made towards the general aims of the Refugee Council (unrestricted), or towards a specific service or aim (restricted). Donations are recognised on receipt of the donation, or if earlier, at the point where there is a written obligation for a donor to pay a specified donation. Legacies are recognised at the point of probate being granted and the estate value can be estimated reliably.

Income from Charitable Activities

Income from charitable activities includes income earned from the supply of services under contractual arrangements, and from grants that specify the provision of a particular charitable service.

Income under contractual arrangements is recognised when the income falls due under the terms of

NOTES TO THE FINANCIAL STATEMENTS

the contract.

Income from grants that are subject to performance or other conditions are recognised when the conditions are deemed met. Where a grant agreement states that funding is conditional on eligible expenditure having been made, such as our provision of Resettlement services, our entitlement to income matches expenditure incurred and so we recognise income when eligible expenditure is made. Where a performance related grant is given for charitable activity to be performed over a specified period of time, the entitlement arises and the income is recognised for the period of activity for which it is awarded. For example multi-year grants approved on the basis of annual budgets are recognised over the life of the multi-year charitable activity in line with the approved annual budgets.

Income from Other Trading Activities

If included, comprises primarily rental income received on renting out surplus office space. Rental income is recognised on a straight line basis over the term of the rental agreement.

(c) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under the related activity. The expenditure comprises direct expenditure including direct staff cost attributable, and allocated support cost. Support costs represent central operational overheads such as Finance, Human Resources, Information Technology, and central office costs (not including service premises costs which are accounted for as direct expenditure), and the costs of governing the organisation. Support costs are allocated to activities on the basis of a percent on top of the expenditure supported as this is deemed the most appropriate measure of how such resources are used.

Expenditure on raising funds are those costs incurred in attracting donations and legacies.

Charitable activities include grants payable and expenditure associated with the provision of service to the beneficiaries and stakeholders of the charity, and covers both direct cost and allocated support cost relating to these activities. Grants payable are accounted for when the directors have created a constructive obligation to make the grant. The value of grants approved and communicated but still to be paid are included in the balance sheet as current liabilities.

Charitable activities have been classified into the following main activities of the charity:

- Resettlement – where we work in partnership with local authorities in providing high quality services to integrate refugees in England;
- Children's Services – where we provide services to separated children, children who have been trafficked and or suffered traumatic experiences;
- Integration – where we support those with newly granted refugee status to move into mainstream support systems;
- Advocacy and Awareness Raising – where we promote the rights of refugees and to ensure that UK immigration legislation and European directives are responded to in a co-ordinated manner, including the use of research, public campaigns, policy influencing, parliamentary lobbying and media work;
- Therapeutic Services – where we offer a holistic response to the complex needs of refugees who have suffered traumatic experiences;
- Destitution – where we provide immediate personal support to those at risk of destitution and also access to advice.

NOTES TO THE FINANCIAL STATEMENTS

(d) Fund accounting

The charity maintains various types of funds as follows:

Unrestricted funds

General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity.

Designated funds are unrestricted funds transferred from general funds and set aside at the discretion of the Board of Trustees for particular purposes. The Trustees review the composition of the funds annually in order to assess their continued use and make new reserves in line with the future strategy of the charity.

The current status of designated and general funds is disclosed in note 14a.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors. The aim and use of key restricted funds are set out in note 14b to the financial statements.

Endowment funds

The charity holds one endowment fund which capital sum is to be held in perpetuity with the interest on the balance used to support refugees’ education. The aim and use of this endowment fund is set out in note 14c to the financial statements.

Transfers

Transfers in certain situations may be made between categories of funds. Funds may be transferred between Unrestricted and Designated funds at the discretion of the Board of Trustees to set aside resources for a particular purpose. Where expenditure against a primarily restricted funded project exceeds the restricted funding available from donors in the year, funding is transferred from unrestricted funds to meet the excess cost.

(e) Tangible fixed assets and depreciation

Tangible fixed assets purchased for the Refugee Council’s purposes and costing more than £2,000 are capitalised and included at cost, including any incidental expenses of acquisition. Depreciation is calculated so as to write off tangible assets on a straight line basis over the expected useful lives as follows:

Freehold buildings	50 years
Leasehold property improvements	lesser of 10 years from date of purchase or lease period
IT Hardware & Infrastructure	3 years
Software	5 years
Motor vehicles, furniture, fixtures and equipment	5 years

(f) Value added tax

Irrecoverable Value Added Tax is included in the relevant costs in the Statement of Financial Activities.

(g) Pensions

The organisation operates a defined contribution pension scheme for employees and the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement

NOTES TO THE FINANCIAL STATEMENTS

benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

(h) Finance and operating leases

Rentals applicable to operating leases, where substantially all the benefits and risk of ownership remain with the lessor, are charged to the Statement of Financial Activities over the period in which the cost is incurred. The Refugee Council has no assets under finance leases, which confer rights, and obligations similar to those attached to owned assets.

(i) Provision for liabilities

Provision for liabilities only arises where the charity has a legal or constructive obligation to meet future liabilities. The following liabilities have been recognised in the accounts:

Dilapidations

Provision is made for dilapidation works due to arise on leasehold properties. The Refugee Council has a contractual obligation to absorb such future costs.

(j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

(k) Other financial instruments**i. Cash and cash equivalents**

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price.

NOTES TO THE FINANCIAL STATEMENTS

2. Donations and legacies

	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'000
Donations and gifts from individuals	2,715	208	2,923	2,593	702	3,295
Legacies	3,947	-	3,947	2,500	-	2,500
Donations from corporates	112	484	596	-	-	-
Trust income & general grants	1,463	200	1,663	177	263	440
Total	8,237	892	9,129	5,270	965	6,235

3. Charitable activities

	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total £'	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'000
Resettlement	-	4,981		-	5,771	5,771
Children's Services		414		35	2,669	2,704
Integration		2,6		-	2,860	2,860
Advocacy and Awareness Raising				10	171	181
Therapeutic Services		1,1		-	1,285	1,285
Total		9,268		45	12,756	12,801

4. Other Trading Activities

	Unrestricted Funds £'000	Restricted Funds £'000	2023/24 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'000
Premises sublets and rentals	24	-	24	9	-	9
Total	24	-	24	9	-	9

NOTES TO THE FINANCIAL STATEMENTS

5a. Grants included within donations and legacies:

Activity	Funder	Grant For	2023/24 £'000	2022/23 £'000
Advocacy and Awareness Raising	This Day Foundation	Public Affairs & Policy	100	-
Advocacy and Awareness Raising	Aurum Trust	Public Affairs & Policy	50	-
Integration	This Day Foundation	Employment Modelling	42	-
Integration	Marsh Charitable Trust	Volunteer Awards	8	9
Destitution	The Linbury Trust	Destitution	-	75
Therapeutic Services	Kent and Medway CCG	My View (Kent and Remote)	-	47
Therapeutic Services	South East London CCG	Resettled Refugee Emotional Wellbeing Service	-	33
Destitution	Various trusts	Destitution	-	22
Children's Services	Comic Relief	Youth Connect	-	19
Children's Services	Various trusts	Various Children's Projects	-	16
Therapeutic Services	Stanley Thomas Johnson Foundation	Adult Therapeutic Services	-	16
Advocacy and Awareness Raising	Various trusts	Other grants	-	10
Therapeutic Services	The Boltini Trust	Adult Therapeutic Services	-	10
Various	Other funders	Other grants	-	4
Resettlement	Various	Other Resettlement	-	2
Other Trust and Statutory Grants			200	263
Total Grants included within donations and legacies			200	263

5b. Grants included within charitable activities:

Activity	Funder	Grant For	2023/24 £'000	2022/23 £'000
Resettlement	Migration Yorkshire SMP	Yorkshire & Humberside Resettlement	3,247	2,736
Integration	Asylum Migration & Integration Fund (AMIF)	New Roots (including Refugees into Jobs) and WJR STEP	2,061	1,869
Resettlement	Lewisham Council	Lewisham Resettlement	728	1,590
Resettlement	Hertfordshire Councils	Hertfordshire Resettlement	536	429
Integration	Health Education England	Building bridges	340	340
Resettlement	Migration Yorkshire SMP	ARAP hotels	266	516
Integration	East of England SMP	Wellbeing and Work for Refugee Integration Programme	210	450
Therapeutic Services	Sheffield City Council	Adult Therapeutic Services	183	52
Integration	National Lottery Community Fund	Barnsley Refugee Advice Project	174	148
Children's Services	Migration Yorkshire SMP	Child & Family Wellbeing	136	-
Therapeutic Services	NHS South Yorkshire ICB	Sheffield Therapeutic Services	125	-
Resettlement	Bassetlaw District Council	Syrian Vulnerable Persons Refugee Programme	86	78
Children's Services	NHS Kent and Medway CCG	My View - Children's Therapeutic Service	84	56
Integration	National Lottery Community Fund	Health Access for Refugees Programme	81	157
Therapeutic Services	NHS South East London CCG	Adult Therapeutic Services	80	-
Children's Services	East Sussex County Council	My View - Children's Therapeutic Service	76	66
Resettlement	Migration Yorkshire SMP	Employment Advice	63	60
Therapeutic Services	Asylum Migration & Integration Fund (AMIF)	Therapeutic	41	-
Therapeutic Services	Migration Yorkshire SMP	ARAP hotels - Therapeutic	34	-
Resettlement	Sheffield City Council	Gateway Resettlement Programme	33	-
Integration	Greater London Authority	Private Rental Scheme (PRS)	28	-
Resettlement	Hertfordshire Councils	Resettlement ESOL	20	-
Therapeutic Services	North Yorkshire County Council	Hotels Project	18	-
Children's Services	Central Bedfordshire Council	My View - Children's Therapeutic Service	15	-
Therapeutic Services	Leeds City Council	Hotels Project	14	-
Various	Other	Various	9	-
Children's Services	Home Office	Children's Panel and Kent Intake Unit	-	2,061
Resettlement	Lambeth Council	Lambeth Resettlement	-	497
Children's Services	Home Office	CAP Implementation and UASC Hotel Support	-	181
Therapeutic Services	Southwark CCG	Adult Therapeutic Services	-	92
Therapeutic Services	Asylum Migration & Integration Fund (AMIF)	VPRS Sheffield	-	92
Therapeutic Services	Home Office	ASMHW Training and Delivery	-	72
Therapeutic Services	National Lottery Community Fund	Adult Therapeutic Services	-	65
Children's Services	Department for Education	My View - Children's Therapeutic Service	-	65
Integration	Hertfordshire Councils	Employment	-	55
Therapeutic Services	Sheffield CCG	Adult Therapeutic Services	-	32
Children's Services	Birmingham CCG	Adult Therapeutic Services	-	26
Integration	Barnsley Metropolitan BC	Health Access for Refugees Programme	-	11
Integration	Office for Health Improvement and Disparities	Health Access for Refugees Programme	-	6
Government Grants			8,688	11,803

NOTES TO THE FINANCIAL STATEMENTS

5b. Continued - Grants included within charitable activities:

Activity	Funder	Grant For	2023/24 £'000	2022/23 £'000
Therapeutic Services	Linbury Trust	Destitution	116	-
Children's Services	Prism Charitable Trust (Choose Love)	My View - Children's Therapeutic Service	100	-
Therapeutic Services	Stanley Thomas Johnson Foundation	Adult Therapeutic Services	86	-
Children's Services	Comic Relief	Youth Connect	56	-
Children's Services	Comic Relief	Youth Development	50	-
Advocacy and Awareness Raising	The City Bridge Trust	London RCO Advocacy Forum	49	6
Therapeutic Services	Cranswick Charitable Trust	Adult Therapeutic Services	30	-
Children's Services	Other	My View - Children's Therapeutic Service	26	83
Integration	Royal College of Veterinary Surgeons	Building Bridges	24	-
Integration	EA Foundation	Refugee Advice Project (RAP)	23	-
Integration	Kingston Voluntary Action CIO	Superhighways Refugee Community Organisation	10	9
Various	Other	Various	10	68
Integration	IKEA	Employment	-	111
Children's Services	Melanie Macleod	Age Disputes	-	100
Children's Services	Comic Relief	Refugee Cricket Project	-	91
Advocacy and Awareness Raising	Migration Exchange	Refugee Community Organisation Capacity Buildi	-	80
Children's Services	Comic Relief	My View - Children's Therapeutic Service	-	57
Children's Services	Children in Need	My View - Children's Therapeutic Service	-	54
Integration	ServiceNow	Employment	-	52
Children's Services	Children in Need	Youth Development	-	41
Therapeutic Services	Goldman Sachs	Adult Therapeutic Services	-	39
Advocacy and Awareness Raising	Comic Relief	Advocacy projects	-	36
Advocacy and Awareness Raising	Other funders	Detention forum	-	32
Advocacy and Awareness Raising	Comic Relief	Families Together	-	22
Integration	Starbucks	Employment	-	21
Integration	Various employers	Refugees into Jobs	-	18
Integration	Various	Private Rented Sector Housing scheme	-	14
Integration	Innis Free	Queens Park Project	-	10
Integration	Reset Communities & Refugees	Refugee Community Organisations	-	7
Advocacy and Awareness Raising	Red Cross	Families Together	-	2
Other Trust and Statutory Grants			580	953
Total Grants included within charitable activities			9,268	12,756

There are no unfulfilled conditions and other contingencies attaching to government or other grants that have been recognised in income. There has not been any other forms of government assistance from which we have directly benefitted.

NOTES TO THE FINANCIAL STATEMENTS

6a. Expenditure analysis

	Staff Costs	Other Direct Costs	Grant expenditure	Subtotal	Support Costs	Total
	£'000	£'000	£'000	£'000	£'000	£'000
2023/24 Expenditure on:	Note 7(a)		Note 6(c)		Note 6(b)	
Raising Funds:						
Fundraising	1,073	1,033	-	2,106	586	2,692
Total Raising Funds	1,073	1,033	-	2,106	586	2,692
Charitable Activities:						
Resettlement	3,618	791		4,458	1,139	5,597
Children's Services	2,444		-	2,997	767	3,764
Integration	1,740		922	3,161	647	3,808
Advocacy and Awareness Raising	706		8	1,000	305	1,305
Therapeutic Services	1,		18	1,622	412	2,034
Destitution	5		-	131	33	164
Total Charitable Activities	9,824		997	13,369	3,303	16,672
Support Costs (Note 6(b))		1,442	-	3,889	(3,889)	-
Total		5,023		19,364	-	19,364
2022/23 Expenditure on:		r Dir st 000		Subtotal £'000	Support Costs £'000	Total £'000
Raising Funds:						
Fundraising		431		875	338	1,213
Total Raising Funds		431		875	338	1,213
Charitable Activities:						
Resettlement	3	722		4,368	931	5,299
Children's Services	95	753		3,048	665	3,713
Integration	,646	529		3,010	514	3,524
Advocacy and Awareness Raising	662	334		1,437	243	1,680
Therapeutic Services	963	326		1,296	283	1,579
Destitution	59	25		84	18	102
Total Charitable Activities	9,128	2,689	1,426	13,243	2,654	15,897
Support Costs	1,935	1,051	6	2,992	(2,992)	-
Total	11,502	4,171	1,437	17,110	-	17,110

NOTES TO THE FINANCIAL STATEMENTS

6b. Support Costs	2023/24 £'000	2022/23 £'000
Central Premises and Business Support	426	284
Finance and Payroll	812	715
Human Resources	884	973
Information & Communication Technology	1,157	697
Governance Costs	289	192
Digital & Web development	64	35
Senior Management	257	96
Total Support Costs	3,889	2,992

The above support costs are allocated pro-rata to the expenditure of activities supported (see Note 1c.)

6c. Grant Expenditure

	For	Activity	2023/24 £'000	2022/23 £'000
Institutional Grants to				
Refugee Education Training Advice Service (RETAS)	New Roots	Integration	295	308
Positive Action Training in Housing (PATH)	New Roots	Integration	123	136
Humber Community Advice Services (H-CAS)	New Roots	Integration	100	80
Goodwin Development Trust (GDT)	New Roots	Integration	54	77
Glowing Results	Building Bridges	Integration	4	54
London Metropolitan University	Building Bridges	Integration	13	139
Various	Refugee Community Organisations (RCOs)	Integration	14	416
Refugee Action York	Y&H Hotels	Integration		-
Barnsley Community and Voluntary Services	Barnsley Refugee Advice Project	Integration		35
Lewisham Refugee & Migrant Network	Lewisham Resettlement	Resettlement		143
Various	Volunteer Awards	Integration		6
Counterpoint Arts	Refugee Week	Advocacy and Awareness Raising		6
Lewisham Refugee & Migrant Network	Lewisham Resettled Refugees Ther	Therapeutic		7
British Red Cross	Asylum Reform Initiative	Advocacy and Awareness Raising		17
Clear Voice Comms	First Person Stories	Advocacy and Awareness Raising		8
Scottish and Welsh Refugee Council	Ukraine Appeal and Net Refugee Council Crisis Project	Integration		5
i) Expenditure on Grants to Institutions				1,437
Total Grant Expenditure				1,437

Refugee Community Organisations (RCOs) are frontline organisations, set up and run by people with lived experience of refugee integration. Refugee Council grant funded 14 such organisations in the year totalling grants of £140,000, of which the largest grant was £11,500 and the smallest was £8,500.

Support costs are incidental to the costs of making institutional grants and so there were no support costs allocated to individual grants in the current or prior year. There were no grants made to individuals in 2023/24 or 2022/23.

7a. Staff costs and employee benefits	2023/24 £'000	2022/23 £'000
Wages and salaries	11,270	9,627
Redundancy costs	138	113
Social security costs (employer's National Insurance)	1,147	975
Employer's contribution to defined contribution pension	423	368
Salaried Employees	12,978	11,084
Wages and salaries	349	400
Social security costs (employer's National Insurance)	9	11
Employer's contribution to defined contribution pension	8	9
Sessional Workers	366	419
Total staff costs	13,344	11,502

NOTES TO THE FINANCIAL STATEMENTS

The number of employees whose remuneration as defined for taxation purposes amounted to £60,000 and upwards in the year was as follows:

	2023/24	2022/23
£60,000 - £69,999	4	2
£70,000 - £79,999	3	2
£90,000 - £99,999	1	1
Total	8	3

Pensions payments in respect of the above in 2023/24 were £26k (2022/23: £12k).

Employees earning over £60,000 have increased due to the annual pay scale increase moving some employees into this category, as pay scales have been uplifted to reflect the cost of living crisis.

The remuneration of the senior executives is set in accordance with the policy set out in the classified as Senior Executive. The actual remuneration (including amounts paid in respect of contributions) paid for the individuals who were in post during the year is shown below, these accounts.

As some individuals were part time or only in post for part of the year, the Full Time remuneration is based for the current year is also shown for comparison.

Employees into this category, as pay scales

ort. In 2023/24 the below posts were ational Insuran and Pension the post holder can be found in

ar salary on h their

	FTE Salary for Post £ 2023/24	Actual Salary paid £ 2023/24	Emp	Total uneration £ 20	Total Remuneration £ 2022/23
Chief Executive	99,725	99,72		1	114,977
ED Services	77,910	77,			87,591
ED of Fundraising and Digital	77,910	7			88,013
ED of Communications and External Affairs	77,910				-
ED Finance and Resources	77,910				65,002
Interim ED Finance and Resources	93,750				45,926
Total Senior Executive Remuneration		362,417	43,511	4	401,509

7b. Average Staff Numbers

The average full time equivalent (FTE) and count of salaried employees within the year was as follows:

	2023/24		2022/23	
	FTE	H	FTE	Headcount
Charitable Activities:				
Resettlement	88		107	130
Children's Services	58		62	67
Integration	42		27	29
Therapeutic Services			26	37
Advocacy & Engagement			9	10
Destitution			1	1
Total Charitable Activities	227	272	232	274
Raising Funds	22		15	16
Support	42		28	31
Total Staff Employed	291		275	321

In addition to salaried employees, the Refugee Council uses sessional workers on an ad hoc bookings basis, chiefly for the provision of interpretation. In 2023/24 we paid a total of 139 sessional workers (2022/23: 269).

NOTES TO THE FINANCIAL STATEMENTS

8. Tangible Fixed Assets	Leasehold property improvement £'000	IT Hardware & Infrastructure £'000	Software £'000	Furniture, fixtures and equipment £'000	Total £'000
Cost					
<i>At beginning of the year - 1 April 2023</i>	775	260	43	46	1,124
Additions	-	118	-	-	118
Disposals	-	-	-	-	-
	<u>775</u>	<u>378</u>	<u>43</u>	<u>46</u>	<u>1,242</u>
Depreciation and impairments					
<i>At beginning of the year - 1 April 2023</i>		61	5	38	439
Depreciation		103	8	8	201
Depreciation on Disposals		-	-	-	-
<i>At end of the year - 31 March 2024</i>	<u>417</u>	<u>164</u>	<u>13</u>	<u>46</u>	<u>640</u>
<i>Net book value at beginning of the year</i>	440	199	38	8	685
Net book value at end of the year	<u>358</u>	<u>214</u>	<u>30</u>	<u>-</u>	<u>602</u>

9. Debtors	31 March 2023 £	31 March 2023 £'000
Accrued income		4,131
Prepayments		226
Trade Debtors		3,358
Other debtors		76
Total Debtors		<u>7,791</u>

Trade and other debtors are recognised at the settlement value due, net of any discounts offered or impairment p

10. Cash at bank and in hand	31 March 2023 £	31 March 2023 £'000
Cash on short term deposit	2,45	1,374
Cash at bank and in hand	2,390	3,994
Total Cash at bank and in hand	<u>4,847</u>	<u>5,368</u>

NOTES TO THE FINANCIAL STATEMENTS

11. Creditors: Amounts falling due within one year	31 March 2024 £'000	31 March 2023 £'000
Trade creditors	546	625
Other creditors	375	403
Taxation and social security	585	678
Accruals	134	177
Deferred income (i)	816	840
Total Creditors falling due within one year	2,456	2,723

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due can be measured or estimated reliably.

Deferred income includes funding received in advance of funding conditions being met, and contract payments received in advance.

	£'00	£'000
(i) Deferred income at 1 April	84	972
Income released from the previous year	(8)	(972)
Funding received and deferred		840
Deferred income at 31 March	8	840

12. Provisions

Dilapidations provisions result from constructive obligations arising under lease agreements.

Dilapidations Provisions	2023/24 £'000	2022/23 £'000
Provided at 1 April	312	100
Movement in provisions in the year	-	212
Provided at 31 March	312	312

NOTES TO THE FINANCIAL STATEMENTS

13. Funds assets and liabilities

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
2023/24				
Fixed Assets & Investments	606	-	-	606
Debtors	6,821	2,640	-	9,461
Cash at bank and in hand	4,228	509	110	4,847
Total Assets	11,655	3,149	110	14,914
Creditors	(1,379)	(1,077)	-	(2,456)
Provision for liabilities	(312)	-	-	(312)
Liabilities	(1,691)	(1,077)	-	(2,768)
Net Assets and Funds Total	9,964	2,072	110	12,146
2022/23				
Fixed Assets & Investments	689	-	-	689
Debtors	5,533	2,258	-	7,791
Cash at bank and in hand	3,446	1,812	110	5,368
Total Assets	9,668	4,070	110	13,848
Creditors	(1,664)	(1,059)	-	(2,723)
Provision for liabilities	(312)	-	-	(312)
Liabilities	(1,976)	(1,059)	-	(3,035)
Net Assets and Funds Total	7,692	3,011	110	10,813

NOTES TO THE FINANCIAL STATEMENTS

14. Funds Details

14a. Unrestricted Funds

	Balance at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2024 £'000
General Fund	5,817	10,537	(6,677)	3,860	(875)	8,802
Designated Funds:						
(i) Fixed Asset Reserve	685	-	(83)	(83)	-	602
(ii) Investment Fund	970	-	(520)	(520)	-	450
(iii) Major Donor Services Fund	220	-	-	-	(110)	110
Total Designated Funds		-	(603)	(603)	(110)	1,162
Total Unrestricted Funds	7,692	10,537	(7,280)	3,257	(985)	9,964

(i) The Fixed Asset Reserve represents unrestricted funds in other purposes. Fixed asset depreciation is charged to these

y, which are not available for

(ii) In 2020-21, in preparation for a new strategy period we created a strategy period to 2025. We have used £520k to invest in people, the future, and will continue to draw down on this funding to improve and people development.

d investment needs on the new part of an investment plan to be fit for comments, internal knowledge & skills,

(iii) The Major Donor Services Fund represents the balance of the generous have applied £325k to fund expenditure in 2020/21, £30k in 2022/23 and £1 children's services over next year.

orders originally received in 8/19. We 3/24 leaving a £110k balance und

14b. Restricted Funds:

	Balance at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2024 £'000
(i) Children's Advice Service	129	-	(50)	(50)		85
(ii) Other Children's Services	-	474	3)	(889)		63
(iii) Gateway Resettlement	99			-		99
(iv) Syrian VPRS Resettlement - Y&H	240			25		182
(v) Syrian VPRS Resettlement - Hertfordshire	441			143		566
(vi) Ukraine Appeal	857			(513)		-
(vii) Integration including New Roots	110			59)		159
(viii) Barnsley Refugee Advice Project (BLF)	13					21
(ix) Therapeutic Services	1					105
(x) Resettlement - Lambeth						89
(xi) Resettlement - Lewisham						483
(xii) Refugee Community Organisations						6
(xiii) Other					53	214
Total Restricted Funds	3,011	10,160	(12,0		985	2,072

(i) The Children's Advice Service (previously referred to as Children's Panel) works mainly with unaccompanied children. The service helps children access education, training, health care and legal advice, as well as providing independent advocacy on their behalf. This activity is funded by the Home Office, with the balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(ii) Other Children's services include support to trafficked young boys and girls, assistance to age disputed children, and youth development and activities including our Refugee Cricket Project. The income is from a variety of individual and institutional donors. The transfer represents an allocation from our General Reserves.

(iii) The Gateway resettlement project provides integration support to refugees resettled through the Gateway programme in the Yorkshire & Humberside region. The balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(iv) and (v) The Refugee Council helps with the integration support to refugees resettled into the UK under the Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme, operating in Yorkshire and Humberside and in Hertfordshire. This funding is ongoing with no fixed end date and continues to be funded due to arrival numbers, with funding received from the relevant local authorities. The transfers out are for adjustments to the funding set aside to match increases in redundancy rights accrued and paid out to staff in the delivery of the service.

(vi) Ukraine appeal launched in March 2022 to fund integration and therapeutic services for Ukraine refugees as a result of the conflict with Russia. The income was recognised in both the 21/22 and 22/23 financial years as a result of major gifts generated from appeals. The spend has been across projects to develop our Ukrainian integration casework, therapeutic interventions, developing practice and partnerships and grant funding Ukrainian Refugee Community Organisations. In the prior two years, the majority of income was recognised as restricted. However, on review of the detail of the donations and agreements with funders, some of this income previously marked as restricted is actually unrestricted. This transfer is to reallocate the balance (all of which is unrestricted) to the general reserves.

(vii) The Refugee Council provides support to newly granted refugees to integrate into the UK. We support refugees at every stage in their integration, including helping secure access to housing and other rights on initial grant of refugee status, through to social integration activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council secured significant funding from the EC Asylum Migration and Integration Fund (AMIF) for this work, and used it to set up the 'New Roots' project, which has allowed us to expand this work in London, and working in collaboration with delivery partners, extend it to Hull and Leeds. This funding ended on 31 December 2023, and the balance carried forward are for a collection of smaller funders.

(viii) The Barnsley Refugee Advice Project supports advice and integration to refugees and asylum seekers in Barnsley. It is a 5 year project funded by the National Community Lottery Fund funded to 2026.

(ix) The Refugee Council runs a number of projects providing therapy and psycho-social support to refugees and asylum seekers. Funding for this work comes from a mix of voluntary grants, commissioning contracts from CCGs, and unrestricted funding. The balance at year end is funding from various trusts and foundations for future therapeutic projects.

(x) and (xi) The Refugee Council helps with the integration support to refugees resettled into the UK, by providing a Refugee Resettlement support service, operating in the Lambeth and Lewisham boroughs.

(xii) Refugee Community Organisations (RCOs) are groups run for and by refugees, supporting their communities to become more integrated into their local areas. The Refugee Council work with RCOs to develop the skills and knowledge of leaders within the RCOs and the Refugee Council also grant fund a number RCOs, with the aim to empower the organisations to deliver on their mission and be a strong voice for their community.

(xiii) Other restricted funds represent a large number of smaller streams of income or balances, restricted to a range of our specialist service and advocacy projects. Many of these activities are planned to be funded by a mix of restricted and unrestricted income, with the transfer in representing the allocation of unrestricted funds against these activities.

14c. Endowment Funds	Balance at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2024 £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	-	-	-	-	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

14d. Unrestricted Funds Movement (Prior Year)	Balance at 1 April 2022 £'000	In e £'000	Expenditure	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2023 £'000
General Fund	4,618	5,353	(	2,625	(1,426)	5,817
Designated Funds:						
(i) Fixed Asset Reserve	476	-	146		63	685
(ii) Investment Fund	1,033	-	-		(63)	970
(iii) Major Donor Services Fund	220	-	-		-	220
Total Designated Funds	1,729		146	1		1,875
Total Unrestricted Funds	6,347	5,353	(2,5	71	(1,426	7,692

14e. Restricted Funds Movement (Prior Year)	Balance at 1 April 2022 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2023 £'000
(i) Children's Advice Service	102	1,326	(1,371)	(45)	72	129
(ii) Other Children's Services	147	1,288	(1,678)	(390)	243	-
(iii) Gateway Resettlement	99	-	-	-	-	99
(iv) Syrian VPRS Resettlement - Y&H	185	2,640	(2,716)	(76)	131	240
(v) Syrian VPRS Resettlement - Hertfordshire	275	429	(276)	153	13	441
(vi) Ukraine Appeal	555	640	(357)	283	19	857
(vii) Integration including New Roots	65	2,446	(2,755)	(309)	244	-
(viii) Building Bridges	41	340	(285)	55	14	110
(ix) Barnsley Refugee Advice Project (BLF)	18	148	(161)	(13)	8	13
(x) Therapeutic Services	142	1,540	(1,909)	(369)	397	170
(xi) Resettlement - Lambeth	-	497	(430)	67	21	88
(xii) Resettlement - Lewisham	331	1,590	(1,117)	473	54	858
(xiii) Resettlement - ARAP Hotels	2	478	(504)	(26)	24	-
(xiv) Afghan RCO Fund	261	80	(486)	(406)	145	-
(xv) Refugee Community Organisations	22	22	(50)	(28)	6	-
(xvi) Other	147	257	(433)	(176)	35	6
Total Restricted Funds	2,392	13,721	(14,528)	(807)	1,426	3,011
14f. Endowment Funds Movement (Prior Year)	Balance at 1 April 2022 £'000	Incom £'000		Net I&E before Transfers £'000	Transfers £'0	Balance at 31 March 2023 £'000
(i) John Frank Fund	1			-		110
Total Restricted Funds	110	-	-		-	110

NOTES TO THE FINANCIAL STATEMENTS

15. Trustees' Expenses

None of the Trustees of the Charity received any remuneration during the current or prior year.

Travel and subsistence expenses of £3,767 were incurred and reimbursed by trustees in the course of carrying out their duties during the year (in 2022/23 £nil was claimed in total by trustees.)

	2023/24	2022/23
	£	£
Total expenses	3,767	-

	2023/24	2022/23
Number of trustees claiming expenses	3	-

16. Related parties

There are no related party transactions to disclose for this financial year (2022/23: none).

The Refugee Council received a total of £950 unrestricted donations from its trustees in 2023/24 (2022/23: £1,360).

17. Fees payable to auditor

	2023/24	2022/23
	£'000	£'000
Statutory audit fee for current year audit	25	23
Under accrual for prior year audit	4	16
Total	29	39

18. Operating leases**18a. Expenditure under operating leases**

	2023/24	2022/23
	£'00	£'000
Operating lease expenditure	40	419

18b. Expenditure commitments under operating leases

The Refugee Council is committed to paying the following amounts in respect of non-cancellable operating leases for each of the following periods following the balance sheet date:

	1 March 2023	31 March 2023
	£'000	£'000
Within one year	296	272
Between two and five years	670	666
Over five years	-	103
Total future minimum lease payments	966	1,041

The Refugee Council had no capital commitments as at 31 March 2024 (2022/23: none).

NOTES TO THE FINANCIAL STATEMENTS

19. Net income for the year	2023/24	2022/23
	£	£
This is stated after charging / (crediting):		
Depreciation	201	157
Operating lease rentals payable:		
Property	403	419
Auditor's remuneration (excluding VAT):		
Audit - current year	21	19
Audit - under accrual for prior year	3	13
Other services	8	8
Total	636	616

20. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

21. Pension scheme

Refugee Council operates two pension schemes, both defined contribution schemes. The schemes are managed by the National Employment Savings Trust (NEST) and Aegon UK. The scheme is compliant with the pension reform rules for automatic enrolment. Contributions by the employee are matched by the employer up to a limit of 5% of salary. The cost of employer contributions due as a result of service in the year was £848,942 (2022/23: £772,263).

22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

Reference and Administrative Details of the Charity, its Trustees and Advisors

Charity number 1014576

Chief Executive
[Redacted]

Company Secretary
[Redacted]

Executive Director of Services
[Redacted]

Executive Director of Fundraising and Digital
[Redacted]

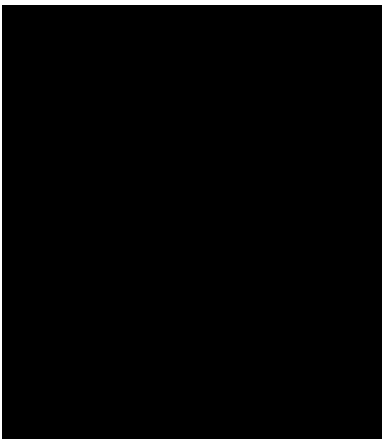
Executive Director of Communications and External Affairs
[Redacted]

Executive Director of Finance and Resources
[Redacted]

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Trustees of the company

The Refugee Council Trustees serve as the directors of the company and members of the Board of Trustees. The following were members of the Board of Trustees at the date the report was signed, or served during the year 2023/24:



Resigned June 2023

Joined November 2023
Joined November 2023
Joined November 2023

Company number 2727514

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Accounts



**SUPPORTING AND
EMPOWERING
REFUGEES**

BRITISH REFUGEE COUNCIL

**Registered Charity No. 1014576
Registered Company No. 2727514**

TRUSTEES' ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

BRITISH REFUGEE COUNCIL

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Chief Executive's Introduction

It has been a watershed year for our cause at the Refugee Council. The government's new legislation to deny the men, women and children who are reach our shores in search of safety the right to seek asylum in the UK and ship them across the globe to Rwanda, is a historic moment. It must be seen for what it is: an inhumane response that effectively rips up our commitment to the UN refugee convention, of which the UK was a founding signatory in 1951 and which led to the creation of the Refugee Council in the same year.

And it must be seen for what it would mean. The convention was founded on the basic principles of international solidarity and responsibility-sharing. To withdraw from it in all but name would be a shift towards aggressive unilateralism.

Time after time, our asylum system counts the numbers, but fails to see the faces of very terrified and vulnerable people. Over the last year we have seen rising distress, trauma and anxiety amongst those we work with stranded in basic hotel accommodation as a direct consequence of the government's draconian approach. Young people have self-harmed and gone missing. The human consequences can't be under-estimated. We have had to respond to an asylum system that is chaotic, disorderly and far from fit for purpose. Children and families have been left to sleep on the floor for days on end, having taken dangerous journeys to reach our shores. Tens of thousands have been left in limbo for months and years, awaiting a decision on their asylum claim.

We exposed the true scale of the backlog in asylum claims and mounted a concerted influencing campaign to get the government to act. It contributed to the Prime Minister, Rishi Sunak, making a personal commitment to clear the backlog in so called legacy cases within 12 months. This was a significant victory and, if delivered well, will make a huge difference to the lives of so many vulnerable people. The country's response to welcome nearly 200,000 Ukrainians has been in marked contrast to the government's harsh rhetoric on asylum. We mobilised new services to meet their needs and sought to direct help at those particularly facing hardship, who arrived with family visas and were eligible for less support. Our rapid response was supported by a record fundraising appeal for the Refugee Council.

We continue to make great progress in delivering our strategy to 2025. A key commitment was to take forward a new cross organisational approach to refugee involvement; we launched a purposeful strategy and delivery plan, recruiting a new Head of Refugee Involvement role to lead the work on our leadership team. We have made further strides in developing our organisational systems and processes – designing a bespoke hybrid working model, procuring a new IT provider, DBS system, payroll provider and digital HR system. We also rolled out a hardware refresh of our IT kit and established an action plan to improve our data protection.

We operate in a world of both chaos and complexity with our cause, one of the most political of our time. I am very proud of our staff and volunteers who are navigating this terrain with resilience and passion that is truly humbling. For it is our staff, volunteers, supporters and partners who make us who we are, and deserve huge credit in the achievements of the last 12 months.

Strategic Report

Objectives and Activities

Objectives

The objectives of the Refugee Council, set out in our governing documents, are:

- to provide relief for refugees and their dependents who are in conditions of need, hardship or distress;
- to preserve and protect the physical and mental health of refugees and their dependents;
- to advance the education and training of refugees and their dependents in need thereof so as to advance them in life and assist in their rehabilitation within a new community;
- to promote research into the condition of life of refugees throughout the world and ways of providing charitable relief for them, and to publish the results of all such research; and
- to advance public education about the position of refugees and the situations which give rise to refugee movements.

The Refugee Council aims to deliver these objectives through the provision of high-quality services to refugees and asylum seekers to ensure that they fully understand their rights and responsibilities in the UK, obtain access to the legal, counselling, housing, employment, education and health care services they need, and are able to integrate successfully into British society. The charity also aims to promote positive images of refugees and asylum seekers, and to campaign and advocate to ensure that the rights enshrined in national and international law are not eroded.

Our Vision, Purpose, and Values, as set out in our new Strategic Plan 2021 – 2025 are:

Our Vision

Refugees are welcome to live safe and fulfilling lives contributing to the UK.

Our Purpose

To work with refugees to transform their experience of seeking protection in the UK.

Our Values

Inclusion	We are inclusive . We work with - not for - refugees and people seeking asylum, so they have an equal voice, co-producing projects and ensuring their expertise and experiences are at the heart of what we do.
Collaboration	We are collaborative . Working with others is a priority in order to have the collective impact that is vital to achieve policy and practice reform.
Courage	We speak truth to power . We always stand up for what we believe is the right thing to do to transform the experiences of those seeking protection in our country.
Respect	We are respectful of all those we interact with. We treat everyone – our staff, volunteers, beneficiaries, partners and people we disagree with – with the same respect, professionalism and understanding.

Refugee Council's Strategic Plan to 2025

In June 2021, our Board signed off our new strategy to 2025. Our Strategic Ambitions, and how we will achieve them, are set out below:

Ambition 1:

We will successfully press Government and other agencies to take action that significantly improves refugee protection.

- Playing a leading role in securing one or more policy or legal 'landmark-wins' that materially improve the experience of refugees or people seeking asylum.
- Dynamic campaigning, alongside our allies, to reverse the hostile environment imposed on those coming to our country.
- Making measurable progress in the fight to reduce poverty and hardship for refugees.

Ambition 2:

We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.

- Ensuring that refugees receive early access to information, advice and support to prevent or de-escalate crisis.
- Working with refugees to build on their strengths and resilience and develop the skills, knowledge and experience to integrate and contribute within their local communities.
- Strengthening local support systems by working with refugees and partners to improve service quality.

Ambition 3:

We will successfully influence improved public attitudes to refugees in new and imaginative ways to reform the hostile environment that impacts their lives.

- Building a much wider base of public support around the shared values of humanity, compassion and justice.
- Inspiring a diverse, active coalition of supporters from across society to champion our calls for change.
- Ensuring the voices and stories of those with lived experience of the refugee protection system are at the centre of the design and delivery of our communications and campaigning.

Foundational Enabler 1:

We will ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- Co-design solutions with people with lived experience, alongside refugee community organisations and partners.
- Develop pathways for staff and volunteers with lived experience to support their career progression and development.
- Take immediate action on equality, diversity and inclusion to demonstrate to all of our audiences how we are achieving equality and inclusion as well as ensuring people with lived experience have an equal voice.

Foundational Enabler 2:

We will collaborate with like-minded supporters and partners in our campaigning and systems change work.

- Build our capabilities around campaigning to reach new public and political audiences within the centre ground of British politics, focused on the positive contribution of refugees to Britain and utilising digital campaigning and awareness building techniques.
- Play a central role in the Together with Refugees campaign, building a wide movement to achieve reform within the asylum system.
- Work with refugees and partners to achieve systems change at a local and regional level to deliver improvements to how refugees are treated and supported.

Foundational Enabler 3:

We will develop our staff, invest in our systems and processes, prioritise a learning approach and attract the resources needed to deliver our mission and ambitions.

- Encourage and enable our staff, volunteers and trustees to make the best use of their skills and abilities, provide excellent selection processes and high-quality development training. Our volunteers are a vital part of our team and we will seek to expand their involvement in our operations. Critically, we will ensure that all our people are treated consistently and valued equally.
- Invest voluntary income into modernising our systems and processes and make greater use of digital technologies as well as piloting new ways of working with refugees. This will include systematically collecting evidence to shape what we do and improving our impact data and approach to learning.
- Develop and grow new relationships with corporate partners, philanthropists, foundations and supporters to deliver growth in income, impact and influence. Through these relationships we will deliver better employment, well-being and integration outcomes for refugees and engage new collaborators, influencers and audiences to drive forward social change.

Activities

The Refugee Council undertakes its work through the following six main areas of activities, which are the main classifications used throughout our financial accounts:

1. **Children's Services**, enabling separated children seeking asylum to navigate the complex asylum system;
2. **Resettlement Services**, where people arrive in the UK with refugee status to rebuild their lives in the UK;
3. **Therapeutic Services**, supporting adults and children who have suffered torture, trauma, violence or sexual exploitation;
4. **Integration Services**, enabling newly recognised refugees to make the challenging first steps as they emerge from the asylum system to rebuild their lives in the UK;
5. **Destitution Services**, enabling people seeking asylum who are homeless to access housing, financial support, legal advice and therapeutic support and resume their asylum journey;
6. **Campaigning and Awareness Raising**; by drawing on evidence from our direct services, working to ensure that refugees have an influential voice in policy discussions that impact their lives and raising our supporters' and the public's awareness of the issues refugees and asylum seekers face.

Impact

Our services exist to *significantly improve access to quality support for refugees in crisis and those seeking to integrate into the United Kingdom*. This year we set out three strategic objectives that would move us towards realising ambition 2 under our organisational strategy. We have set out our progress towards each below, and have also described the number of people who benefited from our services this year, the pathways and support they accessed.

This year our services sought to reach **15,000** people seeking asylum and refugees and successfully achieved that by benefitting **15,851** individual unique services users in total. Of these we supported:

- **1,433** people to improve their psychological and physical safety via our therapeutic services for children, adults and families. Of whom, 70% were we people seeking asylum, 25% were people with refugee status or leave to remain brought to the UK to resettle, and 5% were people with refugee status or leave to remain who are rebuilding their lives in the UK independently of statutory support.
- **6,941** separated children to understand and navigate the asylum and children's social care systems, to improve their safety and ability to connect with support in their local communities. Separated children benefitted from our children's rights services that enabled putative children in the adult asylum support system to have their age accepted and care provided by children's services, and ensured children continued their education while they awaited their statutory places in schools and colleges.

- **6,260** adults and families increased their safety, connection to their local communities and ability to rebuild their lives in the UK having been brought to the UK to resettle.
- **2,136** adults increased their ability to live with safety, connection to the communities and ability to rebuild their lives in the UK with the specialist support of our integration and employment services.

It is important to note that some people accessed more than one of our services so the total number of those we supported is higher than the number we reached.

The outcomes we set for our services work and what we achieved against each outcome are set out below under reporting against Ambition 2 of our strategy.

We set out three objectives and related outcomes for the year and made good progress in meeting them.

1. Services strategy: New services strategy in place with clear delivery plan, and KPIs

To achieve this we worked with refugees, staff and volunteers to define priority services for our current strategy period, and identify the budget and fundraising plans, strategic objectives and priorities.

We successfully achieved this strategic outcome in June 2022 by securing board approval for our services strategy for 2022-2025. The strategy sets out the services we will deliver over the next three years to enable refugees and people seeking asylum to live with safety, agency, and connection to their local communities. The purpose of our services being to enable Refugee Council to achieve its organisational strategy by delivering high impact, sustainable services that are centered on the needs of people seeking asylum and refugees in the UK; and to improve the system of support that they rely on for their safety and future lives in local communities. The strategy included an implementation plan, KPIs, indicative budget and objectives. In February we produced a three-year budget that set out the detailed budget for our services, into the new strategy period.

2. Services structure, quality framework, and impact:

We set out four key outcomes under this objective:

- New service structure implemented
- Impact measurement framework agreed with changes to Client Database introduced
- Services communications plan implemented
- Data & insight strategy agreed

In December 2022 we agreed our new services structure, and began implementation in January 2023. The structure was implemented in two stages. The first phase was in place by 1st April 2023, and included the new Head of Practice Development, with the final structure in place by 5th June. The delays were due to recruitment challenges.

In May 2022 we agreed the impact measurement framework and began to implement this from October with our therapeutic and resettlement services. Before implementation began, changes were made to InForm (our client database) to enable us to consistently capture, track and analyse the data collected. We agreed to phase the implementation in recognition of the changes to services structure and leadership. Phase one concluded in February 2023 with 62 frontline staff trained to gather impact data, who collected data from over 200 clients, providing us with robust baseline data and a process to roll out to employment, integration and children's services from April 2023.

In September-October 2022 we developed a communications plan for services to support the implementation of the services strategy. We created a strategy champions group to regularly share insight on the impact and direction of the strategy, and a monthly 'strategy to reality' meeting for all services staff to join to hear updates on strategy implementation progress updates, to reflect on this and discuss and clarify direction and priorities. We have also included an internal intranet blog where updates are regularly shared. Both groups launched in February 2023 with staff reporting how much they value the transparent approach to communication about services changes.

In December 2022 as part of the data and insight strategy, we agreed to appoint a new Client Data and Impact Manager. This post holder will drive the implementation of the strategy with the team. This will include the revisions required following the impact data measurement pilot. The post holder joined us in July 2023.

3. Safeguarding and quality practice:

We set seven outcomes under this strategic theme:

- New policies, procedures & governance structure in place
- Safeguarding Manager in post
- DSO structure introduced
- Safeguarding training programme implemented
- Improved DBS system implemented
- Safeguarding reporting in In-Form
- Quality framework agreed

In April 2022 we commissioned the co-production of new safeguarding policies and procedures for work with vulnerable adults and children and young people. These tools were co-produced with refugees, staff and volunteers, and approved by the board in June 2022. We began implementation in July 2022 with training for all staff and managers on the new policies and procedures, clarifying the new governance structures in place and those that would be developed over the coming year. In March 2023 we agreed the safeguarding practice governance structure would include regional rather than thematic leads as originally envisaged.

In August 2023 we welcomed our new Safeguarding Policy and Practice Manager who has led the implementation of our safeguarding strategy. A key priority has been the move to ensuring that all safeguarding reports are being submitted via our InForm client database. Since this was introduced in Q3 we have seen a significant increase in the number of reports submitted, a trend that we are seeing continue into 2023-24.

In June 2022 we agreed that all staff and volunteers must have safeguarding training via both our electronic learning platform and with our Safeguarding Practice and Policy Manager as part of their onboarding to the organisation and renewed annually. The Safeguarding Manager has designed bespoke training session for departments to address key safeguarding risks the people using their services face including: self-harm and suicidal ideation, domestic abuse, working with perpetrators, trafficking, working with separated children seeking asylum and practice boundaries. Staff have reported improved confidence to identify and report a safeguarding alert following this training.

In March 2023 we agreed to implement the Advice Quality Standard across services. This will begin in Q2 2023-24 with new capacity within the Practice Development team. This function coordinates practice quality implementation across services with dedicated roles in resettlement and children's services.

2022/23 Achievements and performance against strategic goals

Ambition 1 **To successfully press Government and other agencies to take action to improve refugee protection**

Achievements Despite the government's hostile policies and its mismanagement of the asylum system, we did achieve some important and significant policy reforms and commitments that will make a positive difference to the lives of those we work with, including those in the asylum system and Ukrainian refugees.

By Autumn 2022, the **backlog of asylum cases** waiting for a decision had grown to over 140,000, with systemic use of hotel accommodation standing at £6m per day. Utilising the window of opportunity with a new Prime Minister and Home Secretary in this period, and after sourcing funding from Blue Thread and the Jubilee Foundation, Refugee Council advocated for practical solutions to address the growing backlog. Using Freedom of Information data that unearthed the scale of the backlog and its rapid growth (quadrupling over the last 5 years), we put forward our recommendations for how the backlog could be addressed. This contributed to PM Rishi Sunak committing in December 2022 to clear the asylum backlog by December 2023, a significant policy win.

In February 2023, the Home Office introduced a new **Streamlined Asylum Process** to make faster decisions on applications made by people from high grant countries. This approach was in-line with recommendations Refugee Council had made on how to improve decision making, however we had concerns about the design of the questionnaire that was being sent to people as part of the process. We worked with ILPA and others to raise these and continue to monitor the impact.

We have been campaigning hard to ensure refugees are able to reunite, to allow them to come to the UK to be with their family members. We achieved some important success when the Home Office amended the Immigration Rules to allow adult dependent children to apply for family reunion (if the case meets certain exceptional circumstances), and to allow children to reunite with an adult relative other than their parents. This was an important policy win.

In April 2022, the **Nationality and Borders Act** passed into law, including significant changes to the way the UK fulfils its international obligation to people seeking asylum. This included creating a two-tier asylum system whereby people seeking asylum will receive differential treatment entirely dependent on how they arrive in the UK. It also included plans to remove people who arrive irregularly to any third country they had travelled through on their way to the UK, plans to accommodate people in reception centres for the duration of their asylum claim, restrictions of family reunion rights of some refugees and provisions to allow offshore processing of claims.

Despite integrated influencing work with the wider refugee and asylum sector (notably the Asylum Reform Initiative and the Families Together Coalition), disappointingly, our efforts to thwart or amend the bill were unsuccessful and the Bill passed into law. In the following months, the Refugee Council inputted into draft Home Office guidance required to implement key aspects of the Act. It included much of our feedback in the final version of their published guidance (particularly in relation to Family Reunion).

April also saw the shocking introduction of the Government's new **Migration and Economic Development Partnership** to outsource asylum processing to **Rwanda**. Working closely with services colleagues, Refugee Council called out the human misery caused by this policy, and united with the Refugee and Migrant Children's Consortium to highlight, in particular, the issue of children being at risk of being sent to Rwanda due to incorrect age assessment. This work became a key area of focus later in the year in September, when we launched our report *'Identity crisis: how the age dispute process puts refugee children at risk'* highlighting concerning practice and biased approaches to age assessments for unaccompanied young people seeking asylum,

which included the risk of children being removed to Rwanda under the new policy. Alongside others in the refugee sector, the Refugee Council has worked hard to call out the inhumane, costly and unworkable measures laid out in the Rwanda policy. In summer 2023, the Rwanda policy was found to be unlawful in the Court of Appeal, and at the time of writing this report, there are no flights to Rwanda for the purpose of an outsourced UK asylum system. We expect the Government to appeal this decision and further litigation to take place throughout 2023 and 2024.

And as we ended the financial year 2022/23, March 2023 saw the publication of the Government's latest and most hostile asylum legislation to date, the **Illegal Migration Bill**. The Bill outlined changes to the law to make asylum applications made by people who arrive irregularly into the UK permanently inadmissible, including those made by both accompanied and separated children. Any claim that is declared inadmissible will not subsequently be considered within the UK's asylum process. The Bill also places a duty on the Home Secretary to arrange for the removal of anyone arriving irregularly, and while there is an exception for separated children, the Home Secretary retains the power to remove them, which becomes a duty when a child turns 18.

Using Home Office data and other sources, Refugee Council developed and published an impact assessment of the Bill, estimating how many people it would impact across the first three years of being in operation, as well as the financial cost. This was developed in the absence of a Government impact assessment, and as such Refugee Council's Impact Assessment was quoted widely in the media and in parliament. This includes being used by the Shadow Leader of the House, Thangam Debbonaire, to consistently call on the Government to publish their own Impact Assessment figures. Refugee Council were invited to give oral evidence to the Joint Committee on Human Rights at the committee's first session as part of their inquiry on the Bill.

Disappointingly, the Illegal Migration Bill passed into law in July 2023. Refugee Council worked hard with partner organisations across the refugee and asylum sector to achieve some very modest amendments to the legislation, such as a commitment from the Government to produce plans within six months of the bill becoming law to set out proposed new safe routes to the UK. We continue to oppose the Act and will now work closely with civil servants and refugee organisations to understand how the Act will be operationalised going forward.

2022/23 saw over **163,500 refugees arrive in the UK fleeing the war in Ukraine**. Refugee Council worked closely with the wider refugee and asylum sector, alongside Ukrainian-led organisations, to unpick and understand the Government programmes to help people fleeing the Ukraine seeking safety in the UK. We provided feedback to Government regarding the rights and entitlements of Ukrainians, given they were not arriving under a Refugee Resettlement Scheme. Alongside other NGO's, Refugee Council also worked with the Department for Levelling Up, Housing and Communities (DLUC), the Government department responsible for the Homes for Ukraine scheme, to offer learnings and suggestions for improvement. This included calling for:

- Improved safeguarding measures following the increase of DIY matching schemes generated by members of the public through social media.
- Parity of support for those on the family visa scheme, which does not carry the same funding for wrap-around support to the Homes for Ukraine scheme.
- A clear plan for hosting placements should they break down (on both the family scheme and the Homes for Ukraine programme) once the hosting commitment period was met.

We co-ordinated a public letter backed by Oxfam, the British Red Cross, IRC and Save the Children calling on Government to immediately waive visa restrictions for Ukrainians. We also responded to the announcement of the Homes for Ukraine sponsorship scheme – highlighting the slow visa application process and the increasing number of Ukrainian refugees falling into homelessness due to breakdowns in relationships with hosts.

This lobbying contributed to an extension of the family visa, and the family members entitled to come to the UK, an extension on the six-month hosting placement financial support package for Homes for Ukraine hosts, and retrospective benefits entitlements for Sure Start Maternity Grants for Ukrainian refugees (alongside Afghan refugees).

And, throughout this period, Refugee Council continued to call on Government to better meet the **needs of refugees from Afghanistan**. This has included escalating concerns about the experiences of men, women and families housed in hotels, alongside the restrictive nature of the Afghan resettlement scheme, to Parliamentarians and in the public domain throughout the year. We've also highlighted issues affecting Afghans on being reunited with their family members, particularly those who were separated during the 2021 evacuation but who don't have access to refugee family reunion processes as they have not been given refugee status. Through the Families Together Coalition, and in particular with partner organisations Safe Passage, Amnesty International and the British Red Cross, we have pushed for a policy solution to this disparity of access to family reunion. Two years on from the evacuation there is still no clarity on how these families can be reunited, and despite many Afghan evacuees moving into community accommodation, as of the end of this period, over 9,500 men, women and children evacuated from Afghanistan in 2021 remain in hotels.

Ambition 2 We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.

Achievements In 2022/23 we provided services to 15,851 people. However, across our services we supported 16,770 people as some accessed more than one service. For example, in regions where we supported people from Afghanistan living in Bridging Hotels who also accessed our therapeutic services and resettlement services.

Key achievements from our four service delivery pillars were:

Resettlement

Delivering integration and therapeutic support to Afghans in Bridging Hotels in Yorkshire and Humberside for a second year, whilst rapidly mobilising our service response for Ukrainians in Yorkshire and Humberside and London under the Homes for Ukraine Scheme, and scaling up our services to support Afghans long term resettlement in the UK. We supported 1,258 people from Afghanistan living in ARAP hotels and enabled 2,864 people to resettle in Hertfordshire, London and Yorkshire and Humberside.

We succeeded in securing therapeutic services for people in ARAP hotels, Ukrainians, children and families in Yorkshire and Humberside, enabling people to come to terms with the emotional impact of their experiences. Our services supported Afghans and Ukrainians to access benefits, employability, education and healthcare, and plan for long term housing. We worked with government and local housing providers to seek solutions to lack of affordable housing supply, and with statutory partners to keep people safe when domestic relationships or mental health led to risks to their personal safety.

Key to this achievement was our strong track record of enabling refugees to settle temporarily in the UK, and our strong relationships with local partners and statutory agencies. We drew on this to design a service that met the unique needs of the sponsored refugees from Ukraine and local sponsors, recognising the specific barriers and risks they faced in rebuilding their lives in the UK.

This was a significant period of growth and diversifying of our refugee resettlement models in response to government policy initiatives for people from Ukraine and

Afghanistan. We also produced a report with 30+ refugee community organisations (RCOs) in collaboration with Reset, describing their interest and unique capacity to support refugee integration, and the barriers they face to offer their expertise within the current community sponsorship model. This insight has been welcomed by government as they consider future sponsorship programme design with refugee charity partners in the field.

Resettlement Case Study

Qudos* (name changed to protect identity)

Qudos* lives in Yorkshire with his wife and five children. They were resettled from Afghanistan (via Iran) under the ARAP scheme in January 2023. They were taken to a bridging hotel when they first arrived where they were supported by the Refugee Council. Qudos* says:

"Refugees don't know how to start here, the Refugee Council helps with everything, they apply for bank accounts, for school for kids, and also now applying for NHS doctors. Some people can't speak English so they help. Some people have stress, some issues, and emotionally they help. There is a therapist who meets all the people in the hotel and if some people have a problem they have a contact with the therapist. They're very useful and very good, I am very happy with them."

"The Refugee Council sent me one of the links for a job, in a charity and they accept me. Now I'm also working for Afghan refugees, we are meeting with Afghan women, if they have problems, we speak with the Refugee Council. The refugees trust the Refugee Council here..."

"We are healthy and we are good, but we have some problems in our mind, when we go into our backstory, we have a lot of problems. I hope that all the people in all the world, they don't accept war and their life is safe forever."

"Refugees don't like to leave their country, they left everything, for example, they have a car, they have a life, they have a house, they have money, they have shops. Nobody thinks about that, they left everything."

Children's Services

Our children's services supported 6,941 children, 25% more than in 2021-22. The vast majority were supported by our Independent Unaccompanied Asylum Seeking Children's Support Service, that launched in May 2021. Building on our 28 years welcoming separated children to the UK, this service provides children arriving alone in the UK to seek asylum with the trauma-informed and child-centred advice and support they need to understand the asylum and child protection systems they rely on for their safety in the UK across England. It includes our reception service for vulnerable children at the Kent Intake Unit, our free Advice Line, and regional advice teams, connecting young people with specialist services they need to stay safe and thrive while they wait for the outcome of the asylum claim and/or turn 18.

Alongside this England-wide service, our specialist Age Dispute team supported 523 children who were accommodated with adults having been incorrectly identified by Home Office officials as adults, to secure Local Authority accommodation. We continue to work closely with children and the Home Office to improve age assessment processes and address this ongoing safeguarding crisis.

Children's Services Case Study

Amir*(name changed to protect identity)

Amir* (from Afghanistan) arrived in the UK with a copy of his Afghan ID, which showed his age as 16. However, this was not accepted by officials, and he was recorded as 22 years. He was then transferred to adult accommodation, where he found life very difficult. He was scared of the older people and felt uncomfortable around them.

Amir* was visited by the Refugee Council Age Disputes Project in his hotel and referred to the Local Authority, who agreed to take him into care. He had an age assessment and was found to be 16. Amir* says:

"When we came here, they let us rest, then they called us one by one for an interview. They asked my name, they asked my age. I said 'I am 16', I gave them my Afghanistan date of birth...

They gave me no reason, they just said 'no you are 22.' Two or three times I said 'no', I said 'if you don't believe me, I am 16, I can give you my national ID'. They said 'this is not your ID.'

It wasn't fair. I struggled a lot. There were a lot of people at the hotel and I regretted coming here, but I didn't have another choice, because my sister lives in the UK.

The Refugee Council visited me, I was in the hotel for maximum one month. They interviewed me and helped me get out of the hotel and get my age corrected.

I felt more relaxed when I got out of the hotel. I'm going to school, I have friends. I can get help with issues I don't understand, like getting to the GP. Now I get help from a social worker.

I heard this country was kind. I didn't expect them to be so unfair. Why did they give me the wrong age? I'm still shocked. It's not just me, it's also happening to lots of other people, even younger than me. It has had a bad effect. Mentally it was difficult to cope with, I suffered.

At my young age I have seen and experienced a lot of suffering. Now I'm studying ESOL. I would like to become a police officer.

If not for Josh [at the Refugee Council], I could still be in that hotel. Day and night I'm thankful, and I pray for Josh, because he helped me to get out.

Young people come here because there is no safety in their countries. If they are treated well, they can work and become useful members of society. I don't want them to suffer as I did. Despite the bad experience, I'm thankful to the British people for giving me safety."

Integration Services

Our Integration and Employment Services played a critical role again this year enabling 2,136 refugees to overcome the key barriers to rebuilding their lives in the UK – understanding of housing, healthcare, welfare and employability systems, and addressing the barriers to inclusion through specialist advocacy, training and support. Our targeted services to support newly recognised refugees to access the mainstream welfare and social care systems, secured 40 tenancies with private landlords in London for homeless refugees. Our specialist employment services in London, Hertfordshire and Yorkshire enabled 141 people to secure the best first job and professional jobs, while

enabling a further 482 to develop their employability through mentoring programmes, job placements, training and support to have their qualifications recognised.

Integration Services Case Study

Mariam was supported by our team in Hull to train as a beauty therapist.

"My name is Mariam, I'm from Syria. The Refugee Council, they helped me with training.

It's so difficult when you come, you can't speak English, it's a hard life in the beginning. After we studied ESOL, step by step, we learned a lot. We learned about life here, it's interesting and it's so cool.

I'm 32 now, and I have three kids. My oldest one, my son is 14, my second one, she is 12, and my youngest is 4. When we arrived here, the Refugee Council helped with everything. I came with my husband and children. I heard about the beauty training, and I felt excited and happy. They give you confidence, it's good teaching. Really, they helped me a lot.

I was learning about acrylic nails, health and safety, and different therapies. I enjoyed it, it was so helpful. Everything takes practice! I felt confident and relaxed after the course. The teacher told me for every section what I needed to do. She was so kind, really.

In future I hope to open my own hairdressing salon, and my sister will open it with me, together, we will do nails and acrylic nails, we will have our own business.

I'd say everyone should have opportunities. I love this work, and if you love it, you keep going, and step by step, you'll find what you like. My kids told me - we hope you open your own business Mum, and do anything you want!"

Therapeutic and Destitution Services

Our therapeutic services supported people seeking asylum and refugees to come to terms with the emotional impact of their experiences since fleeing to the UK to seek protection. Our services work with children, separated and within their families, adults and families. Our destitution service engages people who have often been failed by the refugee protection system for many years, who arrive physically and mentally broken, who need a home and specialist support to be able re-engage with their asylum claim and secure long-term safety and security. This is slow, highly skilled practice that focuses on regaining people's trust and works with them to regain their health and a safe place to live. This year our destitution service supported 87 people and enabled 35 to re-enter the asylum support system.

This year we have supported 219 adults seeking asylum in hotels and initial accommodation to manage the loss of hope and trauma of living in accommodation inappropriate to their needs while waiting years for consideration of their asylum claim. After working with our therapists through psychosocial group work and a programme of 121 therapy, 81% reported improved feelings of safety and physical and mental wellbeing.

Our therapeutic service for children and families resettling in South Yorkshire continues to provide a safe space for young and old to safely face emotional distress, and develop relationships and techniques that keep them safe and enable them to re-engage with their life goals. This year we supported 29 families, 99 people, through this service with 100% of people reporting improved mental and physical wellbeing, ability to make informed choices, and social inclusion.

Destitution Case Study

Ali Martin is from Sierra Leone where he campaigned for the rights of other disabled people. After a new government came to power, his life was in danger, and he claimed asylum in the UK. It was a very difficult process for him, and he struggled to find accommodation, to buy food, and to get the support he needed. He was supported by the Refugee Council who also connected him with a solicitor. Ali Martin says:

"There was a time when I was almost homeless. It was very difficult for me. The Home Office would not give me accommodation. It was difficult because according to Social Services I had no recourse to public funds. It was a struggle. I had no money to eat, nothing. I had to contact Refugee Council. Refugee Council were so instrumental in finding a solicitor for me, and giving me money.

It was very challenging. It was so stressful.

Organisations like Refugee Council and others are doing a very good job... I went to the court, I won my appeal, I got my decision on 9th November.

In my depths of struggle for food, there were times I did not have Home Office support. I did not receive my Aspen Card. Kellie has always provided me vouchers to get food.

It was not easy to get food. Those were starving days for me. I starved. Apart from the counselling services, which I received from the Refugee Council... They also provided other resources, of institutions to contact. It has been very tough and challenging. You have to think of what's happening at home. Then when you think you are safe now, you can only think of your family, you still have to think of shelter, food, you know, it was really tough."

Ambition 3 To successfully influence public attitudes to refugees and people seeking asylum in new and imaginative ways to reform the hostile environment.

2022/23 was a key year for delivering a step change in our work to influence public perceptions to refugees. This year saw the merging of teams within the organisation working with externally facing audiences, to create one united and integrated public facing Fundraising and External Affairs directorate. We also invested in the Communications and Campaigns team, including creating a new Digital Team and a Stories Officer, with the aim of providing solid foundations, systems and processes to drive impact and ensure the voices of people with lived experience of the refugee protection system in the UK are front and centre.

As a result of this approach, Refugee Council's profile through our media and influencing work has accelerated. Over the last 2 years, we have **increased our overall media coverage by 616%, and our national media by 459%**. During this period, the Refugee Council was mentioned in 6,244 media items, of which 554 were in national outlets. We have also delivered reports and policy analysis that have shaped the refugee

debate and undermined the foundations of the anti-protection argument, cited not just by the refugee sector but by the media, think tanks and politicians. We have stepped further into our work with unexpected messengers to reach new audiences, never better illustrated than when A list celebrities such as Sylvester Stallone and Daniel Radcliffe joined our patron Emma Thompson to shine a light on the true impact of the Nationality and Borders Act through the **#You'reAcriminal viral film**. We also understand how crucial it is to take a relational approach in our influencing work. We have proactively built strong relationships with Editors, Home Affairs Correspondents and respected Think Tanks that traditionally sit on the centre right in their politics.

A large part of our work under this ambition is to **balance the narrative and influence positive public discourse** around refugees and people seeking asylum in the UK. This includes sharing evidence and information that refute incorrect or misleading information in the public domain. For example, during the year we challenged misinformation around the men, women and children arriving in small boats across the English Channel in our report, [The Truth about Channel Crossings](#), which aimed to directly counter the Home Office's narrative that those crossing the channel are predominantly economic migrants. Using the Home Office's own data, our report showed that two-thirds of people currently crossing the channel and awaiting a decision on their claim for asylum would be recognised as refugees. The report, and the evidence within it, has been cited across the media, by parliamentarians and by the refugee and asylum sector to help balance the hostile narrative that dehumanises and demonises refugees.

We also spoke out about the **inappropriate use of hotels to house unaccompanied children** over the summer of 2022. We were one of 60 signatories to an open letter led by Children England, warning that children seeking asylum are actually going missing from hotels and at risk of exploitation. Alongside this, we leaned into the divisive topic of children and young people's ages within the asylum system, by highlighting the damaging processes used to assess a child's age in our report, [Identity Crisis: how the age dispute process puts refugee children at risk](#). Launched in September 2022, the report highlighted the hundreds of refugee children at risk as a result of inaccurate decision making that sees the Home Office routinely mistaking them for adults. This included the cases of 233 children Refugee Council supported last year through our Age Disputes Service, 94% of whom the Home Office wrongly judged as adult and housed with other adults. These children had no access to support or education and were at clear risk of abuse and neglect. In over half of these cases, the Home Office claimed these children were at least 25 if not older. The report was covered by a large number of media outlets and also cited by Stuart McDonald MP in the November 2022 Home Affairs Select Committee, who asked the Home Secretary for more data on the number of children affected and how that is recorded. Looking to the future, we are sadly expecting the number of young people wrongly age assessed to significantly increase and will be publicly calling for Government to publish adequate and accurate data to give a true picture of the numbers of children affected.

And we continued to shine a light on polarising and misunderstood areas of the refugee protection system, to help balance the narrative. For example, this year saw the continued and increasing use of hotels, alongside the mounting backlog in decision making, for people in the asylum system. We countered the hostile rhetoric around supposedly 'luxurious' hotel stays by evidencing the impact of prolonged hotel stays on the health and wellbeing of people, in our report [Lives on Hold: The Experiences of People in Hotel Asylum Accommodation](#). The report uncovered that the use of hotel accommodation for people seeking asylum had almost trebled in 2021, leaving thousands of families with limited access to vital health, legal and other support services and at risk of depression and suicide ideation. The report made a number of recommendations to ensure people are not left in limbo in hotels for long periods, but moved into dispersal accommodation within 35 days, and ensuring that whilst people are in hotels, that they have access to quality legal advice early and basic essentials like clothing, nutritious food and medicine.

The Autumn of 2022 also saw the terrible and wholly avoidable situation unfold in the **Immigration Processing Centre at Manston** in Kent, in which 4,000 men, women

and children were detained, illegally, for up to a month in a facility designed for 1,600 people for a 24-hour period. Rife with contagious conditions such as scabies and an outbreak of the life-threatening disease diphtheria – the situation was very distressing and wholly unacceptable. Refugee Council proactively spoke out about the inhumane conditions, putting forward a six-point plan for how Government could approach the situation. We also launched a campaign for a fair and compassionate asylum system (which was supported by over 5,000 people in the first 10 days, and at the time of writing now stands at over 30,000). Following the death of person held at Manston from suspected diphtheria, we also led a joint call, backed by over 60 charities and NGOS, at the end of November – calling for an independent inquiry into the handling of people seeking asylum at Manston. Shortly after this, Manston was cleared and a plan for contingency processing facilities put in place to avoid a repeat of this scenario going forward.

Enabler 1: Refugee Involvement

Achievements

Refugee Council made a commitment to put the voices and insights of refugees at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work. We took steps towards developing a strategy and establishing leadership to follow through on this commitment. In addition, we reviewed existing initiatives and good practice on supporting staff and volunteers with lived experience in career progression and development and planned and budgeted for an internal evaluation on this work.

Our Refugee Involvement Strategy was co-produced by a Lived Experience Enabling Group (including staff with lived experience) and Refugee Council clients. We engaged a consultancy with expertise from the health sector where knowledge, best practice and expertise about service user involvement is far more advanced than it is in the refugee and migrant voluntary sector. The Strategy was also informed by an internal review completed in 2021, that mapped out our service user participation across the organisation, and identified existing pockets of good practice, gaps and learning. Following consultations from a wide range of staff about what they would need to be able to implement the strategy, we also co-produced a Refugee Involvement Delivery Plan. The Lived Experience Enabling group was also involved in communicating and championing the plans with the rest of the organisation and with the refugee community.

We allocated resources to make the strategy and delivery plan a reality through creating a new leadership function across the organisation to ensure we deliver our plans. We established a Refugee Involvement Team within the CEO office, to work with all teams in different Directorates to deliver our plan. We appointed a Head of Refugee Involvement to lead the strategy implementation and a Youth Involvement Manager to work with children and young people. Our project with working with Refugee Community Organisations was placed under this leadership to ensure we continue to create a thriving and resilient population of RCOs with a strong voice and with the capacity to respond effectively to the needs of their communities.

Enabler 2: Collaboration

Achievements

Refugee Council is one of the founding members of the Together with Refugees coalition of more than 500 organisations campaigning to show greater compassion for people fleeing war, persecution and violence. Membership includes grassroots, community and refugee-led organisations, international development charities and faith groups. We worked with the coalition to jointly oppose a number of policy and legislative moments during the year – notably responding to the Nationality and Borders Act 2022, the Migration and Economic Development Partnership (more commonly known as the Rwanda Plan) and the Illegal Migration Bill 2023.

Refugee Council co-chairs and coordinates the Families Together coalition, which brings together organisations across the sector to campaign to expand and improve access to family reunion for refugees. The coalition has grown to 106 members, ranging from major international charities, through to grassroots volunteer-led and refugee-led community organisations. The campaign goals are to persuade Government to amend the Immigration Rules and allow more refugees to reunite with their loved ones. At a time when new legislation will ban the right to asylum in the UK, increasing access to safe routes has never been more critical. The campaign achieved a significant win in May 2022: the expansion of family reunion to allow refugees in the UK to sponsor their adult dependent children to join them in safety.

In the face of the Illegal Migration Bill, we have ensured that family reunion remains a key part of the conversation around asylum: we worked with Liberal Democrat Peer Baroness Sarah Ludford to secure a Private Member's Bill on family reunion in the House of Lords; the coalition (and in particular coalition member Safe Passage) organised a successful cross-party parliamentary event with lived experience speakers; and we worked with MPs and Peers to table amendments to the Illegal Migration Bill in the Commons and Lords.

Through our campaign activity we delivered two letters to the Immigration Minister – one from 100 sector organisations, and a giant Mother's Day card signed by Refugee Council supporters. We have had high-profile support from actor Emma Thompson, BAFTA award-winning filmmaker Hassan Akkad, and award-winning children's author Michael Rosen. We are also bringing new people to the campaign. More than half of engagement with our Instagram content at key campaign moments were new audiences.

With our specialism in working with unaccompanied children and young people, Refugee Council also continue to play an important role at the Refugee and Migrant Children's Consortium (RMCC), which is an influencing umbrella group for children and refugees. Our key area of focus has been the use of hotels by the Home Office for separated children seeking asylum. This is an unlawful practice and poses a significant safeguarding risk, clearly evident by over 200 children going missing from these hotels, never to be found, since 2021. Refugee Council used our collective voice to continue to raise this issue in Parliament and with the Home Office. We also pursued the issue of age disputes.

Enabler 3: People, Partners and Processes

Achievements

Refugee Council made a commitment in our strategy to develop our staff, invest in our systems and processes, prioritise a learning approach and attract the resources needed to deliver our mission and ambitions. This year we continued to invest in our support functions and infrastructure, particularly focusing on our people and our technology. We have also developed and grown new relationships with corporate partners, philanthropists, foundations and supporters to deliver growth in income, impact and influence. We have been able to deliver key services in partnership with Ikea, ServiceNow and Starbucks, and through these relationships we will deliver better employment, well-being and integration outcomes for refugees and engage new collaborators, influencers and audiences to drive forward social change.

We relaunched our HR function as the People and Culture team with a stronger focus on development and learning, Equality, Diversity, Inclusion and Belonging (EDIB) and volunteering. We initiated a project to develop a new Leadership and Management development framework, beginning with reviewing a behaviour framework linked to our organisational values. We have rolled out an inclusive leadership training course to continue our work on improving our approach to EDIB. We have invested in our volunteering function with a new central coordinating role and we have established a new set of associated policies aimed at improving the overall volunteer experience. We

recognise volunteers are a vital part of our team and we will seek to expand their involvement in our operations. We have also begun implementing a new digital HR and payroll system due to go live in the autumn of 2023 and improved our DBS process.

We brought our new outsourced IT provider Bluecube onboard in March 2022, and much of this year has been around stabilising and improving the service offered to our staff and volunteers. We have begun upgrading the internet provision in our regional sites and have also rolled out a hardware refresh of our IT kit and established an action plan to improve our data protection. Finally, we have also invested in our internal communications function and have launched a new intranet.

Strategic Plans for 2023/24

Ambition 1: Successfully press Government and other agencies to take action that significantly improves refugee protection.

- We will set out and monitor the impact of the Illegal Migration Act 2023 and what needs to change.
- We will continue to lobby Government to tackle the mounting backlog of people awaiting a decision on their claim for asylum.
- We will put forward practical solutions for a new national refugee strategy, including recommendations for the Government to pilot a Refugee Visa scheme, to provide a safe alternative to dangerous journeys for people who want to claim asylum in the UK, and to operate a fair, humane and effective asylum system.

Ambition 2: Significantly improve access to quality support for refugees in crisis and those seeking to integrate into the United Kingdom.

- We will improve safeguarding governance, practice quality and recording.
- We will improve data quality and embed data visualisation tool across all of our services.
- We will strengthen practice in key thematic areas across services & establish practice quality standards.

Ambition 3: Successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment that impact their lives

- We will deliver an External Affairs strategy – covering our influencing and engagement work across external audiences, including investing in audience insight to better understand target audiences, messaging framing and channels.
- We will launch a campaign, working with partners 'outside of the refugee sector' to reach new audiences of people persuadable to the refugee protection cause
- We will deliver a new brand for Refugee Council and undertake a programme of digital improvement work across our website and digital channels.

Enabler 1: Ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- We will build a strong foundation to implement our Refugee Involvement Strategy through developing policies and systems that will allow us to involve and engage refugees to shape and influence Refugee Council's work.
- We will design a number of pioneer projects to test and learn our approach to refugee involvement and identify promising practice.
- We will create a model for career progression and development for staff and volunteers with lived experience through engaging expert consultants, staff and partners.

Enabler 2: Collaborate with like-minded supporters and partners to secure cut-through in our campaigning and systems change work

- We will play a central role in the Families Together coalition and continue to support the Together

with Refugees initiative.

- We will work in collaboration with a diverse range of organisations to balance the narrative and unlock the potential reach of our core base of supporters, in line with our External Affairs strategy.
- We will secure new Patrons, Ambassadors and corporate partners to grow our reach into new audiences and networks of decision makers.

Enabler 3: Develop our staff, invest in our systems and processes and prioritise a learning approach and ensure we attract the resources to deliver our mission and ambitions

- We will ensure that 100% of our sites and remote workers are “technology enabled” and start the work to find efficiencies in our ways of working by utilising the Microsoft 365 suite of tools including the ongoing work to improve data management.
- We will continue with our People plan, focusing on launching a new HR system, our EDI work, continuing to invest in developing our leaders and managers and establishing a program focusing on Career Development for those with Lived Experience that we intend to share with the wider sector.
- We will further invest in our capacity and capability to maximise public fundraising (particularly through digital fundraising) and partnerships fundraising (particularly focussing on philanthropy and corporate partnerships as growth income streams).

Principal Risks and Uncertainties

Risk management

The Trustees have overall responsibility for ensuring that appropriate systems of financial and other controls are in place. Trustees are responsible for safeguarding the assets of the charity, taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance that:

- The Refugee Council is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposal;
- Proper records are maintained, and financial information used internally or for publication is reliable;
- The charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, although not absolute, assurance against material misstatement or loss. They include:

- The adoption of a Strategic Plan and an Annual Business Plan and Budget by the Board of Trustees;
- Regular review of financial and operational results by the Senior Management Team, Resources Committee and the Board of Trustees against these plans;
- A review carried out by the Resources Committee with the external auditors of any matters raised for the attention of management;
- Clear rules for delegation of authority for decision making and the incurring of expenditure;
- Health and safety risk management, review and monitoring procedures;
- Serious incident reporting and review procedures;
- A framework for joint working between delivery managers, fundraising, and finance for whole-life management of external funding and partnerships.

Trustees review risk using a traditional risk register approach as a formal report and review of the organisation’s key risks, with the review including looking at existing controls and plans for mitigation, and further actions and improvements required. Risk management techniques are also thoroughly embedded throughout the organisation’s decision making and control mechanisms, an organisational strength which has strengthened our effective response to the higher-level risk environment we have seen from the Pandemic.

At the current time the following risks are identified as the highest category risks for the Refugee Council:

Risk	Mitigation Actions
Significant Safeguarding Issue The potential for actual harm to our beneficiaries, staff, volunteers or other stakeholders, due to negligence or inadequate practice on behalf of the Refugee Council. Any subsequent reputational damage, which would then have second order reputational impacts including threat to our ability to effectively collaborate with partners, or a detrimental effect on our fundraising, as well as risk our clients trust in us. As a service delivery organisation, this risk remains consistently at the top of our risk register.	We have now agreed a strategy for strengthening our safeguarding approach with regular reporting to the senior team and Trustees and we have a Safeguarding lead now on the Board. Safeguarding is now embedded in recruitment, induction, training and appraisal and we have appointed a Safeguarding and Practice and Policy Manager embedded within services with an organisation-wide remit. The senior team and Board have received training on creating a culture of safeguarding and we have delivered targeted training to address practice needs (domestic violence, suicidal ideation, boundaries). Safeguarding incidents are investigated, lessons learned and implemented from April 2022 and we have moved all safeguarding alert reporting to the Inform client database so we have central oversight.
Staff Well-being Stresses on our staff team and the associated negative impact on wellbeing include: - Over-stretch and a lack of capacity in some areas affecting our ability to deliver on operational and strategic goals - Our move to a hybrid operating model including relaxing of previous COVID risk mitigations - A Hostile political climate and the implications of the Illegal Immigration Act for our clients & our activities and staff morale. - Increased stress on our workforce related to the "Cost of Living Crisis"	We continue to deliver our people strategy which includes a focus on our values as well as EDI, training on performance management and nurturing talent with a focus on lived experience. We are also providing an on-going HR support programme on staff wellbeing including a new well-being hub on the intranet. We have designed a bespoke hybrid working approach that works for our different teams and we hold quarterly discussions and regular staff Q&A sessions on key topics. We have undertaken a review of internal comms and improving oversight and delivery being led by Head of Communications and Campaigns and have created a working group to implement the desired improvements. Finally, we considered the "cost of living" impact on staff against our planned pay awards and awarded both a pay award and a one –off payment to staff.
Information Security & Data Quality A data breach could create a significant reputational risk, risk to a service user and/ or lead to fines from the ICO. This could then in turn lead to a loss of income as there could be an impact on public support and funder/ commissioner confidence in the organisation. Although the move to BlueCube has increased the reliability and wider security of our IT systems, it has now become clear that there has been a lack of understanding of organisational information security, and we have been working hard to improve our processes and controls. There is also a risk the data we do hold is of poor quality or not utilised effectively to drive evidence led decision making.	Cyber essentials has now been achieved and the IUSS has an ISO27001 Information Security Management System in place. We also have training in place for all staff. Several remedial steps have been taken across the organisational IT infrastructure and the IT database for Services including agreeing to recruit roles with specific focus on data management. We have also made some technical improvements such as increasing email security across all our accounts with additional filters and monitoring. A new structure has been proposed clearly stating the accountabilities and responsibilities of various roles within the charity, we have restructured the internal IT team and we have invested in an outsourced dedicated DPO role to advise on matters going forward.

Change in government policy Change in government policy that negatively impacts clients and reduces the likelihood of government contracts/funding. The new Illegal Migration Act could have significant impact on our services although commencement of the provisions has yet to happen. While this risk has existed on our register previously, recently the risk level has increased.	We are delivering a multi-faceted advocacy work plan (including parliamentary, policy and media work) including scrutinising the Immigration Bill and the impact for our beneficiaries and services. We have commissioned consultants to produce a report on the impact of the Act on both our own charity and the wider sector. More generally we are working across the sector on key issues as well as building relationships with media and parliamentarians to address the impact of the new legislation. We will be monitoring and engaging with sector activity and 'leaning in' dependent on tone of voice, call to action and potential impact.
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There are in addition to the above a number of other risks that whilst significant in aggregate, are not individually critical. The impact of these can in general be assessed to give an estimated financial impact, such as the likely range by which income may fall short of budgets, or the resources required to put right issues arising. The overarching insurance and mitigation against these risks is the holding of sufficient levels of free reserves to protect against them. The process for setting the level of reserves we hold is described in the Reserves section below.

Financial review

Income and Expenditure

Total income was £3.3m higher than the prior year at **£19.1m** (2021/22: £15.8m) driven by an exceptional year for legacy income and an expanding of our locations and activities for resettlement.

Income from donations and legacies has grown from £0.4m in 2021/22 to £2.5m, due to an extraordinary year for legacy income including a very generous legacy donation from one legator, Mr Romera Maura. This exceptional performance is somewhat masked by a drop in publicly donated income to £3.3m, down from £5.2m in 2021/22. This is due to the prior year including additional income due to the success of two emergency appeals; Refugee Crisis Appeal and The Times Appeal partnership.

Income from charitable activities has grown £3.1m to **£12.8m**, of which £5.8m is income for resettlement (2021/22: £3.3m) representing over 80 per cent of the income uplift for charitable activities. This is driven by increased resettlement activity for an increase in arrivals for our existing schemes in Yorkshire & Humberside and Hertfordshire, a full year of our resettlement programmes in the London borough of Lewisham, and a new programme in Lambeth. An uplift in income from charitable activities typically has a proportionate increase in accompanying expenditure, and represents an increase in our charitable activity rather than impacting net surplus or deficit.

Total expenditure increased £4.2m to **£17.1m** (2021/22: £12.9m) driven by spend on charitable activities of £15.9m, up from £11.2m in the prior year and as expected in line with the increase in income.

Expenditure on our resettlement programmes was £2.2m higher than the prior year, as we increased our activity for higher refugee arrivals and new London based programmes. Other charitable activities, such as children's services, integration and therapeutic services, have seen small increases in spend, with this increase being covered by income from Clinical Commissioning Groups (CCGs), the European Asylum Migration & Integration Fund (AMIF) and other generous funders.

Expenditure on our advocacy & awareness raising activities was **£1.7m**, an increase of £1.0m from prior year and of which only £0.2m is covered by restricted income. During the year we redesigned and expanded our external affairs teams, establishing a team for Public Affairs & Policy and Communications & Campaigns. These teams and their activities are critical to our success to achieving our two strategic ambitions:

- Ambition 1: We will successfully press Government and other agencies to take action that significantly improves refugee protection.
- Ambition 3: We will successfully influence improved public attitudes to refugees in new and imaginative ways to reform the hostile environment that impacts their lives.

Continued investment in this area is crucial for to achieve our strategy and we will continue to both look for external funding for this activity, as well as invest our unrestricted funds to deliver success in this key area.

Our surplus for the year is therefore **£2.0m** after the utilisation of brought forward reserves (restricted funds and designated funds) which is a decrease of £0.8m from last years' surplus of £2.9m.

Reserves

Total funds at 31 March 2023 stand at **£10.8m**; of which **£3.0m** is restricted by donors to fund specific projects, and £0.1 million is a long term endowment fund. Neither of these balances are available for general use. Of the balance of **£7.7m** unrestricted funds, £1.9 million has been designated and set aside by Trustees at the year-end as funding for specific future purposes. These designations are:

- The balance of £220k from a £925k unrestricted donation originally received in 2018/19 from one of our long standing donors.
- The amount of our overall funds of £685k invested in our tangible fixed assets, chiefly the value of fitting our service provision offices out for our specialist activities and providing our staff with appropriate IT hardware. This has increased from last year as a result of capital additions in the year.
- Investment fund of £970k for an 'Invest to Save' fund which will fund investment needs on the new strategy period to 2025 covering both improvements to people, process and systems and investments in our income generation. This has reduced slightly by £63k from last year as part of investment into fixed assets, to improve our tech and therefore our processes and ways of working.

After these designations, our free unrestricted general reserves at 31 March 2023 stand at **£5.8m**, an increase of £1.2 million from the £4.6m held at the start of the year. This balance is greater than our reserves policy indicates we need, a policy which was reviewed and updated during the year, but we recognise that we are entering a very turbulent period financially reflected in our latest three-year plans and will need these reserves to weather the coming period.

We have significant financial challenges ahead of us relating to a combination of the ongoing cost of living crisis, some key contract funding arrangements ending next year and our continued need to invest in transforming our organisation to better deliver upon our strategy.

This has been a unique year for us and the key reason for the uplift in our unrestricted general reserves is the legacy income of £2.5m recognised in year, of which £2m is accrued income and therefore not yet cash received. With this income, we hope to tackle some difficult challenges ahead, and make intentional and thoughtful investment decisions that will bring long-lasting and impactful benefits not just to Refugee Council, but also to the wider refugee sector.

We are anticipating drawing down on our unrestricted reserves over the next two years as a major European funding stream ends next financial year and are planning to end the next three years in line with our latest reserves policy.

Reserve setting and reserve policy

There is no single method or approach to setting a reserves policy. The approach adopted considers the size of the charity, the complexity of activities, legal structure and the nature of funds received and held by the charity. Specifically, our approach considers:

- The nature of the funds received and held by the charity- are the funds unrestricted or restricted income and the likelihood and timing?
- The existing organisational risk register, clearly identifying the key risks and any financial ramifications.
- Future cost commitments – are they fixed or variable and within our control?

Once these factors are assessed, this produces a risk index to incoming resources and a commitment factor to key spend lines. It is the highest scores that are the riskiest or committed areas and should be considered when setting the reserves limit.

Our chosen approach to reserves setting means we need a medium profile for reserve setting that considers both the income and cost risk profile. Therefore, our reserves range has been profiled to be £4m plus or minus £0.5m.

This is an increase from our previous reserves level of £2-£3m reflecting a riskier operating environment. The risk tolerance of Refugee Council is low, and in relation to reserves and financial sustainability, we are required that every effort is made to minimise or eliminate the risk of any financial loss or the need to use reserves. This means the approach to reserves is considered prudent.

Approach to Fundraising

2022/23 has been an exceptional fundraising year, with an income of £6.2m, an uplift of 2% to the preceding year. This uplift is the result of three key factors:

- generous support from donors responding to our Refugee Crisis Appeal, launched in response to the Ukraine war, which received matched funding of £500,000 from the Lund Trust,
- extraordinary legacy year, which included a very large legacy donation from one legator (Mr Romera Maura) – total value expected to be in the region of £3m to £5m over the next two years, and
- launch of a new corporate partnerships approach to our employment services, resulting in new commitments and relationships with brands including Ikea, Starbucks and Service Now.

We work with supporters in a variety of ways. Our Public Fundraising programmes enables our donors to make either stand alone or regular gifts, inspiring support through direct mail, print and digital campaigns. We were grateful to receive a number of legacy gifts during the year, from generous supporters who chose to leave us a gift in their Will. Both our Trusts and Statutory team and our Philanthropy and Corporate Partnerships team work with individuals and organisations able to give at a higher level. We also have a collection of fantastic community fundraising supporters who raise funds through events and activities in their local communities.

The vast majority of the fundraising undertaken by the Refugee Council is done directly by our own staff, which means we are able to fully control the standards to which the work is carried out. We also work with a telephone fundraising agency to promote regular giving and a digital agency to support our paid and organic social media fundraising campaigns. We also onboarded an additional fundraising consultant to help manage the refugee crisis emergency fundraising appeal following the outbreak of war in Ukraine.

We expect all third parties who work with us to meet the same high standards as our own fundraisers and have contracts in place to ensure this. We do not currently undertake any street fundraising or door to door fundraising.

We use a mixture of consent and legitimate interest as our legal basis for processing supporters' personal data for marketing purposes. We ask all supporters how they would prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and we always respect their wishes. We do not sell or exchange lists of data with any other charities or companies. For further details please see our [Privacy policy - Refugee Council](#).

Occasionally, supporters or businesses wish to undertake fundraising through methods which fall under the term of commercial participator. These are often small-scale ventures such as proceeds or profits from books or clothes. In all such cases we carry out due diligence and require that the other party complies

with all relevant fundraising regulation, including, where applicable, how they will protect vulnerable people. During the year there were three such agreements in place, through which funds of £23,266.22 were raised for the organisation.

The Refugee Council has been registered with the Fundraising Regulator since its inception in July 2016 and with its predecessor, the Fundraising Standards Board, before then. We fully comply with the Code of Fundraising Regulations issued by the Fundraising Regulator. We take supporter complaints seriously and have established a process to handle, quantify and respond to complaints. This year we received seven complaints, all of which were resolved to the complainant's satisfaction by our Supporter Care team. We review all complaints received to determine any changes we need to make, and we update our database whenever a donor requests this. Our Fundraising Complaints Procedure can be found on our website. All of our staff follow best-practice guidelines for dealing with vulnerable people as outlined in our Acceptance and Refusal of Donations Policy and Procedures.

In July 2017 the Fundraising Regulator launched the Fundraising Preference Service (FPS) aimed at providing people with the means to stop direct marketing from specific charities without having to contact them directly. In this financial year, Refugee Council has received three such requests.

Structure, Governance and Management

This report covers the year to 31 March 2022.

Organisational Structure

The British Refugee Council ("the Refugee Council") is a company limited by guarantee and is registered as a charity with the Charity Commission. The Refugee Council's governing documents are its Memorandum and Articles of Association. As at 31 March 2023 there were 10 trustees who were also members, and who as required by the Memorandum and Articles of Association agree to contribute £1 in the event of the charity winding up. The Trustees perform their work on a voluntary and non-remunerated basis and are only reimbursed for minor costs such as transport to meetings.

Appointment of Trustees

The Board of Trustees consists of up to thirteen members as set out in our governing documents, including a Chair and Honorary Treasurer, who are appointed on the basis of an open recruitment exercise. The Board undertakes a skills audit for existing trustees and matches that against the desired skills and experience before undertaking any new recruitment, in order to ensure that the Board remains well equipped to meet its governance function.

One third of the trustees must stand down at the Board meeting immediately preceding each AGM, with those standing down eligible for re-election subject to a maximum length of office of 9 years. The Chair and Honorary Treasurer are able to serve in these posts for a maximum length of seven years.

Three trustees resigned during 2022/23, and two joined.

Trustee induction and training

All Trustees receive a full induction upon being appointed to the Board of Trustees. The induction includes an introductory session with the Senior Management Team and visits to see some of the service delivery work first hand. Through this they receive an overview of the work of the Refugee Council and grant arrangements with key funders. Trustees receive an induction pack which provides details of the charity's strategic plan, key policies, minutes of Board meetings for the previous year, financial information including budgets and procedures and more general information on the requirements of being a trustee. Trustees are

kept up-to-date with legal and statutory requirements through circulation of materials and where appropriate through attending external trustee training, such as Charity Finance training, and networking events.

Organisation

The Board of Trustees meets on a regular basis throughout the year and met formally five times during the year. The main tasks of the Board are:

- Setting and maintaining the vision, mission and values of the organisation
- Agreeing major organisational policies and programmes
- Approving the strategic direction, annual plans and associated budgets
- Reviewing progress against these plans and financial performance
- Monitoring risks and the mitigation actions taken

The Board also has two sub-committees, the Finance and Resources Committee and the Remunerations and Nominations Committee. The Finance and Resources Committee comprises the Chair, Treasurer, and two other Trustees with relevant experience; it met four times during the year. This sub-committee, which operates within guidelines set by the Board, gives a greater level of scrutiny on financial and operational issues, including meeting with the external auditors and approving expenditures where they exceed levels delegated to management but below levels reserved to the Board.

The Remunerations and Nominations Committee comprises three trustees under terms of reference agreed by the Board, which includes overseeing the recruitment and selection of new trustees and supporting the Chair of the Board in ensuring effective Board performance. It met four times during the year.

Day-to-day management is the responsibility of the Chief Executive, who is appointed by the Trustees, and a Senior Management Team comprising Executive Directors of Services, Fundraising and External Affairs, and Finance and Resources.

Public Benefit

The Charities Act 2011 requires charities to demonstrate that their work is of direct benefit to the public. When planning the Refugee Council's activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

Within the constraint of resources, and subject to any eligibility criteria for a specific service, the Refugee Council's services, described above, are available to all refugees and people claiming asylum. Services are offered in many of our clients' languages, without charging fees, and recognising the difficulties many face in meeting travelling costs. Our work on sector capacity building, refugee integration and education of the general public about refugee issues benefits the whole community by supporting community cohesion. Our work on policy, legislation and advocacy advances human rights and access to employment, education and health care, and combats destitution.

Policies

Investment policy

Within the year, the charity has opted not to pursue a policy of investing surplus funds on the equities or bond markets and has continued to utilise short-term deposits. With the legacy due over the next two years, we are now looking at what we might do with any surplus cash from 23/24 onwards.

Remuneration Policy

The Refugee Council has a job grading system in place that, on the basis of a number of criteria, matches posts against the pay spine used by the National Joint Council for Local Government. This system is used for all posts in the organisation with the exception of executive staff. Employees normally join the organisation at the bottom of the scale for their post and move up the scale on an annual basis. In exceptional circumstances a market supplement may be paid in order to attract a candidate in a difficult to

recruit to post. This year, in light of the “cost of living” crisis, an annual cost of living award was paid to staff in line with that agreed by the National Joint Council. This was a fixed amount that equated to an overall 6.1% increase to the payroll, where those at the lower end of the scale may have received as much as 10%, while heads of functions received between 2-3% award. No bonuses are payable to any staff but we did choose to also award an additional one off payment of £700 for a full time equivalent member of staff.

For executive staff the Refugee Council has to balance a number of factors, including the esteem and value of working for a charity, and the limited number of applicants for senior roles with experience and knowledge in some key functions. The Board are conscious that executive salaries need to remain competitive with the sector whilst ensuring that there is appropriate consistency on remuneration across the organisation. Therefore in determining levels of executive pay, the Refugee Council will usually reference pay data from employment agencies, charities of a comparable size and sector competitors, and will consider the ratio between executive and median employee data. Annual cost of living awards for executive staff are normally comparable to any increases paid to non-executive staff.

The Board is directly responsible for the annual setting of the salary level of the Chief Executive, who in turn has delegated responsibility for executive directors. The Board reviews the level of executive salaries every two years based on benchmarking data, to ensure that salaries are still comparable to the median level of similar sized charities. Having last been conducted in 2018/19, this exercise was due to be conducted in 2021/22, but was deferred until this year when a recommendation based on benchmarking data was approved by the Board and the salaries of the senior team were adjusted accordingly. The senior team therefore did not receive a cost of living award nor the one off payment. This is in line with the remuneration policy.

The ratio of the Refugee Council Chief Executive’s salary to the median of staff salaries at March 2023 was 2.9 (March 2022 – 3.0).

Employees

The charity recognises the importance and commitment of its staff in the delivery of our plans and activities, and employed 321 staff during the year equivalent to 275 full time equivalents. This has increased from last years 242 staff due to increased service delivery. Employees are kept up to date on matters affecting the charity through regular staff briefings and email updates. With staff spread over a number of offices, and working in a hybrid manner, the Senior Management Team held regular all staff ‘Question Time’ sessions to maintain direct contact with the wider staff group, to supplement other formal communication channels. As COVID-19 measures have eased the Senior Management Team have resumed onsite visits across the organisation.

The organisation usually holds an all-staff conference every two years, to which volunteers are also invited, to foster a spirit of sharing and co-operation. This conference was due to take place in 2021, but we deferred this to 2022/23. The event was well attended and staff reported positive impact from getting together in person. We are now planning for our next conference in 2024.

We formally recognise the trade union Unison, and meet with union representatives quarterly in order to consult on issues affecting employees’ interests, with the Chair of the Board also meeting the union once a year.

Volunteers

Volunteers are critical to the work we are able to achieve and their support makes the impact that we have so much greater. The contribution of 423 volunteers this year (305 in 2021/22) amounted to some 23,087 hours of support during the year (26,183 in 2021/22). Whilst we do not account for the value of this time in our financial statements, we can note that if we were to value their support to our work at only £10 per hour, this would amount to £230,870 worth of time (£261,830 in 2021/22). Not only do staff appreciate their value but also our beneficiaries who are at the receiving end of their valuable time. We are grateful for the continuing support of our volunteers and recognise that we need to invest more in

improving the volunteer journey. We have now set up a central function to coordinate our approach and build on the fantastic impact we already achieve through our volunteers.

The number of volunteer hours were lower than the prior year, due to the difficulties recruiting and supporting volunteers under the constraints of working from home/remotely. Nevertheless, we did recruit 93 new volunteers overall, and we are confident that we will attract more volunteers to support our work as we transition to our new strategy and hybrid way of working.

Each year Brian Marsh, chair of the Marsh Christian Trust, sponsors awards for volunteering. We held several volunteer celebrations in the year and gave out 16 Marsh Awards for the best volunteer ideas to support refugees and people seeking asylum to meet new people, develop skills, and participate in their local community. Thank you, Brian Marsh.

The Trustees and staff give a big thank you to all the very talented volunteers who work to support and help us improve the lives of refugees and people seeking asylum.

Statement of Trustees' responsibilities

The Trustees are responsible in accordance with applicable law and regulations for preparing the Annual Report of the Trustees and the Strategic Report, as well as the financial statements.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy the financial position of the charity at any time, 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein. The maintenance and integrity of the charity's website is the responsibility of the trustees.

Provision of information to auditor

Each of the persons who is a trustee at the date of approval of this Report confirms that:

- so far as the trustee is aware, no relevant audit information has been withheld from the company's auditor; and
- the trustee has taken all the steps that he or she could reasonably be expected to have taken as a trustee in order to make himself or herself aware of any relevant audit information, and has established that this information has not been withheld from the auditor.

Auditor

Sayer Vincent LLP are the appointed auditors for the charity since 2021/22.

This Trustees' Report, incorporating the Strategic Report, was approved and authorised for issuance by the Council on 28th September 2023 and signed on its behalf by:



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH REFUGEE COUNCIL

Opinion

We have audited the financial statements of British Refugee Council (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Resources Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or

that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those 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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members 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.

Noelia Serrano (Senior statutory auditor)

Date: 18 October 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

Including Income and Expenditure Account

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2022/23 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2021/22 Total £'000
Income from:									
Donations and Legacies	2 & 5	5,270	965	-	6,235	4,998	1,101	-	6,099
Charitable Activities	3 & 5	45	12,756	-	12,801	82	9,601	-	9,683
Other Trading Activities	4	9	-	-	9	9	-	-	9
Investments		29	-	-	29	1	-	-	1
Total Income		3	13,721	-	19,074	5,090	10,702	-	15,792
Expenditure on:									
Raising Funds:									
Fundraising		1,213				1,698	-	-	1,698
Total Raising Funds		1,213			213	1,698	-	-	1,698
Charitable Activities:									
Resettlement		36	5,263	-	5,299	186	2,929		3,114
Children's Services		315	3,398	-	3,713	70	3,006		3,076
Integration		104	3,4	-	3,524	87	2,968		3,055
Advocacy and Awareness Raising		914			1,680	551	129		680
Therapeutic Services					1,579	16	1,186		1,202
Destitution					102	-	94		94
Total Charitable Activities		1,369	14,528	-	15,897	909	10,312		11,221
Total Expenditure	6a - d	2,582	14,528	-	17,1	2,607	10,312		12,919
Net Income/(Expenditure)		2,771	(807)	-	1,964	2,483	390		2,873
Transfers between Funds	15	(1,426)	1,426				410		-
Net movement in funds		1,345	619	-	1,96		800		2,873
Reconciliation of funds:									
Total funds brought forward		6,347	2,3					1	5,976
Total funds carried forward		7,692	3,011	110	10,81			110	8,849

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities (refer to Note 15: Funds Detail).

The accompanying notes form an integral part of this Statement of Financial Activities.

BALANCE SHEET

AS AT 31 MARCH 2023

REGISTERED COMPANY NO: 2727514

	Notes	31 March 2023 £'000	31 March 2022 £'000
Fixed Assets:			
Tangible assets	8	685	539
Investments		4	4
Total Fixed Assets		689	543
Current assets:			
Debtors	9	7,791	4,614
Cash at bank and in hand	10	5,368	5,951
Total Current Assets		13,159	10,565
Creditors: Amounts falling due within one year	11	(2,723)	(2,161)
Net current assets		10,43	8,404
Total assets less current liabilities		1,1	8,949
Provision for liabilities	12	(3	(100)
Total Net Assets		0,8	8,849
The funds of the charity			
Unrestricted funds:			
Designated funds		1,875	1,729
General Reserves		5,817	4,618
Total Unrestricted Funds		7,692	6,347
Restricted Income Funds		3,011	2,392
Endowment Funds		110	110
Total charity funds	13 - 15	10,813	8,849

These accounts, including this balance sheet and the notes, were approved by the Board of Trustees of the British Refugee Council on 28 September 2023, and are signed on its behalf by:



STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2022/23 Total £'000	2021/22 Total £'000
Cash flows from operating activities:			
<i>Net cash (used in) / provided by operating activities</i>	(i)	<u>(308)</u>	<u>854</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		29	1
Purchase of property, plant and equipment		(303)	-
<i>Net cash (used in) / provided by investing activities</i>		<u>(274)</u>	<u>1</u>
Change in cash and cash equivalents in the year		<u>(582)</u>	<u>855</u>
Cash and cash equivalents at the beginning of the year		5,95	5,098
Cash and cash equivalents at the end of the year	(ii)	<u>5,3</u>	<u>5,951</u>
(i) Reconciliation of net income/(expenditure) to net cash flow from oper	ct		
Net income for the year		1,96	2,873
Adjustments for:			
Depreciation charges		157	95
Interest		(29)	(1)
(Increase) in debtors		(3,175)	(2,417)
Increase in creditors & provisions		775	304
Net cash (used in) / provided by operating activities		<u>(308)</u>	<u>854</u>
(ii) Analysis of cash and cash equivalents			
Cash in hand		3,994	4,585
Notice deposits (less than 3 months)		1,374	1,366
Total cash and cash equivalents		<u>5,368</u>	<u>5,951</u>

NOTES TO THE FINANCIAL STATEMENTS**1. ACCOUNTING POLICIES****(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2015) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are set out below.

The Refugee Council constitutes a public benefit entity as defined by FRS 102.

Going concern

The financial statements are prepared on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future. The trustees have assessed the appropriateness of the going concern basis for the preparation of the financial statements and have taken account of potential uncertainties, including the legacy impact of the COVID-19 pandemic, and the on-going “cost of living” crisis on the charitable company’s financial position.

The trustees have reviewed the charitable company’s forecasts & projections for a period of eighteen months from the date of approval of these financial statements and have set a three year plan from 2023/24 based on reasonable assumptions on funding levels, and are confident that the charity has sufficient resources to deal with any further unexpected financial shocks arising.

Based on the above assessment and the charitable company’s level of free reserves at the balance sheet date, the trustees consider that there are no material uncertainties about the Refugee Council’s ability to continue as a going concern and meet its liabilities as they fall due for at least 12 months following approval of these financial statements. Accordingly the financial statements continue to be prepared on the going concern basis.

The functional currency of the charity is pounds Sterling.

(b) Income

Income is recognised in these accounts where there is entitlement to the income, where it is probable that the income will be received, and where the amount can be measured reliably. Income received in advance of these criteria being met is deferred as a liability.

Income from Donations and Legacies

Donations and legacies includes donations and gifts, legacies, and all other income that is in substance a gift made on a voluntary basis. It also includes grants of a general nature provided by government and charitable foundations which are not conditional on delivery of certain levels or volumes of a service. The donation may be made towards the general aims of the Refugee Council (unrestricted), or towards a specific service or aim (restricted). Donations are recognised on receipt of the donation, or if earlier, at the point where there is a written obligation for a donor to pay a specified donation. Legacies are recognised at the point of probate being granted and the estate value can be estimated reliably.

Income from Charitable Activities

Income from charitable activities includes income earned from the supply of services under contractual arrangements, and from grants that specify the provision of a particular charitable service.

Income under contractual arrangements is recognised when the income falls due under the terms of

NOTES TO THE FINANCIAL STATEMENTS

the contract.

Income from grants that are subject to performance or other conditions are recognised when the conditions are deemed met. Where a grant agreement states that funding is conditional on eligible expenditure having been made, such as our provision of the Gateway Resettlement service, our entitlement to income matches expenditure incurred and so we recognise income when eligible expenditure is made. Where a performance related grant is given for charitable activity to be performed over a specified period of time, the entitlement arises and the income is recognised for the period of activity for which it is awarded. For example multi-year grants approved on the basis of annual budgets are recognised over the life of the multi-year charitable activity in line with the approved annual budgets.

Income from Other Trading Activities

If included, comprises primarily rental income received on renting out surplus office space. Rental income is recognised on a straight line basis over the term of the rental agreement.

(c) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under the related activity. The expenditure comprises direct expenditure including direct staff cost attributable, and allocated support cost. Support costs represent central operational overheads such as Finance, Human Resources, Information Technology, and central office costs (not including service premises costs which are accounted for as direct expenditure), and the costs of governing the organisation. Support costs are allocated to activities on the basis of a percent on top of the expenditure supported as this is deemed the most appropriate measure of how such resources are used.

Expenditure on raising funds are those costs incurred in attracting donations and legacies.

Charitable activities include grants payable and expenditure associated with the provision of service to the beneficiaries and stakeholders of the charity, and covers both direct cost and allocated support cost relating to these activities. Grants payable are accounted for when the directors have created a constructive obligation to make the grant. The value of grants approved and communicated but still to be paid are included in the balance sheet as current liabilities.

Charitable activities have been classified into the following main activities of the charity:

- Resettlement – where we work in partnership with local authorities in providing high quality services to integrate refugees in England;
- Children's Services – where we provide services to separated children, children who have been trafficked and or suffered traumatic experiences;
- Integration – where we support those with newly granted refugee status to move into mainstream support systems;
- Advocacy and Awareness Raising – where we promote the rights of refugees and to ensure that UK immigration legislation and European directives are responded to in a co-ordinated manner, including the use of research, public campaigns, policy influencing, parliamentary lobbying and media work;
- Therapeutic Services – where we offer a holistic response to the complex needs of refugees who have suffered traumatic experiences;
- Destitution – where we provide immediate personal support to those at risk of destitution and also access to advice.

NOTES TO THE FINANCIAL STATEMENTS

(d) Fund accounting

The charity maintains various types of funds as follows:

Unrestricted funds

General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity.

Designated funds are unrestricted funds transferred from general funds and set aside at the discretion of the Board of Trustees for particular purposes. The Trustees review the composition of the funds annually in order to assess their continued use and make new reserves in line with the future strategy of the charity.

The current status of designated and general funds is disclosed in note 15a.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors. The aim and use of key restricted funds are set out in note 15b to the financial statements.

Endowment funds

The charity holds one endowment fund which capital sum is to be held in perpetuity with the interest on the balance used to support refugees' education. The aim and use of this endowment fund is set out in note 15c to the financial statements.

Transfers

Transfers in certain situations may be made between categories of funds. Funds may be transferred between Unrestricted and Designated funds at the discretion of the Board of Trustees to set aside resources for a particular purpose. Where expenditure against a primarily restricted funded project exceeds the restricted funding available from donors in the year, funding is transferred from unrestricted funds to meet the excess cost.

(e) Tangible fixed assets and depreciation

Tangible fixed assets purchased for the Refugee Council's purposes and costing more than £2,000 are capitalised and included at cost, including any incidental expenses of acquisition. Depreciation is calculated so as to write off tangible assets on a straight line basis over the expected useful lives as follows:

Freehold buildings	50 years
Leasehold property improvements	lesser of 10 years from date of purchase or lease period
IT Hardware & Infrastructure	3 years
Software	5 years
Motor vehicles, furniture, fixtures and equipment	5 years

(f) Value added tax

Irrecoverable Value Added Tax is included in the relevant costs in the Statement of Financial Activities.

(g) Pensions

The organisation operates a defined contribution pension scheme for employees and the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement

NOTES TO THE FINANCIAL STATEMENTS

benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

(h) Finance and operating leases

Rentals applicable to operating leases, where substantially all the benefits and risk of ownership remain with the lessor, are charged to the Statement of Financial Activities over the period in which the cost is incurred. The Refugee Council has no assets under finance leases, which confer rights, and obligations similar to those attached to owned assets.

(i) Provision for liabilities

Provision for liabilities only arises where the charity has a legal or constructive obligation to meet future liabilities. The following liabilities have been recognised in the accounts:

Dilapidations

Provision is made for dilapidation works due to arise on leasehold properties. The Refugee Council has a contractual obligation to absorb such future costs.

(j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

(k) Other financial instruments**i. Cash and cash equivalents**

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price.

NOTES TO THE FINANCIAL STATEMENTS

2. Donations and legacies	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000
Donations and gifts from individuals	2,593	702	3,295	4,350	806	5,156
Legacies	2,500	-	2,500	389	-	389
Trust income & general grants	177	263	440	259	295	554
Total	5,270	965	6,235	4,998	1,101	6,099

3. Charitable activities	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000
Resettlement	-	5,771		-	3,295	3,295
Children's Services		2,669		65	2,512	2,577
Integration		2,8		-	2,468	2,468
Advocacy and Awareness Raising				16	374	391
Therapeutic Services		1,2		-	952	952
Total		12,756		82	9,601	9,683

4. Other Trading Activities	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000
Premises sublets and rentals	9	-	9	9	-	9
Total	9	-	9	9	-	9

NOTES TO THE FINANCIAL STATEMENTS

5a. Grants included within donations and legacies:

Activity	Funder	Grant For	2022/23 £'000	2021/22 £'000
Advocacy	Various trusts	Other grants	10	23
Children's Services	Various trusts	Various Children's Projects	16	84
Children's Services	Comic Relief	Youth Connect	19	-
Destitution	Various trusts	Destitution	22	25
Destitution	The Linbury Trust	Destitution	75	-
Integration	Starbucks	Employment	-	37
Integration	Various trusts	Employment, Refugee Advice Project, Private Rented Scheme	-	50
Integration	Marsh Charitable Trust	Volunteer Awards	9	-
Resettlement	Reset Communities and Refugees	Capacity Building for Community Sponsorship of Refugees Programme and others	-	13
Resettlement	Various	Other Resettlement	2	-
Therapeutic Services	Various trusts	Adult Therapeutic Services	-	24
Therapeutic Services	Kent and Medway CCG	My View (Kent and Remote)	47	-
Therapeutic Services	Department for Education	My View (Main)	-	-
Therapeutic Services	Stanley Thomas Johnson Foundation	Adult Therapeutic Services	16	-
Therapeutic Services	The Boltini Trust	Adult Therapeutic Services	10	-
Therapeutic Services	South East London CCG	Resettled Refugee Emotional Wellbeing Service	33	-
Various	HMRC Job Retention Scheme Grant	Resettlement, Integration, Children's	-	20
Various	Other funders	Other grants	4	19
Other Trust and Statutory Grants			263	295
Total Grants included within donations and legacies			263	295

5b. Grants included within charitable activities:

Activity	Funder	Grant For	2022/23 £'000	2021/22 £'000
Children's Services	Home Office	Children's Panel and Kent Intake Unit	2,061	1,809
Children's Services	Home Office	CAP Implementation and UASC Hotel Support	181	143
Integration	Asylum Migration & Integration Fund (AMIF)	New Roots and WJR Step (Leeds and Sheffield)	1,651	1,434
Integration	Asylum Migration & Integration Fund (AMIF)	Refugees into Jobs	219	-
Integration	Barnsley Metropolitan BC	Health Access for Refugees Programme (HARP 2 and HARP 3)	11	-
Integration	Health Education England	Building bridges	340	340
Integration	Office for Health Improvement and Disparities	Health Access for Refugees Programme (HARP 2 and HARP 3)	6	-
Integration	Various Hertfordshire Councils	Employment	55	-
Integration	National Lottery Community Fund	Health Access for Refugees Programme (HARP 2 and HARP 3)	157	146
Integration	National Lottery Community Fund	Barnsley Refugee Advice Project	148	154
Integration	Sheffield CCG	Health Access for Refugees Programme (HARP 3)	-	5
Resettlement	Leeds City Council	Yorkshire & Humberside Syrian Vulnerable Persons Relocation Scheme	2,640	1,825
Resettlement	Lewisham Council	Lewisham Resettlement	1,590	745
Resettlement	Lambeth Council	Lambeth Resettlement	497	-
Resettlement	Leeds City Council	ARAP hotels	478	378
Resettlement	Various Hertfordshire Councils	Hertfordshire Syrian Vulnerable Persons Resettlement scheme	429	256
Resettlement	Bassetlaw District Council	Syrian Vulnerable Persons Refugee Programme	78	30
Resettlement	Leeds City Council	Employment Advice- HCC	60	40
Resettlement	Sheffield City Council	Gateway Resettlement Programme	-	12
Therapeutic Services	East of England - SMP	Wellbeing for Work programme	450	408
Therapeutic Services	Asylum Migration & Integration Fund (AMIF)	VPRS Sheffield	92	123
Therapeutic Services	Birmingham CCG	Adult Therapeutic Services	26	20
Therapeutic Services	Department for Education	My View (Main)	65	-
Therapeutic Services	East Sussex CCG	My View (East Sussex)	66	-
Therapeutic Services	Home Office	ASMHW Training and Delivery	72	247
Therapeutic Services	Kent and Medway CCG	My View (Kent and Remote)	56	-
Therapeutic Services	Leeds City Council	ARAP hotels	38	-
Therapeutic Services	Leeds City Council	VPRS South Yorkshire	96	83
Therapeutic Services	Leeds City Council	VPRS TS Sheffield	-	-
Therapeutic Services	Sheffield CCG	Adult Therapeutic Services	32	-
Therapeutic Services	Sheffield City Council	Adult Therapeutic Services	52	-
Therapeutic Services	Southwark CCG	Adult Therapeutic Services	92	-
Therapeutic Services	National Lottery Community Fund	Adult Therapeutic Services	65	-
Therapeutic Services	National Lottery Community Fund	Adults Therapeutic Services	-	20
Government Grants			11,803	8,218

NOTES TO THE FINANCIAL STATEMENTS

5b. Continued - Grants included within charitable activities:

Activity	Funder	Grant For	2022/23 £'000	2021/22 £'000
Advocacy and Awareness Raising	Comic Relief	Families Together	22	-
Advocacy and Awareness Raising	Comic Relief	Advocacy projects	36	-
Advocacy and Awareness Raising	Migration Exchange	Refugee Community Organisation Capacity Building	80	265
Advocacy and Awareness Raising	Other funders	Detention forum	32	55
Advocacy and Awareness Raising	Red Cross	Families Together	2	-
Advocacy and Awareness Raising	Various	RCO Capacity building	-	-
Children's Services	Children in Need	My View (Birmingham, Leeds)	54	179
Children's Services	Children in Need	Youth Development	41	40
Children's Services	Comic Relief	My View (Main)	57	130
Children's Services	Comic Relief	Refugee Cricket Project	91	108
Children's Services	Melanie Macleod - major donor	Age Disputes	100	-
Children's Services	Mixed	My View (Kent and Remote)	-	143
Children's Services	Various	My View (Birmingham, Leeds)	83	-
Integration	City Bridge Trust	Refugee Community Organisation Capacity Building	6	62
Integration	IKEA	Employment	111	-
Integration	Innis Free	Queens Park Project	10	15
Integration	Kingston Voluntary Action CIO	Superhighways Refugee Community Organisations	9	-
Integration	Reset Communities & Refugees	Refugee Community Organisations	7	-
Integration	ServiceNow	Employment	52	-
Integration	Starbucks	Employment	21	-
Integration	Various	Private Rented Sector Housing scheme	14	-
Integration	Various	Various	25	-
Integration	Various employers	Refugees into Jobs	18	-
Therapeutic Services	Goldman Sachs	Adult Therapeutic Services	39	-
Therapeutic Services	The National Friendship Fund	Adult Therapeutic Services	1	-
Therapeutic Services	Various	Various	42	-
Mixed	Various	Various	-	80
Other Trust and Statutory Grants			953	1,077
Total Grants included within charitable activities			12,756	9,295

There are no unfulfilled conditions and other contingencies attaching to government or other grants that have been recognised in income. There has not been any other forms of government assistance from which we have directly benefitted.

NOTES TO THE FINANCIAL STATEMENTS

6a. Expenditure comparitors	Unrestricted Funds £'000	Restricted Funds £'000	2022/23 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000
Raising Funds:						
Fundraising	1,213	-	1,213	1,698	-	1,698
Total Raising Funds	1,213	-	1,213	1,698	-	1,698
Charitable Activities:						
Resettlement	36	5,263	5,299	186	2,929	3,114
Children's Services	315	3,398	3,713	70	3,006	3,076
Integration	104	3,420	3,524	87	2,968	3,055
Advocacy and Awareness Raising	914	766	1,680	551	129	680
Therapeutic Services	-	1,579	1,579	16	1,186	1,202
Destitution	-	102	1	-	94	94
Total Charitable Activities	1,369	14,528	15,897	909	10,312	11,221
Total Expenditure	2,582	14,528	1	2,607	10,312	12,919
6b. Expenditure analysis	s	Other Direct Costs £'000	G exp	Subtotal £'000	Support Costs £'000 Note 6(c)	Total £'000
2022/23 Expenditure on:						
Raising Funds:						
Fundraising		431		875	338	1,213
Total Raising Funds		431	5	875	338	1,213
Charitable Activities:						
Resettlement		7	143	4,368	931	5,299
Children's Services		753	-	3,048	665	3,713
Integration		529	835	3,010	514	3,524
Advocacy and Awareness Raising	662	334	441	1,437	243	1,680
Therapeutic Services	963	326	7	1,296	283	1,579
Destitution	59	25	-	84	18	102
Total Charitable Activities	9,128	89	1,426	13,243	2,654	15,897
Support Costs (Note 6(c))		1,051	6	2,992	(2,992)	-
Total		4,171		17,110	-	17,110
2021/22 Expenditure on:		Other Direct Costs £'000	ex	Subtotal £'000	Support Costs £'000	Total £'000
Raising Funds:						
Fundraising	507	592		1,375	322	1,698
Total Raising Funds	507	592		1,375	322	1,698
Charitable Activities:						
Resettlement	1,982	549		2,652	462	3,114
Children's Services	1,878	734		2,613	464	3,076
Integration	1,469	475	7	2,681	374	3,055
Advocacy and Awareness Raising	413	133	3	576	104	680
Therapeutic Services	761	258	-	1,019	183	1,202
Destitution	57	23	-	80	14	94
Total Charitable Activities	6,560	2,173	888	9,620	1,601	11,221
Support Costs (Note 6(c))	1,370	553	-	1,923	(1,923)	-
Total	8,437	3,317	1,164	12,919	-	12,919

NOTES TO THE FINANCIAL STATEMENTS

6c. Support Costs	2022/23 £'000	2021/22 £'000
Central Premises and Business Support	284	168
Finance and Payroll	715	504
Human Resources	973	395
Information & Communication Technology	697	706
Governance Costs	192	62
Digital & Web development	35	57
Senior Management	96	31
Total Support Costs	2,992	1,923

The above support costs are allocated pro-rata to the expenditure of activities supported (see Note 1c.)

6d. Grant Expenditure	For	Activity	2022/23 £'000	2021/22 £'000
Institutional Grants to				
Scottish and Welsh Refugee Council	Ukraine Appeal and Net Refugee	Integration	5	344
Various	Council Crisis Project			
	Refugee Community	Integration	416	-
	Organisations (RCOs)			
Humber Community Advice Services (H-CAS)	New Roots	Integration	80	61
Goodwin Development Trust (GDT)	New Roots	Integration	77	75
Refugee Education Training Advice Service (RETAS)	New Roots	Integration	30	204
Positive Action Training in Housing (PATH)	New Roots	Integration	13	111
Glowing Results	Building Bridges	Integration	5	42
Barnsley CVS	Refugee Advice Project	Integration		37
Lewisham Refugee & Migrant Network	Lewisham Resettlement	Resettlement	1	121
British Red Cross	Asylum Reform Initiative	Advocacy and		15
		Awareness Raising		
London Metropolitan University	Building Bridges	Integration		139
Various	Volunteer Awards	Integration		
Clear Voice Comms	First Person Stories	Advocacy and		-
		Awareness Raising		
Counterpoint Arts	Refugee Week	Advocacy and		-
		Awareness Raising		
Lewisham Refugee & Migrant Network	Lewisham Resettled Refugees Ther	Therapeutic		-
British Future	Global Dialogue	Advocacy and		15
		Awareness Raising		
i) Expenditure on Grants to Institutions			1,	1,164
Total Grant Expenditure			1,4	1,164

Refugee Community Organisations (RCOs) are frontline organisations, set up and run by people with lived experience of refugee integration. Refugee Council grant funded 24 such organisations in the year totalling grants of £416,332, of which the largest was £40,000 and the smallest was £11,737.

Support costs are incidental to the costs of making institutional grants and so there were no support costs allocated to individual grants in the current or prior year. There were no grants made to individuals in 2022/23 or 2021/22.

7a. Staff costs and employee benefits	2022/23 £'000	2021/22 £'000
Wages and salaries	9,627	7,023
Redundancy costs	113	34
Social security costs (employer's National Insurance)	975	682
Employer's contribution to defined contribution pension	368	287
Salaried Employees	11,084	8,025
Wages and salaries	400	394
Social security costs (employer's National Insurance)	11	11
Employer's contribution to defined contribution pension	9	7
Sessional Workers	419	411
Total staff costs	11,502	8,437

NOTES TO THE FINANCIAL STATEMENTS

The number of employees whose remuneration as defined for taxation purposes amounted to £60,000 and upwards in the year was as follows:

	2022/23	2021/22
£70,000 - £79,999	2	3
£90,000 - £99,999	1	1
Total	3	4

Pensions payments in respect of the above in 2022/23 were £12k (2021/22: £13k).

The remuneration of the senior executives is set in accordance with the policy set out in the Trust's Remuneration Policy. The actual remuneration (including amounts paid in respect of contributions) paid for the individuals who were in post during the year is shown below, and these accounts.

As some individuals were part time or only in post for part of the year, the Full Time Equivalent remuneration is based for the current year is also shown for comparison.

For 2022/23 the remuneration below posts were National Insurance and Pension contributions for the post holders can be found in the accounts. For 2021/22 the remuneration below posts were National Insurance and Pension contributions for the post holders can be found in the accounts.

	FTE Salary for Post £ 2022/23	Actual Salary paid £ 2022/23	Empl N	Total muneratio £ 2022	Total Remuneration £ 2021/22
Chief Executive	96,000	97,3		11	105,494
ED Services	75,000	74			80,954
ED of Fundraising and External Affairs	75,000				59,419
ED Finance and Resources	75,000				80,589
Interim ED Finance and Resources	86,538				6,821
Total Senior Executive Remuneration		342,509	43,431		333,277

7b. Average Staff Numbers

The average full time equivalent (FTE) and count of salaried employees within the year was as follows:

	2022/23		2021/22	
	FTE	Headcount	FTE	Headcount
Charitable Activities:				
Resettlement	107		46	55
Children's Services	62		42	45
Integration	27		45	54
Therapeutic Services			30	37
Advocacy & Engagement			10	10
Destitution			1	1
Total Charitable Activities	232	274	173	202
Raising Funds	15		12	14
Support	28		23	26
Total Staff Employed	275		208	242

In addition to salaried employees, the Refugee Council uses sessional workers on an ad hoc bookings basis, chiefly for the provision of interpretation. In 2022/23 we paid a total of 191 sessional workers (2021/22: 269).

NOTES TO THE FINANCIAL STATEMENTS

8. Tangible Fixed Assets	Leasehold property improvement £'000	IT Hardware & Infrastructure £'000	Software £'000	Furniture, fixtures and equipment £'000	Total £'000
Cost					
<i>At beginning of the year - 1 April 2022</i>	775	410	-	281	1,466
Additions	-	260	43	-	303
Disposals	-	(410)	-	(235)	(645)
At end of the year - 31 March 2023	<u>775</u>	<u>260</u>	<u>43</u>	<u>46</u>	<u>1,124</u>
Depreciation and impairments					
<i>At beginning of the year - 1 April 2022</i>		10	-	263	927
Depreciation		61	5	10	157
Depreciation on Disposals		(410)	-	(235)	(645)
At end of the year - 31 March 2023	<u>335</u>	<u>61</u>	<u>5</u>	<u>38</u>	<u>439</u>
<i>Net book value at beginning of the year</i>	521	-	-	18	539
Net book value at end of the year	<u>440</u>	<u>199</u>	<u>38</u>		<u>685</u>
9. Debtors				31 March 2022	
				£	£'000
Accrued income				4	2,287
Prepayments					124
Trade Debtors					2,142
Other debtors					61
Total Debtors					<u>4,614</u>
Trade and other debtors are recognised at the settlement value due, net of any discounts offered or impairment					
10. Cash at bank and in hand				31 March 2022	
				£	£'000
Cash on short term deposit				1,37	1,366
Cash at bank and in hand				3,994	4,585
Total Cash at bank and in hand				<u>5,368</u>	<u>5,951</u>

NOTES TO THE FINANCIAL STATEMENTS

11. Creditors: Amounts falling due within one year	31 March 2023 £'000	31 March 2022 £'000
Trade creditors	625	412
Other creditors	403	246
Taxation and social security	678	239
Accruals	177	292
Deferred income (i)	840	972
Total Creditors falling due within one year	2,723	2,161

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due can be measured or estimated reliably.

Deferred income includes funding received in advance of funding conditions being met, and contract payments received in advance.

	£'000	£'000
(i) Deferred income at 1 April	97	743
Income released from the previous year	(9)	(743)
Funding received and deferred		972
Deferred income at 31 March	8	972

12. Provisions

Dilapidations provisions result from constructive obligations arising under lease agreements.

Dilapidations Provisions	2022/23 £'000	2021/22 £'000
Provided at 1 April	100	100
Movement in provisions in the year	212	-
Provided at 31 March	312	100

NOTES TO THE FINANCIAL STATEMENTS

13. Movement on Funds Summary	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
2022/23				
Balance at 1st April	6,347	2,392	110	8,849
Income	5,353	13,721	-	19,074
Expenditure	(2,582)	(14,528)	-	(17,110)
Net Income / (Expenditure)	2,771	(807)	-	1,964
Transfers	(1,426)	1,426	-	-
Net Movements in funds	1,345	619	-	1,964
Balance at 31st March	7,692	3,011	110	10,813
2021/22				
Balance at 1st April	4,274	1,592	110	5,976
Income	5,090	10,702	-	15,792
Expenditure	(2,607)	(10,312)	-	(12,919)
Net Income	2,483	390	-	2,873
Transfers	(410)	410	-	-
Net Movements in funds	2,073	800	-	2,873
Balance at 31st March	6,347	2,392	110	8,849
14. Funds assets and liabilities				
2022/23				
Fixed Assets & Investments	689	-	-	689
Debtors	5,533	2,258	-	7,791
Cash at bank and in hand	3,446	1,812	110	5,368
Total Assets	9,668	4,070	110	13,848
Creditors	(1,664)	(1,059)	-	(2,723)
Provision for liabilities	(312)	-	-	(312)
Liabilities	(1,976)	(1,059)	-	(3,035)
Net Assets and Funds Total	7,692	3,011	110	10,813
2021/22				
Fixed Assets & Investments	543	-	-	543
Debtors	436	4,178	-	4,614
Cash at bank and in hand	4,569	1,272	110	5,951
Total Assets	5,548	5,450	110	11,108
Creditors	(1,189)	(972)	-	(2,161)
Provision for liabilities	(100)	-	-	(100)
Liabilities	(1,289)	(972)	-	(2,261)
Net Assets and Funds Total	4,259	4,478	110	8,846

NOTES TO THE FINANCIAL STATEMENTS

15. Funds Details

15a. Unrestricted Funds

	Balance at 1 April 2022 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2023 £'000
General Fund	4,618	5,353	(2,728)	2,625	(1,426)	5,817
Designated Funds:						
(i) Fixed Asset Reserve	476	-	146	146	63	685
(ii) Investment Fund	1,033	-	-	-	(63)	970
(iii) Major Donor Services Fund	220	-	-	-	-	220
Total Designated Funds		-	146	146	-	1,875
Total Unrestricted Funds	6,347	5,353	(2,582)	2,771	(1,426)	7,692

(i) The Fixed Asset Reserve represents unrestricted funds i , which are not available for other purposes. Fixed asset depreciation is charged to these aside on capital expenditure or depreciation charged in the year.

(ii) In 2020-21, in prepration for a new strategy period we create d investment needs on he new strategy period to 2025. Last year, we have increased this designa t our commitment to im ove our people, process and ways of working. We have used £63k to invest i

(iii) The Major Donor Services Fund represents the balance of the genero orters originally received in 8/19. We have applied £325k to fund expenditure in 2020/21 and £30k in 2021/22 0k is planned to fund children services over the next 2 years.

15b. Restricted Funds:

	Balance at 1 April 2022 £'000	Income £'000	ure '000	Net I&E before Transfers £'000	Transfer £'000	Balance at 31 March 2023 £'000
(i) Children's Advice Service	102	1,326	(1,371)	(45)		129
(ii) Other Children's Services	147	1,288	678)	(390)		-
(iii) Gateway Resettlement	99	-	-	-		99
(iv) Syrian VPRS Resettlement - Y&H	185	2,6		(76)		240
(v) Syrian VPRS Resettlement - Hertfordshire	275			153		441
(vi) Ukraine Appeal	555			283		857
(vii) Integration including New Roots	65			(309)		-
(viii) Building Bridges	41			55		110
(ix) Barnsley Refugee Advice Project (BLF)	18			13)		13
(x) Therapeutic Services	142					170
(xi) Resettlement - Lambeth						88
(xii) Resettlement - Lewisham						858
(xiii) Resettlement - ARAP Hotels						-
(xiv) Afghan RCO Fund						-
(xv) Refugee Community Organisations						-
(xvi) Other					35	6
Total Restricted Funds	2,392	13,721	(14)		1,426	3,011

Transfers: Support expenditure has been allocated across the projects to attribute the related support costs across the portfolio, included in the expenditure column . In the transfers column, funds have been transferred in from the general reserves to offset these allocated support costs, so that the restricted funding carried forward into 2023/24 represents only the restricted balance left for that project from the funders.

(i) The Children's Advice Service (previously referred to as Children's Panel) works mainly with unaccompanied children. The service helps children access education, training, health care and legal advice, as well as providing independent advocacy on their behalf. This activity is funded by the Home Office, with the balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(ii) Other Children's services include support to trafficked young boys and girls, assistance to age disputed children, and youth development and activities including our Refugee Cricket Project. The income is from a variety of individual and institutional donors. The transfer represents an allocation from our General Reserves.

(iii) The Gateway resettlement project provides integration support to refugees resettled through the Gateway programme in the Yorkshire & Humberside region. The balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(iv) and (v) The Refugee Council helps with the integration support to refugees resettled into the UK under the Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme, operating in Yorkshire and Humberside and in Hertfordshire. This funding is ongoing with no fixed end date and continues to be funded due to arrival numbers, with funding recieved from the relevant local authorities.

(vi) Ukraine appeal launched in March 2022 to fund integration and therapeutic services for Ukraine refugees as a result of the conflict with Russia. The income was recognised in both the 21/22 and 22/23 financial years as a result of major gifts generated from appeals. The spend is across projects to develop our Ukrainian integration casework, therapeutic interventions, developing practice and partnerships and grant funding Ukrainian Refugee Community Organisations. These projects will continue into 2023/24 and are expected to end by the end of March 2024.

(vii) The Refugee Council provides support to newly granted refugees to integrate into the UK. We support refugees at every stage in their integration, including helping secure access to housing and other rights on initial grant of refugee status, through to social integration activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council secured significant funding from the EC Asylum Migration and Integration Fund (AMIF) for this work, and used it to set up the 'New Roots' project, which has allowed us to expand this work in London, and working in collaboration with delivery partners, extend it to Hull and Leeds. This funding was extended for a further year, expected to end 31 December 2023.

(viii) Building Bridges helps refugee doctors and other health professionals qualify for working in the NHS. This project has been running for a number of years funded by Health Education England, and this tranche of funding is for the two years to 1 April 2024.

(ix) The Barnsley Refugee Advice Project supports advice and integration to refugees and asylum seekers in Barnsley. It is a 5 year project funded by the National Community Lottery Fund funded to 2026.

(x) The Refugee Council runs a number of projects providing therapy and psycho-social support to refugees and asylum seekers. Funding for this work comes from a mix of voluntary grants, commissioning contracts from CCGs, and unrestricted funding. The balance at year end is funding from various CCGs for the Wellbeing and Work for Refugee Integration (WW4RI) project, due to end December 2023.

(xi) and (xii) The Refugee Council helps with the integration support to refugees resettled into the UK, by providing a Refugee Resettlement support service, operating in the Lambeth and Lewisham boroughs.

(xiii) The Refugee Council provide wraparound advice and assistance to refugees under the Afghan Relocations and Assistance Policy (ARAP) scheme, based at a number of hotels in Yorkshire & Humberside. The Refugee Council provide this group with support on their practical needs and access to urgent services at the hotels, while they are awaiting more permanent resettlement.

(xiv) and (xv) Refugee Community Organisations (RCOs) are groups run for and by refugees, supporting their communities to become more integrated into their local areas. The Refugee Council work with RCOs to develop the skills and knowledge of leaders within the RCOs and the Refugee Council also grant fund a number RCOs, with the aim to empower the organisations to deliver on their mission and be a strong voice for their community.

(xvi) Other restricted funds represent a large number of smaller streams of income or balances (each individual income stream or balance below £100k), restricted to a range of our specialist service and advocacy projects. Many of these activities are planned to be funded by a mix of restricted and unrestricted income, with the transfer in representing the allocation of unrestricted funds against these activities. In the prior year, 'Other' included (xi), (xii), (xiii) and (xv), but these have been split out into more detailed categories in the current year, grouped up to reflect our strategy. The total of the balances at 1 April 2022 from (xi) onwards are the total of the closing balance for 'Other' in the 2021/22 Statutory accounts.

15c. Endowment Funds	Balance at 1 April 2022 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2023 £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	-	-	-	-	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

15d. Unrestricted Funds Movement (Prior Year)	Balance at 1 April 2021 £'000	I e £'000	Expenditure 00	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2022 £'000
General Fund	2,924	5,090		2,578	(884)	4,618
Designated Funds:						
(i) Fixed Asset Reserve	571	-	(95)	-	-	476
(ii) Investment Fund	383	-	-	-	650	1,033
(iii) Major Trust Services Fund	146	-	-	-	146	-
(iv) Major Donor Services Fund	250	-	-	-	-	220
Total Designated Funds	1,350		(95)	(9)		1,729
Total Unrestricted Funds	4,274	5,090	(2,	3	(41	6,347

(i) The Fixed Asset Reserve represents unrestricted funds invested in tangible fixed assets for use by the charity, which are not available for other purposes. Fixed asset depreciation is charged to these balances. The transfer in represents funding set aside on capital expenditure or depreciation charged in the year.

(ii) In 2020-21, in preparation for a new strategy period we created an 'Invest to Save' fund which will fund investment needs on the new strategy period to 2025. This year, we have increased this designated fund by a further £650k (2020/21: £320k) to reflect our commitment to improve our people, process and ways of working.

(iii) In 2019/20 the Ajahma Charitable Trust closed and granted £230k towards services in future years. The gift was made as an unrestricted donation, but as we had planned to use this against specific services, trustees ring-fenced this against those services by creation of a designated reserve. This has now been applied against our Integration services.

(iv) The Major Donor Services Fund represents the balance of the generous gift of one of our supporters originally received in 2018/19. We have applied £325k to fund expenditure in 2020/21 and £30k in 2021/22 and the balance of £220k is planned to fund children's services in 2022/23.

The net £410k (2020/21: £630k) transfer out of unrestricted and into restricted funds represents our use of unrestricted resources to part fund restricted charitable expenditure. For the most part this is in the case where we have planned for an activity to be funded from a mix of unrestricted and restricted income, but can also arise where funder rules preclude their funding of the full cost of the activity.

15e. Restricted Funds Movement (Prior Year)	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2022 £'000
(i) Children's Advice Service	85	1,600	(1,583)	17	-	102
(ii) Other Children's Services	51	796	(860)	(64)	160	147
(iii) NET Covid Response Fund	290	-	(300)	(300)	10	-
(iv) Gateway Resettlement	113	12	(26)	(14)	-	99
(v) Syrian VPRS Resettlement - Y&H	147	1,825	(1,806)	19	19	185
(vi) Syrian VPRS Resettlement - Hertfordshire	210	262	(197)	65	-	275
(vii) Ukraine Appeal	-	555	-	555	-	555
(viii) Integration including New Roots	2	1,607	(1,765)	(158)	221	65
(ix) Building Bridges	38	340	(337)	3	-	41
(x) Barnsley Refugee Advice Project (BLF)	-	154	(136)	18	-	18
(xi) Therapeutic Services	332	1,392	(1,582)	(190)	-	142
(xii) Other	324	2,160	(1,721)	438	-	762
Total Restricted Funds	592	10,701	(10,312)	389	410	2,391

(i) The Children's Advice Service (previously referred to as Children's Advice and Support Service) provides access to education, training, health care and legal advice funded by the Home Office, with the balance carried forward to the next financial year. This activity is funded by the Home Office, with the balance carried forward to the next financial year. This activity is funded by the Home Office, with the balance carried forward to the next financial year.

children. The service helps children in their behalf. This activity is funded by the Home Office, with the balance carried forward to the next financial year. This activity is funded by the Home Office, with the balance carried forward to the next financial year.

(ii) Other Children's services include support to trafficked young people and activities including our Refugee Cricket Project. The income represents an allocation from our major Donors designated fund.

children, and youth development activities. The income represents an allocation from our major Donors designated fund.

(iii) Funded by the National Emergencies Trust, 'NET Covid Response' Fund, Welsh Refugee Council and Brysons Care (Northern Ireland) through the Covid-19 pandemic. This funding enabled the set up of a national Covid-19 response fund. This has now been fully spent.

Welsh Refugee Council, Scottish Refugee Council, and Brysons Care (Northern Ireland) through the Covid-19 pandemic. This funding enabled the set up of a national Covid-19 response fund. This has now been fully spent.

(iv) The Gateway resettlement project provides integration support to refugees resettling in the Yorkshire & Humberside region.

through the Gateway programme in the Yorkshire & Humberside region.

(v) and (vi) The Refugee Council helps with the integration support to refugees resettling in the Yorkshire & Humberside region.

into the UK under the Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme, operating in the Yorkshire & Humberside region.

(vii) Ukraine appeal launched in March 2022 to fund integration and therapeutic services for Ukraine refugees as a result of the conflict with Russia. The income fell into this financial year but the costs will be spent over the next financial year.

for Ukraine refugees as a result of the conflict with Russia. The income fell into this financial year but the costs will be spent over the next financial year.

(viii) The Refugee Council provides support to newly granted refugees to integrate into the UK, including helping secure access to housing and other rights on initial activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council was awarded a grant from the Migration and Integration Fund (AMIF) for this work, and used it to set up the AMIF fund in London, and working in collaboration with delivery partners, extend it to other parts of the country.

UK. We support refugees at every stage of their journey, from initial arrival to settlement, through to social integration and employment. We have received significant funding from the AMIF fund, which has allowed us to extend our support to other parts of the country.

(ix) Building Bridges helps refugee doctors and other health professionals integrate into the UK.

S.

(x) The Barnsley Refugee Advice Project supports advice and integration for refugees in Barnsley.

in Barnsley

(xi) The Refugee Council runs a number of projects providing therapeutic services and asylum support.

services and asylum support

Funding for

(xii) Other restricted funds represent a large number of smaller specialist services (below £100k), restricted to a range of our specialist service and of restricted and unrestricted income, with the transfer in represented by the balance sheet.

income and expenditure

balance sheet

15f. Endowment Funds Movement (Prior Year)	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2022 £'000
(i) John Frank Fund						110
Total Restricted Funds	110	0	0	0	0	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

NOTES TO THE FINANCIAL STATEMENTS

16. Trustees Expenses

None of the Trustees of the Charity received any remuneration during the current or prior year.

No travel and subsistence expenses were incurred by trustees in the course of carrying out their duties, and so no reimbursements were made in year (in 2021/22 £nil was claimed in total by trustees.)

	2022/23	2021/22
	£	£
Total expenses	-	-
	2022/23	2021/22
Number of trustees claiming expenses	-	-

17. Related parties

There are no related party transactions to disclose for this financial year (2021/22: none).

The Refugee Council received a total of £1,360 unrestricted donations from its trustees in 2022/23 (2021/22: £2,280)

18. Fees payable to auditor

	2022/23	2021/22
	£'000	£'000
Statutory audit fee for current year audit	23	14
Under accrual for prior year audit	16	9
Total	39	23

NOTES TO THE FINANCIAL STATEMENTS

19. Operating leases

19a. Expenditure under operating leases

	2022/23 £'000	2021/22 £'000
Operating lease expenditure	419	392

19b. Expenditure commitments under operating leases

The Refugee Council is committed to paying the following amounts in respect of non-cancellable operating leases for each of the following periods following the balance sheet date:

	M	31 March 2022 £'000
Within one year	27	244
Between two and five years	666	864
Over five years	103	387
Total future minimum lease payments	1,041	1,495

The Refugee Council had no capital commitments as at 31 March 2023 (2021/22: none).

NOTES TO THE FINANCIAL STATEMENTS

20. Net income / (expenditure) for the year	2022/23	2021/22
	£	£
This is stated after charging / (crediting):		
Depreciation	157	95
Operating lease rentals payable:		
Property	419	392
Auditor's remuneration / Independent Examiner's Fee (excluding VAT):		
Audit/ Independent Examination - current year	19	12
Audit/ Independent Examination - under accrual for prior year	13	8
Other services	8	-
Total	616	506

21. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

22. Pension scheme

Refugee Council operates two pension schemes, both defined contribution schemes. The schemes are managed by the National Employment Savings Trust (NEST) and Aegon UK. The scheme is compliant with the pension reform rules for automatic enrolment. Contributions by the employee are matched by the employer up to a limit of 5% of salary. The cost of employer contributions due as a result of service in the year was £772,263 (2021/22: £562,670).

23. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

Reference and Administrative Details of the Charity, its Trustees and Advisors

Charity number 1014576

Chief Executive

[REDACTED]

Company Secretary

[REDACTED]

Executive Director of Services

[REDACTED]

Executive Director of Fundraising and External Affairs

[REDACTED]

Executive Director of Finance and Resources

[REDACTED]

Company number 2727514

Auditor

Sayer Vincent LLP
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

Bankers

National Westminster Bank plc
Piccadilly & New Bond Street
63 Piccadilly
London
W1J 0AJ

Solicitors

Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HR

Pension Advisers

Creative Benefits
2 Cherry Orchard Road
Croydon,
Surrey
CR0 6BA

Principal and Registered Office

Alf Dubs House
134 – 138 The Grove
London
E15 1NS

Trustees of the company

The Refugee Council Trustees serve as the directors of the company and members of the Board of Trustees. The following were members of the Board of Trustees at the date the report was signed, or served during the year 2022/23:

[REDACTED]

Accounts



**SUPPORTING AND
EMPOWERING
REFUGEES**

BRITISH REFUGEE COUNCIL

**Registered Charity No. 1014576
Registered Company No. 2727514**

TRUSTEES' ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

BRITISH REFUGEE COUNCIL

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REFERENCE AND ADMINISTRATIVE DETAILS

Chief Executive's Introduction

The past year has seen the fall of Kabul to the Taliban and the Russian invasion of Ukraine, both provoking a wave of refugees. Twenty-seven people, including three children drowned when their flimsy boat capsized crossing the Channel from France to the UK in November 2021. Meanwhile parliament passed the Nationality and Borders Act, which punishes people seeking asylum who have had to take dangerous journeys to reach Britain. And the government has launched a draconian plan to ship some of these men, women and children against their will to Rwanda without a fair hearing on UK soil.

It's been an extraordinary period for us at the Refugee Council. Certainly, like no other in recent times.

More than seven decades after we were founded in 1951, when our country was one of the founding signatories of the UN Convention on Refugees, our organisation has shown remarkable agility in responding to all that has happened.

We have quickly mobilised teams to support Afghans, thousands of whom are still stuck in hotels well over a year after being evacuated from their country. We have also put in place expanded services to support Ukrainians who have arrived in the UK providing them with what they need to navigate life in a new country, including accessing therapeutic support.

At the same time life for those living in limbo on less than £6 a day in the asylum system has become more desperate and disturbing. Our powerful analysis and reports have highlighted how tens of thousands are waiting many months or years for a decision on their claim. We have exposed the harsh reality of life in substandard hotel accommodation cut off from any meaningful support.

At the time of writing the fear, anxiety and horror of being sent to Rwanda is causing many of those we work with to greatly suffer. We know some, including children, have self-harmed as a result. We have not held back from powerfully presenting this evidence, which is rooted in our practice, in parliament, to government and in the media.

Whilst the external world has been extremely demanding we have also focused on developing and improving our organisation. We launched a new service for all unaccompanied children who are seeking asylum after being awarded a new government contract for the work. Great progress has also been made developing our safeguarding practice so we are actively learning and improving.

We have made a first stage investment in upgrading our IT, reviewed our approach to data protection and our finance systems and processes. These organisational foundations are so important to ensuring staff are supported to do the best job possible.

This has all been driven by our organisational strategy to 2025 that we launched in autumn 2021. Developing a whole organisation approach to lived experience and making a reality of commitment to equality, diversity and inclusion (EDI) are at the heart of it. We completed a new EDI plan with an initial focus on anti-racism leading an organisation wide discussion about what it means to us. We also began work on developing an exciting new approach to refugee involvement, including a detailed delivery plan that will prioritise quality.

The nature of our operating environment and the delivery of our strategy means that change is our constant companion. This is both demanding and exciting. It is all possible thanks to our incredible staff, volunteers and all our partners, supporters and funders. We know that together we can have an even greater impact.

Strategic Report

Objectives and Activities

Objectives

The objectives of the Refugee Council, set out in our governing documents, are:

- to provide relief for refugees and their dependents who are in conditions of need, hardship or distress;
- to preserve and protect the physical and mental health of refugees and their dependents;
- to advance the education and training of refugees and their dependents in need thereof so as to advance them in life and assist in their rehabilitation within a new community;
- to promote research into the condition of life of refugees throughout the world and ways of providing charitable relief for them, and to publish the results of all such research; and
- to advance public education about the position of refugees and the situations which give rise to refugee movements.

The Refugee Council aims to deliver these objectives through the provision of high-quality services to refugees and asylum seekers to ensure that they fully understand their rights and responsibilities in the UK, obtain access to the legal, counselling, housing, employment, education and health care services they need, and are able to integrate successfully into British society. The charity also aims to promote positive images of refugees and asylum seekers, and to campaign and advocate to ensure that the rights enshrined in national and international law are not eroded.

Our newly refreshed Vision, Purpose, and Values, as set out in our new Strategic Plan 2021 – 2025 are:

Our Vision

Refugees are welcome to live safe and fulfilling lives contributing to the UK.

Our Purpose

To work with refugees to transform their experience of seeking protection in the UK.

Our Values

Inclusion	We are inclusive . We work with- not for - refugees and people seeking asylum, so they have an equal voice, co-producing projects and ensuring their expertise and experiences are at the heart of what we do.
Collaboration	We are collaborative . Working with others is a priority in order to have the collective impact that is vital to achieve policy and practice reform.
Courage	We speak truth to power . We always stand up for what we believe is the right thing to do to transform the experiences of those seeking protection in our country.
Respect	We are respectful of all those we interact with. We treat everyone – our staff, volunteers, beneficiaries, partners and people we disagree with – with the same respect, professionalism and understanding.

Refugee Council's Strategic Plan to 2025

In June 2021, our Board signed off our new strategy to 2025. Our Strategic Ambitions, and how we will achieve them, are set out below:

Ambition 1:

We will successfully press Government and other agencies to take action that significantly improves refugee protection.

- Playing a leading role in securing one or more policy or legal 'landmark-wins' that materially improve the experience of refugees or people seeking asylum.
- Dynamic campaigning, alongside our allies, to reverse the hostile environment imposed on those coming to our country.
- Making measurable progress in the fight to reduce poverty and hardship for refugees.

Ambition 2:

We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.

- Ensuring that refugees receive early access to information, advice and support to prevent or de-escalate crisis.
- Working with refugees to build on their strengths and resilience and develop the skills, knowledge and experience to integrate and contribute within their local communities.
- Strengthening local support systems by working with refugees and partners to improve service quality.

Ambition 3:

We will successfully influence improved public attitudes to refugees in new and imaginative ways to reform the hostile environment that impacts their lives.

- Building a much wider base of public support around the shared values of humanity, compassion and justice.
- Inspiring a diverse, active coalition of supporters from across society to champion our calls for change.
- Ensuring the voices and stories of those with lived experience of the refugee protection system are at the centre of the design and delivery of our communications and campaigning.

Foundational Enabler 1:

We will ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- Co-design solutions with people with lived experience, alongside refugee community organisations and partners.
- Develop pathways for staff and volunteers with lived experience to support their career progression and development.
- Take immediate action on equality, diversity and inclusion to demonstrate to all of our audiences how we are achieving equality and inclusion as well as ensuring people with lived experience have an equal voice.

Foundational Enabler 2:

We will collaborate with like-minded supporters and partners in our campaigning and systems change work.

- Build our capabilities around campaigning to reach new public and political audiences within the centre ground of British politics, focused on the positive contribution of refugees to Britain and utilising digital campaigning and awareness building techniques.
- Play a central role in the Together with Refugees campaign, building a wide movement to achieve reform within the asylum system.
- Work with refugees and partners to achieve systems change at a local and regional level to deliver improvements to how refugees are treated and supported.

Foundational Enabler 3:

We will develop our staff, invest in our systems and processes, prioritise a learning approach and attract the resources needed to deliver our mission and ambitions.

- Encourage and enable our staff, volunteers and trustees to make the best use of their skills and abilities, provide excellent selection processes and high-quality development training. Our volunteers are a vital part of our team and we will seek to expand their involvement in our operations. Critically, we will ensure that all our people are treated consistently and valued equally.
- Invest voluntary income into modernising our systems and processes and make greater use of digital technologies as well as piloting new ways of working with refugees. This will include systematically collecting evidence to shape what we do and improving our impact data and approach to learning.
- Develop and grow new relationships with corporate partners, philanthropists, foundations and supporters to deliver growth in income, impact and influence. Through these relationships we will deliver better employment, well-being and integration outcomes for refugees and engage new collaborators, influencers and audiences to drive forward social change.

Activities

The Refugee Council undertakes its work through the following six main areas of activities, which are the main classifications used throughout our financial accounts:

1. **Children's Services**, enabling separated children seeking asylum to navigate the complex asylum system;
2. **Resettlement Services**, where people arrive in the UK with refugee status to rebuild their lives in the UK;
3. **Therapeutic Services**, supporting adults and children who have suffered torture, trauma, violence or sexual exploitation;
4. **Integration Services**, enabling newly recognised refugees to make the challenging first steps as they emerge from the asylum system to rebuild their lives in the UK;
5. **Destitution Services** enabling people seeking asylum who are homeless to access housing, financial support, legal advice and therapeutic support and resume their asylum journey;
6. **Campaigning and Awareness Raising** by drawing on evidence from our direct services, working to ensure that refugees have an influential voice in policy discussions that impact their lives and raising our supporters' and the public's awareness of the issues refugees and asylum seekers face.

Impact

We measure the impact of our services for people seeking asylum and refugees through an outcomes framework we have developed. This framework describes how we aim to improve the experience of claiming asylum, integrating after receiving refugee status, and resettling as a refugee in the UK by enabling them to achieve change in five outcome areas. Here we have shared the range and quality of the impact of our services delivered this year under each outcome area.

1. Improved ability to make informed choices

Our services aim to improve people's ability to understand their rights and the services available to assist them to meet their needs, and to develop the confidence to access them as they navigate the asylum system and rebuild their lives in the UK. This year:

- 85% of refugees resettling in Lewisham reported improved understanding of legal services and systems.
- 72% of therapeutic services clients reported feelings relating to an improved ability to make informed choices.

- 77% of clients in London reported being able to better understand their housing options.
- 88% of clients accessing our Refugees Into Jobs service reported improved knowledge of their employment rights.

2. Increased social inclusion

Our services aim to enable people to increase their ability to participate in their local community by improving their English language skills, access to social activities including volunteering, and how to access local services. This year:

- 45% of our Connect social inclusion service reported improved confidence in dealing with agencies to get the support they need to participate in community life and integrate.
- 76% of our Therapeutic services clients reported improved feelings related to social inclusion.

3. Improved physical and mental wellbeing

Our therapeutic services for children and adults strengthened people's ability to manage their health and wellbeing by enabling them to access specialist health services, improve their emotional wellbeing, and access social support. We use the widely-accepted CORE tool to assess the change and outcome in routine practice in counselling and psychotherapy with our therapeutic service clients. This year:

- 88% of adults and 77% of children reported improved mental wellbeing from our specialist counselling and psychotherapy.
- 83% of clients attending our therapeutic groups reported feeling happy coming to them.

4. Improved economic and financial wellbeing

Our services enable people seeking asylum and refugees to access financial support and independence by developing their employability skills, increasing access to volunteering, and enabling access to asylum or welfare support. This year:

- 69% of our Engage Integration project clients reported an improvement in being able to manage their finances/benefits.
- 43% of actively engaged clients were supported into work by our Refugees into Jobs project, despite the economic downturn caused by coronavirus.

5. Improved accommodation and safety

Our services enable people seeking asylum and refugees to access safe housing that is appropriate to their needs by assisting them to secure housing, understand safeguarding protections for adults and children, and understand how to respond if they feel unsafe. This year:

- 73% of clients receiving support from our Integration projects reported an improvement in their ability to manage their accommodation.
- 74% of therapeutic services clients reported improved feelings of safety following the service they received from our therapists.

This year we agreed a new theory of change and the impact we want to achieve - to improve people's safety, connection and agency. We are now developing an outcomes framework to report against three new impact indicators demonstrating how our services have transformed the lives of those seeking protection in the UK. We are initially piloting it with our resettlement and therapeutic services.

2021/22 Achievements and performance against strategic goals

Ambition 1 To successfully press Government and other agencies to take action to improve refugee protection

Achievements In March 2021, the Government launched its 'New Plan for Immigration' followed by new legislation in July 2021 in the form of a 'Nationality and Borders Bill' which proposed significant changes to the way the UK fulfils its international obligation to people seeking asylum. The plan set out a two-tier asylum system whereby people seeking asylum would receive differential treatment entirely dependent on how they arrive in the UK. This included plans to remove people seeking asylum who arrive irregularly to any third country they had travelled through on their way to the UK, plans to accommodate people in reception centres for the duration of their claim, restricting family reunion rights of some refugees and proposals to allow offshore processing of asylum claims. Refugee Council was gravely concerned about the potential impact of such measures and worked quickly to publish a comprehensive [Impact Analysis](#) of proposed Government plans to highlight and evidence the damaging impact these measures would have. We also worked in collaboration with the wider refugee and asylum sector, and in particular the Asylum Reform Initiative, and our role in co-chairing the Families Together Coalition, to co-ordinate our response to the Bill and unite our influencing work. This involved a broad range of activities including parliamentary work to identify potential allies, co-ordination of amendments and supporter engagement activity such as writing to local MPs.

Refugee Council produced a number of reports during the year to help inform parliamentarians and the public about the potential impact of the Bill. This included our [Channel Crossings and Asylum Outcomes report](#) which sought to dispel the myth circulated publicly by the Home Secretary, and often used as the core argument of the need for the Nationality and Borders Bill, that over 70% of people in small boats crossing the channel were economic migrants and not entitled to refugee protection. Our report revealed, based on Home Office data, that the majority of men, women and children who come across the channel in small boats will likely be allowed to remain in the UK as refugees. We also produced our [Living in Limbo: A decade of delays in the UK asylum system report](#) which examined the growing backlog of asylum cases awaiting an initial decision, set to grow further by the proposed measures, and the damaging impact these delays have on individuals and families. And, we released our ['I sat watching life go by my window for so long' report](#) which examined the experiences of people seeking asylum living in hotel accommodation and the impact of this on all areas of their lives.

In April 2022, the Nationality and Borders Act was disappointingly passed into law. Refugee Council still believe there is an alternative approach - a future with refugee protection at its heart. Our key priority for 2022/23 will be to continue to monitor the impact of the Act and publish evidence-based public reports on the true consequences of the policies. We will continue to advocate for safe routes to the UK both publicly through our campaigns, advocacy and media work, and privately through our political influencing work with MPs, Peers and Civil Servants.

In June 2021, the Home Office took the unprecedented decision to place unaccompanied children who arrive in Dover in hotels. Refugee Council worked with the children's sector to lead a high-profile letter signed by more than 70 organisations, including the five largest children's charities, to the Secretary of State for Education highlighting that the decision was in breach of the Children's Act and associated provisions. We also briefed the Home Affairs Select Committee and wrote to the Children's Minister. Progress was seen later in the year, when the Government announced the decision to mandate the National Transfer Scheme, in doing so ensuring all local authorities share the responsibility for looking after unaccompanied children who seek asylum. This change in Government position should mean that a minimum number of children are placed in temporary hotels while waiting for a local authority to volunteer a placement for them which is extremely welcome. The sooner

children are placed with local authorities, the sooner support can be put in place to help them access education and other services.

In the summer of 2021, over 15,000 people were evacuated from Afghanistan following the fall of Kabul. The vast majority were housed in hotels, where they have remained in large numbers well into 2022. Refugee Council raised concerns about the experiences of men, women and families housed in hotels, alongside the restrictive nature of the Afghan resettlement scheme, to Parliamentarians and in the public domain throughout the year. We provided evidence to the Home Affairs Select Committee and led on the publication of a joint letter from refugee agencies to the Home Secretary outlining our concerns for the health and welfare of Afghan refugees in the UK. Despite many Afghan evacuees moving into community accommodation, as of August 2022, over 9,500 men, women and children evacuated from Afghanistan in 2021 remain in hotels.

In February 2022, refugees fleeing the war in Ukraine started to arrive in the UK. Refugee Council worked closely with the wider refugee and asylum sector, alongside Ukrainian-led organisations, to unpick and understand the Government programmes to help people fleeing the Ukraine seeking safety in the UK. We provided feedback to Government regarding the rights and entitlements of Ukrainians, given they were not arriving under a Refugee Resettlement Scheme. Alongside other NGO's, Refugee Council also worked with the Department for Levelling Up, Housing and Communities (DLUC), the Government department responsible for the Homes for Ukraine scheme, to offer learnings and suggestions for improvement. Our work on supporting people fleeing the Ukraine will continue to be a priority area for the Refugee Council's influencing work in 2022/23.

Ambition 2 **We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.**

Achievements **In 2021/22 we provided services to 12,316 unique clients. With many clients receiving support from more than one of our projects, the grand total number of clients we worked with across all of our services was 20,546.** In Yorkshire and Humberside people seeking asylum living in contingency hotels needed the support of our Hotel Project Team to understand their rights and our project to access healthcare (HARP) - both projects worked with approximately 5,000 clients each in total, and they operate in some of the same hotels.

Key achievements from our four service delivery pillars were:

Resettlement

A tiny number of the world's 29 million refugees who have fled war, conflict, torture and trauma are brought to the UK under the Government's Vulnerable Persons Resettlement Scheme (VPRS), Vulnerable Children's Resettlement Scheme (VCRS), the Afghan Relocation Assistance Programme (ARAP) and Afghan Citizens Resettlement Scheme (ACRS). Under these programmes this year **we assisted 4,272 unique clients to rebuild their lives in cities and towns across Yorkshire and Humberside, Hertfordshire, and Lewisham in London.**

We work in partnership with local councils to provide intensive support for at least the first 12 months after people's arrival. During this time our focus is enabling people to access housing, financial support, education for children and English for adults, health care, and other mainstream services tailored to their individual needs. In some areas we provide a further four years of support to enable people to recover from the trauma of war and exile and rebuild their lives in the UK through our bespoke Independent Living Advice Service. It can take many years to regain their health, education, skills and confidence to thrive in the UK. We have met 100% of all resettlement services contractual Key Performance Indicators (KPIs).

The evacuation of people from Afghanistan to the UK in summer 2021 led to the creation of a new emergency support model in Bridging Hotels for children and adults arriving under the ARAP and then the ACRS scheme. This has been an extremely challenging programme due to the delays in securing housing, supporting people to understand their options and the acute mental health support needs for people who have experienced traumatic events often over many generations. Our resettlement teams have creatively supported families to rebuild their lives in the UK.

Case Study

Amir is an Afghan national living in a Bridging Hotel who needed support to see his children. Shortly after his arrival his wife had left him after allegations of domestic violence. The Home Office had moved his wife and children to an unknown location. Amir was given a list of solicitors that he could not afford. Refugee Council advisors assisted him to get an appointment with his nearest Citizens Advice Bureau to apply for a court order to see his children, ensuring that they assisted him to complete the application. Refugee Council also contacted Cafcass, the children and family court advice service to support Amir once he had his court order. Amir is waiting for the outcome of his application, staying close to his sisters at the Hotel, and attending various vocational courses including ESOL classes. He has also been referred to New Roots to seek help to pursue his career as a dentist here in the UK.

Children's Services

Each year approximately 5,000 separated children arrive in the UK to seek asylum. Like adults they've experienced unimaginable trauma due to war and conflict in their home countries, and during their journey to the UK. As well as legal advice and information to lodge their asylum claim, they need social services care to ensure that their needs as children are met in accordance with the Children Act 1989. We provide expert, child-centred casework and integration support to separated children that ensures their legal, social, economic, and cultural rights are met. **This year our children's services supported 5,238 separated children.**

For over 27 years we have provided the Government's designated, independent referral point for all separated children arriving in the UK – the only service of its kind in the UK. Our Independent Unaccompanied Asylum Seeking Children's Support Service ensures that separated children understand the asylum process, and can access their rights to Local Authority-provided care, education, and aid-funded legal advice to submit their asylum claim. We provide a range of wrap around services for children funded by charitable donations and grants, including: My View provides children with our unique therapeutic counselling support in Kent, London, Luton, Leeds and Birmingham; and our Age Dispute Project assists children who have been incorrectly assessed by statutory authorities as adults to review that decision and secure age-appropriate support.

Case Study

In December 2021, we began to receive reports of large numbers of age disputed young people residing in an adult accommodation near Heathrow. Colleagues visited the hotel on two separate occasions to meet with 50 young people, who were subsequently referred to Hillingdon Children's Services. All 50 of these young people were taken into care, and in January 45 of them were accepted as children and placed on the National Transfer Scheme, with a further four pending the completion of a full age assessment. Had it not been for the involvement of the Age Dispute Project, many if not all of the children we supported would likely have remained in adult accommodation to this day. This huge success is indicative of the Project's important work and ability to transform the lives and futures of unaccompanied asylum-seeking children living in the UK.

We also provide social integration and support services. Our Youth Development Project for separated children provides them with a youth space to access educational and social sessions, day and residential trips. We run a cricket project for young people who need support as they reach 18 and beyond and enjoy sport. We also support young people who reach 18 and have not yet received a decision on their asylum claim, to access solicitors and secure housing and financial support. During the COVID-19 lockdown our children's service provided a lifeline for isolated young people to continue their education and access vital services using digital platforms. We provided English, art and music classes, and vital therapeutic support.

Integration services

These services primarily support adults who the Home Office has recently recognised to be refugees having claimed refugee protection in the UK. Due to Government policies, people who secure refugee status in the UK are ineligible for the housing, benefits, and tailored casework offered to refugees who are resettled by the British Government on dedicated programmes in the UK. This results in them experiencing disproportionate levels of poverty, homelessness, and unemployment. We provide vital crisis and early intervention advice services to enable them to access financial support, accommodation, and develop their employability. **This year our integration services supported 2,207 refugees to rebuild their lives in the UK.**

People emerging from the asylum system with refugee status have just 28 days to do the impossible - find a home and access benefits. After often years of living below the poverty line most people emerge physically and mentally unwell in urgent need of specialist support to access sustainable and financial support.

Since 2018 we have delivered our New Roots integration programme funded by the Asylum Migration Integration Fund and delivered in London as well as Hull and Leeds in partnership with other agencies in Yorkshire and Humberside. This programme has received hundreds of offers from employers eager to support refugees following the Afghan and Ukraine refugee crises, building on our established partnership with businesses IKEA, ServiceNow, PWC, DLA Piper, and Starbucks. We are developing our strategy for continuing this vital programme with the support from businesses when this funding ends in 2022.

Our now 11-year-old Building Bridges project has played a vital role this year retraining refugees with health professional backgrounds to secure work in the NHS, securing more mainstream health service funding for this route to refugee health professional

recruitment. The cost of training a refugee doctor to work in the NHS is just 10% of the cost of training a doctor from scratch in the UK.

Case Study

Nadir was seeking asylum when he joined us, with permission to work as a doctor. While waiting for his second interview with the Home Office, he managed to pass medical exams with the help of our Building Bridges service. He was also completing his Master's thesis, which enabled him to stay in university halls. However, Nadir struggled to cover his expenses, and he was anxious about the interview. Our Professional Development Group provided Nadir with a safe and supportive environment to talk about his concerns and receive support from the programme advisers, tutors and peers. Refugee Council secured financial assistance with the exam preparations and fees, and we referred him to the Bike Project to reduce his travel costs. When he was granted refugee status we referred Nadir to our Private Rented Scheme project. Thanks to a job offer through the arrangements we have with the Barts Health NHS Trust, he was now eligible for the housing support too. Nadir's future looks much brighter than it felt just a couple of months ago.

Therapeutic Services and Destitution

For 19 years we have been providing specialist, culturally sensitive therapeutic support to adults and children. Our aim is to raise awareness that our clients are survivors rather than victims of adversity. We familiarise clients with the concept of mental health, an idea which is often alien in many non-western cultures, and support them to articulate and disclose their needs to professionals. We provide them with psycho-education sessions to develop new ways to manage their anxiety and stress such as meditation and breathing techniques. **This year we provided one-to-one counselling and group support to 1,279 adults and children.**

We continued to advocate for accessible, inclusive health services for refugees and people seeking asylum. As co-chair of the Home Office Mental Health Forum, we have been instrumental in securing commitment to a government joint committee with the Department of Health to address enduring barriers to appropriate health provision for people seeking refugee protection. We are delighted to be partnering with several new Clinical Commissioning Groups, NHS England and Public Health England to deliver these vital services and improve the accessibility of their clinical practice.

Our destitution service supported 83 destitute asylum seekers with some basic needs such as food, clothing and psychosocial activities, as well as case work to support their claims to asylum.

Our My View service for separated children seeking asylum in Local Authority care supports them to manage the emotional impact of their asylum and social care journey. Alone in the UK, navigating the complex adversarial asylum system, having experienced horrifying abuse and loss, our therapists help them to make sense of their experience, recognise their strengths and regain confidence and control over their emotions.

Case Study

Hanh is a sixteen-year-old young person who experienced physical abuse and detention by his country's authorities and arrived in the UK following a very dangerous journey. He was referred to My View by his social worker with concerns around emotional distress, depression and sleep disturbance. At his first session, Hanh seemed very low in energy and hesitant to answer any questions about his mental health. After a few, he declined to answer the rest: "Why you are asking me all these? I don't want to talk about these. It is too much." We agreed that Hanh would take some time to think about the support on offer and inform his therapist what support he would prefer at their next appointment. In the following session, Hanh started talking about his daily life and his feelings. He expressed his difficulties dealing with lots of unfamiliarity in this foreign country. We explored his experiences of unfamiliarity and uncertainty so far, and some possible ways to deal with it, and what could be best for him. Towards the end of the session, Hanh was apologetic: "You asked me some questions last week. I am sorry I didn't want to talk about them. But you can ask me now, I am fine with them now." Following this, we did some psychoeducation about why speaking about a difficult past can be distressing, and there was also a lot of normalisation around his feelings.

In the following week, we continued to work on unfamiliarity as well as emotion and body connection. We worked on trauma's impact on our body and we ended with grounding activities. While we are still in the early days of his therapy, our work together seems to already be helping him to approach sharing his story with me. Because of the rapport and trust we were able to build in the first difficult interactions, we are now finding ways to help him identify his strengths and improve his coping skills.

Training

We have developed best practice and upskilling external people through external training, meetings and forums, and attending conferences. External training is provided by our staff to organisations, local authorities and groups of individuals such as foster carers on a range of specialist subjects. This year we delivered 40 training sessions, with a total of 433 participants, with 90% of participants rating our training good or excellent. The majority of people accessing our training are frontline practitioners in the health or social care sectors, alongside voluntary sector practitioners, researchers and academics.

Ambition 3

To successfully influence public attitudes to refugees and people seeking asylum in new and imaginative ways to reform the hostile environment.

2021/22 saw the Refugee Council pivot and strengthen our communications activity, particularly through media engagement, to help reach new audiences and supporters. Alongside investing and building a new Communications and Campaigns team, the year included a determined and proactive focus on targeting new audiences who we believe are persuadable to a 'pro-protection' narrative. Our media work prioritised coverage in more centralist media outlets, ensuring our media approach was embedded with story-telling of men, women and children seeking to rebuild their lives, to demystify and humanise the refugee and asylum narrative. A particular highlight of this approach was being chosen as one of the charity partners, alongside the Scottish Refugee Council and Welsh Refugee Council, of the Times and the Sunday Times 2021 Christmas Appeal. This opportunity enabled Refugee Council not only to raise vital funds and acquire new supporters, but also provided a platform for shaping a more

positive refugee and asylum narrative, through powerful storytelling, in turn helping to shift perceptions and attitudes of a segment of Times readers.

This last year also saw not one but two refugee crises following the fall of Kabul in the summer of 2021 and the conflict in Ukraine commencing in February 2022. With protracted conflict across the globe, the number of people seeking asylum and making dangerous journeys to safety here in the UK has also risen. This was never more apparent than when, tragically, 27 people lost their lives in the Channel in November. These terrible events elevated refugee protection and the broken asylum system to centre stage in UK politics and the national media at an unprecedented level. Additionally, the arrival of 15,000 people from Afghanistan and the Government's offer to welcome an uncapped number of Ukrainians also saw communities across the UK step forward to offer support, open their homes and call on Government for a better welcome to refugees. As the opportunity to further a positive narrative around refugees and people seeking asylum increased, Refugee Council engaged with national and local media to ensure the voices of people directly affected were heard. During this period, the Refugee Council was mentioned in **2,474** news clippings (print and web) and **57** broadcast clippings (TV and radio). Of the **2,474** news clippings, **336** were in national press, **2,018** in online press, **41** in key regional press and **23** in magazines.

Refugee Council were instrumental partners in building a wider 'movement of change' to improve attitudes towards refugees and people seeking asylum, by working closely with other organisations across the sector to develop plans for a new coalition, which launched in 2021 as the 'Together with Refugees' coalition. The coalition exists to campaign for a better approach to supporting refugees – an approach that is fair, kind and more effective.

A key campaigning moment during the year was the celebration of the 70th anniversary of the creation of the 1951 UN Convention on Refugees, and in turn the 70th birthday of the Refugee Council. In July, in partnership with Together with Refugees, Asylum Reform Initiative and the charity British Future, we brought together refugees from the seven decades since the Convention was created, to share their stories of their experiences of life in the UK with the purpose of reaching new audiences with positive and inspirational stories.

Enabler 1: Refugee Involvement

Achievements In 2021, we ran an internal Participation Review which asked staff and refugees about their views on the current status of refugee involvement in the organisation, and what steps should be taken to achieve our strategic goal of ensuring people with lived experience are at the heart of what we do. The feedback from the participation review provided the direction and goals to design an ambitious three-year strategy and delivery plan, which was co-produced with staff and refugees, with support from expert consultants. The strategy has six strategic aims that will enable the Refugee Council to achieve its goals for refugee involvement. These aims are interlinked, and some progress on all of them is required to enhance and improve refugee involvement over the next three years:

Aim 1: To be clear about the purpose each time refugees are involved, so staff know where this needs to happen, how this will bring added value to their work, and how it is helping to achieve the Refugee Council's broader strategic goals.

Aim 2: To increase the scope for refugees to influence decisions at all levels and in all parts of the Refugee Council.

Aim 3: To encourage and enable staff at all levels across the Refugee Council to expand and improve their practice of involvement and to work with a diverse group of people with relevant lived experience.

Aim 4: To encourage and enable refugees to become effective partners in the work of the Refugee Council.

Aim 5: To allocate resources and develop robust systems and processes for governance and leadership which can support co-ordinated, efficient and successful refugee involvement.

Aim 6: To develop the organisational culture and working practices that support meaningful and effective refugee involvement across the organisation.

Enabler 2: Collaboration

Achievements Refugee Council was one of the founding organisations of the Together with Refugees coalition of more than 500 organisations campaigning to show greater compassion for people fleeing war, persecution and violence. Membership includes grassroots, community and refugee-led organisations, international development charities and faith groups. We worked with the coalition to mark the 70th anniversary of the signing of the UN Convention. Refugees from each of the seven decades came together to re-enact the signing of the Convention and tell their powerful stories of their contribution to the UK and those who welcomed them.

The Refugee Council co-chairs and coordinates the Families Together coalition, which brings together organisations across the sector to campaign to expand and improve access to family reunion for refugees. The coalition has grown to 100 members, ranging from major international organisations, through to grassroots volunteer-led and refugee-led community organisations. The coalition's work focused on lobbying against proposals to restrict refugee family reunion rights contained within the Nationality and Borders Bill. It worked with MPs and peers to table a number of amendments and mobilised more than 35,000 members of the public to sign a petition calling for child refugees to be able to sponsor their parents. Coalition representatives with lived experience of family separation handed the petition in to Downing Street in March 2022.

We have also worked collaboratively across the health and refugee sector to host the Refugee Mental Health Forum that brings together practitioners from across the voluntary and statutory sector to share best practice, and work with officials in government and the NHS to develop more effective responses to meet the needs of people seeking asylum and refugees. A major focus was informing and shaping an NHS review of the mental health and safeguarding needs of people in the asylum system. The forum was successful in ensuring the creation of a new cross government committee to oversee the health needs of refugees.

Enabler 3: People, Partners and Processes

Achievements Our strategy sets out a commitment to seek to be an organisation that is a generous leader working in partnership with others to deliver greater impact and change. Some of our high-profile collaborations are set out above. In addition, through all our services delivery we always seek to partner with other organisations across the sector where we know it will enable us to be more effective. For example, in our work with Ukrainian refugees we are working with Refugees At Home to ensure we provide support to refugees that are living with their hosts. In our work supporting refugees into employment we partner with World Jewish Relief and a number of corporates such as Starbucks, Ikea and Service Now.

The last year has seen the organisation deliver on our strategic intention to invest in the organisation's infrastructure including our systems and processes. We completed a review of our approach to data management, with a focus on improving our existing processes so that they are stronger. We have also reviewed our IT and moved to a new external provider as well as starting an upgrading process moving to Microsoft 365. We still have much more to do to ensure we have the overall IT systems across the organisation that we need, including a new HR database. This will continue to be a priority going forward.

Equality, diversity and inclusion (EDI) is another key priority for us and we set ourselves the goal of producing a new strategy for the organisation and the board of trustees. We now have these in place and the initial focus is on anti-racism, as identified by our EDI cross organisational forum and our Black, Minority, Ethnic and Refugee staff group. There was a strong feeling that we should do more to put in place concrete steps to demonstrate our commitment to anti-racism. This is now being taken forward with further training, cross organisational conversations and development.

Given our work with very vulnerable men, women and children ensuring we have high quality safeguarding process and procedures is paramount. We carried out an independent review of our safeguarding, and working with staff put in a place a revised and improved safeguarding policy and procedure. We also established a new Safeguarding Manager role to ensure we are constantly reviewing our practice to capture learning and best support staff in their work. We are now taking a more reflective and dynamic approach that ensures we share knowledge and best practice, always seeking to learn and improve.

Coronavirus

With Coronavirus entering its second year, the organisation continued to adapt well to remote working, Services staff continued to support clients and face to face work was conducted as needed to meet the needs of our clients.

In June 2021, the organisation began a gradual return to offices, as the easing of lockdown and COVID-19 measures across England began. This was done in line with our two key principles. The first, was that the safety of our staff, volunteers and clients, was paramount. Second, without compromising safety, we would seek to continue our vital work, which is needed by our clients more than ever, rather than seek to retreat and entrench our position as an organisation. Rigorous risk assessments were put in place in all our offices and requested for those sites that were managed by third parties, all members of staff undertook individual risk self-assessments to identify any needs for adjustments to be made and all external activities required a risk assessment that had to be signed off by the Executive Director.

The return to offices initially was slow and the measures in place such as limiting numbers in offices, meant whole teams in some cases were unable to attend offices at the same time due to a lack of available desks. Following the 'Living with Covid' guidance issued by the government in the autumn, the organisation has eased its measures in a phased way and staff are attending their place of work each week for 40% of their working time. This is being kept under review.

We have continued to engage with staff throughout this period including:

- The Coronavirus working group established at the start of the pandemic, continued to meet on a weekly basis, feeding in issues and making recommendations for SMT (Senior Management Team) sign off;
- Regular and timely communication to all staff and volunteers on matters arising from the pandemic, and the Refugee Council's response;
- 4 - 6 weekly all staff Q&A sessions with SMT has continued throughout;
- Staff survey conducted to get staff views on ways of working, what is working well and what isn't and any wellbeing issues that we needed to be aware of.

As with many organisations, despite all the challenges of working in pandemic conditions, we have found many benefits too. Remote working has enabled us to reach client groups and combinations we haven't before, and the enshrining of video-conferencing as a day to day meetings tool has enabled significant efficiencies in both internal and external collaboration work.

However, the other side of this is that there will always be some client groups, and service models, that are better delivered in person. We also believe that there are wider benefits of communication and creativity that arise from face to face human interaction.

We have been trialling different approaches to hybrid working models taking all the benefits of remote working such as efficiency, and greater work-life balance, whilst retaining a core of place-based work to the extent this is practicable and desirable. In 2022/23 with the support of external consultants we will be getting the views of staff of what is working well and what needs to be considered for our future and longer-term working arrangements across the organisation.

Strategic Plans for 2022/23

Ambition 1: Successfully press Government and other agencies to take action that significantly improves refugee protection.

- We will carry out analysis of the impact of the Nationality and Borders Act and the government's wider reforms
- We will build our rapid response campaigns capacity and capability
- We will put in place an overarching communications, campaigns and public affairs plan

Ambition 2: Significantly improve access to quality support for refugees in crisis and those seeking to integrate into the United Kingdom.

- We will produce a new services strategy and associated implementation plan
- We will develop our services structure, quality framework and impact framework
- We will embed our improved approach to safeguarding

Ambition 3: Successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment that impact their lives

- Will put in place a new communications and campaigns function – spanning digital, marketing, brand story-telling and media.
- We will complete an audit and review identifying key audiences, channels and activities, as well as brand analysis clarifying identity, tone of voice and brand personality.
- We will develop an organization-wide approach to story and asset collection – ensuring story telling is at the heart

Enabler 1: Ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- We will start delivering a new refugee involvement strategy including putting in place the required resources and capacity
- We will start devising a new approach to support the career development of people from refugee backgrounds

Enabler 2: Collaborate with like-minded supporters and partners to secure cut-through in our campaigning and systems change work

- We will play a central role in the Together with Refugees initiative, the Families Together coalition and further evolve the Mental Health Forum initiative
- We will further strengthen our relationships with media partners, campaigning initiatives beyond our sector and others such as influential think tanks to reach wider public and political audiences
- We will continue to develop new collaborations working with refugees and partners to achieve systems change and better service provision in London and Yorkshire and Humberside

Enabler 3: Develop our staff, invest in our systems and processes and prioritise a learning approach and ensure we attract the resources to deliver our mission and ambitions

- We will continue to move forward with upgrading our IT systems and processes including commencing the transition to a new payroll and HR system and migration to a new fundraising CRM
- We will put in place a revised approach to data management
- We will carry out a comprehensive review of hybrid working including detailed staff consultation

- and put in place a long-term approach
- We will review our recruitment systems and processes in line with our commitment to equality, diversity and inclusion
- We will further invest in our capacity and capability to maximise corporate fundraising

Principal Risks and Uncertainties

Risk management

The Trustees have overall responsibility for ensuring that appropriate systems of financial and other controls are in place. Trustees are responsible for safeguarding the assets of the charity, taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance that:

- The Refugee Council is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposal;
- Proper records are maintained, and financial information used internally or for publication is reliable;
- The charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, although not absolute, assurance against material misstatement or loss. They include:

- The adoption of a Strategic Plan and an Annual Business Plan and Budget by the Board of Trustees;
- Regular review of financial and operational results by the Senior Management Team, Resources Committee and the Board of Trustees against these plans;
- A review carried out by the Resources Committee with the external auditors of any matters raised for the attention of management;
- Clear rules for delegation of authority for decision making and the incurring of expenditure;
- Health and safety risk management, review and monitoring procedures;
- Serious incident reporting and review procedures;
- A framework for joint working between delivery managers, fundraising, and finance for whole-life management of external funding and partnerships.

Trustees review risk using a traditional risk register approach as a formal report and review of the organisation's key risks, with the review including looking at existing controls and plans for mitigation, and further actions and improvements required. Risk management techniques are also thoroughly embedded throughout the organisation's decision making and control mechanisms, an organisational strength which has strengthened our effective response to the higher-level risk environment we have seen from the Pandemic.

At the current time the following risks are identified as the highest category risks for the Refugee Council; with the Coronavirus pandemic continuing to play a part in the risk environment in which we operate.

Risk	Mitigation Actions
Failure to sustain income levels at future levels required to fund our ambitions Whilst our outturn for 2021/22 was better than originally forecast, much of the emergency financial support we received was one-off and short term and restricted to specific purposes. We have ongoing risks on our contract income, particularly within resettlement services where the impacts of COVID-19, Ukraine war, the crisis in Afghanistan, and uncertainty over government funding commitments for the long term, present considerable uncertainties to our future funding position.	We are maintaining close relations with all our funders in order to best respond with them to any changing levels in funding going forwards. We will be moving our fundraising information to a new database, which will provide a better donor experience for our supporters, and a platform for Refugee Council to maximise fundraising income. We have set a target to grow our individual giving income, which will therefore increase the income over which we have control of allocation. We also intend to expand our corporate partnership work, providing a further diversity of funding and partners.

We will also be competing in a more crowded fundraising market, and a post-COVID, post Brexit economic environment which is likely to squeeze many households' income.	However, we will also at all times maintain our level of free reserves at a level to safeguard against the potential financial impact of these risks. See Financial Review, below, for more on this.
Significant Safeguarding Issue The risk of harm to our beneficiaries, staff, volunteers or other stakeholders, due to inadequacies of Safeguarding policies or practice at the Refugee Council. The second-order risk of reputational damage arising from such an incident, including threat to our ability to collaborate effectively, could create fundraising risk, as well as risk to our clients' trust in us.	The Board of Trustees agreed a plan for strengthening our safeguarding approach last year. This has included a review of our policies and procedures, and ensuring all trustees, managers, staff and volunteers receive relevant training. Quarterly reporting to trustees and the appointment of a safeguarding lead trustee on the Board will improve oversight and scrutiny on this area.
Staff Wellbeing and Coronavirus Whilst a great deal of work has taken place to provide a safe working environment for our staff, there is still some threat of continued impact from C-19 inevitably meaning some health risk to our staff, volunteers or clients. More recently, post pandemic we are now more conscious of the risk to our staff and volunteers' wellbeing arising from the new ways of working and remote staff. Our mixed remote and onsite delivery model is now well embedded and generally working very well, but this way of working continues to present some challenges to service delivery. Second order reputational risk also exists if the continued crisis is not seen to be handled well; including impact on staff & volunteer relations, or the impact on our reputation with clients, funders, and partners.	Extensive health and safety policies and guidance are in place and reviewed frequently. We have also incorporated environmental checks around pandemic conditions in our risk assessments as standard in order to ensure any place-based working is COVID secure. Extensive work to support staff wellbeing continues, with multiple clear routes for communication and feedback on concerns. IT solutions have been provided to enable effective remote working, and these are being reviewed to provide more efficient platforms for the future.
IT Our current IT infrastructure was put in place ten years ago, with maintenance and upgrades of the systems since that time but no complete overhaul. For most of this time the systems have operated reliably, if not as efficiently or effectively as we'd like, particularly in recent years where the functionality has fallen well behind what is possible. However, since the beginning of 2021/22 we have experienced a number of IT failures which cast doubt on the resilience of our IT systems. Given our hybrid remote / onsite working model, IT systems are absolutely business critical. The likelihood of catastrophic failure is not deemed high, but the impact of any such failure would be significant.	We gave notice to our previous IT provider for the end of the current contract in early 2022, and are working with a new provider Bluecube as an outsourced managed helpdesk service. We are now in the process of upgrading our basic IT infrastructure to provide improved performance, quality of IT experience, and resilience for the future as well as ensuring tighter controls around data. We have now decommissioned our last in-house server and will continue to adapt to new ways of working and stronger more reliable IT solutions throughout 22/23 and beyond in line with our strategy.

There are in addition to the above a number of other risks that whilst significant in aggregate, are not individually critical. The impact of these can in general be assessed to give an estimated financial impact, such as the likely range by which income may fall short of budgets, or the resources required to put right issues arising. The overarching insurance and mitigation against these risks is the holding of sufficient levels of free reserves to protect against them. The process for setting the level of reserves we hold is described in the Reserves section below.

Financial review

Income and Expenditure

In 2021/22 we recorded a total income of £15.8m, a £3.2m increase from the £12.6 million in 2020/21. This year on year movement is split evenly between raising funds (£1.6m) and charitable activity (£1.6m) predominantly related to our Resettlement (£1.0m), Children and Young People services (£0.7m) and Advocacy and Therapeutic services (£0.2m) which have accompanying expenditure. This is offset by a fall in the Integration services income of £0.3m. There was an improvement in fundraised income - predominately the result of two Refugee Crisis Appeals, The Times Appeal partnership and new high value gifts and grants secured across philanthropy, corporates, trusts and foundations.

Total expenditure increased accordingly from £11.6 million to £12.9 million. Despite a reduction in our spend on Integration services (£0.5m), overall we increased expenditure on Services by £0.9m, mostly across our Resettlement at £0.7m and Children and Young People services at £0.3m offset by the other areas. Expenditure on raising funds was £1.7m, increasing from the £1.2m last year, primarily due to greater investment in digital and communications capacity.

Our surplus for the year is therefore £2.9m after the utilisation of brought forward reserves (restricted funds and designated funds) which is an increase of £1.8m from last years' surplus of £1.1m. This has increased our reserves accordingly.

Reserves

Total funds at 31 March 2022 stand at £8.8 million; of which £2.0m million is restricted by donors to fund specific projects, and £0.1 million is a long-term endowment fund. Neither of these balances are available for general use. Of the balance of £6.8 million unrestricted funds, £1.7 million has been designated and set aside by Trustees at the year-end as funding for specific future purposes. These designations are:

- The balance of £220k from a £925k unrestricted donation originally received in 2018/19 from one of our long-standing donors.
- The amount of our overall funds of £476k invested in our tangible fixed assets, chiefly the value of fitting our service provision offices out for our specialist activities. This has reduced from last year by the same value as our assets overall.
- Investment fund of £1,033k for an 'Invest to Save' fund which will fund investment needs for the strategy period to 2025 covering improvements to people, process and systems and investments in our fundraising. This has increased by £650k from last year and is a transfer from general funds signalling our intent to fully deliver our strategy.

After these designations, our free unrestricted general reserves at 31 March 2022 stand at £4.6 million, an increase of £1.7 million from the £2.9 million held at the start of the year. Whilst this balance is greater than our reserves policy indicates we need currently, we also recognise that we are entering into an extremely challenging economic period. We already face changes in our services portfolio due to EU funding coming to an end. Alongside this, we are now also operating in unprecedented high inflationary times and the "Cost of Living Crisis" will continue to adversely impact running costs, particularly pay related elements, for at least the next two years. This will continue to apply pressure on our overall operating model, and so we anticipate having to draw on these reserves in the short to medium term.

Reserve setting and reserve policy

The level of free unrestricted reserves maintained by the organisation is determined by balancing two competing objectives. On the one hand, we must ensure our reserves enable us to make maximum and speedy use of resources provided by our funders to deliver real impact for refugees and people seeking asylum, while on the other we must ensure that we have adequate resources to continue to deliver our

services through periods of financial challenge and uncertainty, so that we will be here for refugees and people seeking asylum into the future. Last year, after assessing these risks, trustees believe the current appropriate level for free reserves (ignoring existing designations and any restricted or endowment funds) was between £2.1m and £3.0m.

Approach to Fundraising

2021/22 was another year of phenomenal generosity from our supporters and the general public – who responded incredibly to our emergency appeals to meet the needs of refugees from Afghanistan (launched August 2021) and then less than six months later from Ukraine (launched March 2022). Our fundraising is dependent on the relationships we build with our supporters and partners, and in turn this enables Refugee Council to continue work in helping refugees and people seeking asylum to rebuild their lives here in the UK.

We work with supporters in a variety of ways. Our Public Fundraising programmes enable our donors to make either stand alone or regular gifts, inspiring support through direct mail, print and digital campaigns. We were grateful to receive a number of legacy gifts during the year, from generous supporters who chose to leave us a gift in their Will. Both our Trusts and Statutory team and our Philanthropy and Corporate Partnerships team work with individuals and organisations able to give at a higher level. We also have a collection of fantastic community fundraising supporters who raise funds through events and activities in their local communities. Refugee Council, alongside our partner charities Welsh Refugee Council and Scottish Refugee Council, was also chosen to be one of the Times and the Sunday Times 2021 Christmas Appeal beneficiary charities.

The vast majority of the fundraising undertaken by the Refugee Council is done directly by our own staff, which means we are able to fully control the standards to which the work is carried out.

This year we worked with a telephone fundraising agency to promote regular giving and a digital agency to support our paid and organic social media fundraising campaigns. We also onboarded additional fundraising consultants support to help manage resourcing of the two emergency fundraising appeals and the Times Christmas Appeal. These consultants focussed on Appeal project management, high value relationships and Stories Production.

We expect all third parties who work with us to meet the same high standards as our own fundraisers and have contracts in place to ensure this. We do not currently undertake any street fundraising or door to door fundraising.

We use a mixture of consent and legitimate interest as our legal basis for processing supporters' personal data for marketing purposes. We ask all supporters how they would prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and we always respect their wishes. We do not sell or exchange lists of data with any other charities or companies. For further details please see our privacy policy at <https://www.refugeecouncil.org.uk/privacy-policy/>.

Occasionally, supporters or businesses wish to undertake fundraising through methods which fall under the term of commercial participator. These are often small-scale ventures such as proceeds or profits from books or clothes. In all such cases we carry out due diligence and require that the other party complies with all relevant fundraising regulation, including, where applicable, how they will protect vulnerable people. During the year there were four such agreements in place, through which funds of £8,251 were raised for the organisation.

The Refugee Council has been registered with the Fundraising Regulator since its inception in July 2016 and with its predecessor, the Fundraising Standards Board, before then. We fully comply with the Code of Fundraising Regulations issued by the Fundraising Regulator. We take supporter complaints seriously and have established a process to handle, quantify and respond to complaints. This year we received six complaints, all of which were resolved to the complainant's satisfaction by our Supporter Care team. We review all complaints received to determine any changes we need to make, and we update our database whenever a donor requests this. Our Fundraising Complaints Procedure can be found on our website.

All of our staff follow best-practice guidelines for dealing with vulnerable people as outlined in our Acceptance and Refusal of Donations Policy and Procedures.

In July 2017 the Fundraising Regulator launched the Fundraising Preference Service (FPS) aimed at providing people with the means to stop direct marketing from specific charities without having to contact them directly. In this financial year, Refugee Council has received five such requests.

Structure, Governance and Management

This report covers the year to 31 March 2022.

Organisational Structure

The British Refugee Council ("the Refugee Council") is a company limited by guarantee and is registered as a charity with the Charity Commission. The Refugee Council's governing documents are its Memorandum and Articles of Association. As at 31 March 2022 there were 10 trustees who were also members, and who as required by the Memorandum and Articles of Association agree to contribute £1 in the event of the charity winding up. The Trustees perform their work on a voluntary and non-remunerated basis and are only reimbursed for minor costs such as transport to meetings.

Appointment of Trustees

The Board of Trustees consists of up to thirteen members, including a Chair and Honorary Treasurer, who are appointed on the basis of an open recruitment exercise. The Board undertakes a skills audit for existing trustees and matches that against the desired skills and experience before undertaking any new recruitment, in order to ensure that the Board remains well equipped to meet its governance function.

One third of the trustees must stand down at the Board meeting immediately preceding each AGM, with those standing down eligible for re-election subject to a maximum length of office of 9 years. The Chair and Honorary Treasurer are able to serve in these posts for a maximum length of seven years.

One trustee resigned during 2021/22.

Trustee induction and training

All Trustees receive a full induction upon being appointed to the Board of Trustees. The induction includes an introductory session with the Senior Management Team and visits to see some of the service delivery work first hand. Through this they receive an overview of the work of the Refugee Council and grant arrangements with key funders. Trustees receive an induction pack which provides details of the charity's strategic plan, key policies, minutes of Board meetings for the previous year, financial information including budgets and procedures and more general information on the requirements of being a trustee. Trustees are kept up-to-date with legal and statutory requirements through circulation of materials and where appropriate through attending external trustee training, such as Charity Finance training, and networking events.

Organisation

The Board of Trustees meets on a regular basis throughout the year, and met formally four times during the year. The main tasks of the Board are:

- Setting and maintaining the vision, mission and values of the organisation
- Agreeing major organisational policies and programmes
- Approving the strategic direction, annual plans and associated budgets
- Reviewing progress against these plans and financial performance
- Monitoring risks and the mitigation actions taken

The Board also has two sub-committees, the Finance and Resources Committee and the Remunerations and Nominations Committee. The Finance and Resources Committee comprises the Chair, Treasurer, and two other Trustees with relevant experience; it met five times during the year. This sub-committee, which operates within guidelines set by the Board, gives a greater level of scrutiny on financial and operational issues, including meeting with the external auditors and approving expenditures where they exceed levels delegated to management but below levels reserved to the Board.

The Remunerations and Nominations Committee comprises the Chair and two other trustees under terms of reference agreed by the Board, which includes overseeing the recruitment and selection of new trustees and supporting the Chair of the Board in ensuring effective Board performance. It met five times during the year.

Day-to-day management is the responsibility of the Chief Executive, who is appointed by the Trustees, and a Senior Management Team comprising Executive Directors of Services, Fundraising and External Affairs, and Finance and Resources.

Public Benefit

The Charities Act 2011 requires charities to demonstrate that their work is of direct benefit to the public. When planning the Refugee Council's activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

Within the constraint of resources, and subject to any eligibility criteria for a specific service, the Refugee Council's services, described above, are available to all refugees and people claiming asylum. Services are offered in many of our clients' languages, without charging fees, and recognising the difficulties many face in meeting travelling costs. Our work on sector capacity building, refugee integration and education of the general public about refugee issues benefits the whole community by supporting community cohesion. Our work on policy, legislation and advocacy advances human rights and access to employment, education and health care, and combats destitution.

Policies

Investment policy

The charity has opted not to pursue a policy of investing surplus funds on the equities or bonds markets. Due to the short-term nature of these funds, it has chosen to place them on short-term cash deposit.

Remuneration Policy

The Refugee Council has a job grading system in place that, on the basis of a number of criteria, matches posts against the pay spine used by the National Joint Council for Local Government. This system is used for all posts in the organisation with the exception of executive staff. Employees normally join the organisation at the bottom of the scale for their post and move up the scale on an annual basis. In exceptional circumstances a market supplement may be paid in order to attract a candidate in a difficult to recruit to post. An annual cost of living award is paid to staff in line with that agreed by the National Joint Council. This resulted in an annual increase of 1.5% in April 2021. No bonuses are payable to any staff.

For executive staff the Refugee Council has to balance a number of factors, including the esteem and value of working for a charity, and the limited number of applicants for senior roles with experience and knowledge in some key functions. The Board are conscious that executive salaries need to remain competitive with the sector whilst ensuring that there is appropriate consistency on remuneration across the organisation. Therefore in determining levels of executive pay, the Refugee Council will usually reference pay data from employment agencies, charities of a comparable size and sector competitors, and will consider the ratio between executive and median employee data. Annual cost of living awards for executive staff are normally comparable to any increases paid to non-executive staff. Senior management received annual cost of living increases of 1.5% in April 2021. Benefits received by executive staff are in

line with those available to all staff.

The Board is directly responsible for the annual setting of the salary level of the Chief Executive, who in turn has delegated responsibility for other executive staff. The Board usually reviews the level of executive salaries every two years based on benchmarking data, to ensure that salaries are still comparable to the median level of similar sized charities. Having last been conducted in 2018/19, this exercise was due to be conducted in 2021/22, but was deferred until 2022/23, backdated as agreed.

The ratio of the Refugee Council Chief Executive's salary to the median of staff salaries at March 2022 was 3.0 (March 2021 - 2.6). This has increased from last year due to bringing the CEO salary to market rate.

Employees

The charity recognises the importance and commitment of its staff in the delivery of our plans and activities. Employees are kept up to date on matters affecting the charity through regular staff briefings and communication updates. With staff spread over a number of offices, and onsite visiting constrained due to COVID-19, the Senior Management Team held regular all staff 'Question Time' sessions to maintain direct contact with the wider staff group, to supplement other formal communication channels. As COVID-19 measures have eased the Senior Management Team have resumed onsite visits across the organisation.

The organisation usually holds an all-staff conference every two years, to foster a spirit of sharing and co-operation. This conference was due to take place in 2021, but as we did not deem a remote conference to be an effective replacement, we have deferred this to 2022/23.

We formally recognise the trade union Unison, and meet with union representatives quarterly in order to consult on issues affecting employees' interests, with the Chair of the Board also meeting the union once a year.

Volunteers

Volunteers are critical to the work we are able to achieve and their support makes the impact that we have so much greater. The contribution of 305 volunteers this year amounted to some 26,183 hours of support during the year. Whilst we do not account for the value of this time in our financial statements, we can note that if we were to value their support to our work at only £10 per hour, this would amount to £261,830 worth of time. Not only do staff appreciate their value but also our beneficiaries who are at the receiving end of their valuable time. We are grateful for the continuing support of our volunteers especially during the unprecedented challenges presented by the COVID-19 pandemic for refugees and people seeking asylum.

The number of volunteers reduced significantly due to the pandemic, 305 down from 649 in 2020, due to the difficulties recruiting and supporting volunteers under the constraints of working from home/remotely. Nevertheless, we did recruit 30 new volunteers overall, and we are confident that we will attract more volunteers to support our work as we transition to our new strategy and hybrid way of working. It is evident that volunteers will continue to play a crucial role alongside our expert caseworkers and practitioners to inform, support and guide people on their refugee protection journey. Next year, we will review our volunteer management policy, systems, and structures to ensure that volunteers are getting the support that they require under our new strategy and hybrid service model.

Each year Brian Marsh, chair of the Marsh Christian Trust, sponsors awards for volunteering. We held several volunteer celebrations in the year and gave out twelve Marsh Awards for the best volunteer ideas to support refugees and people seeking asylum to meet new people, develop skills, and participate in their local community. Thank you, Brian Marsh.

The Trustees and staff give a big thank you to all the very talented volunteers who work to support and help us improve the lives of refugees and people seeking asylum.

Statement of Trustees' responsibilities

The Trustees are responsible in accordance with applicable law and regulations for preparing the Annual Report of the Trustees and the Strategic Report, as well as the financial statements.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy the financial position of the charity at any time, 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein. The maintenance and integrity of the charity's website is the responsibility of the trustees.

Provision of information to auditor

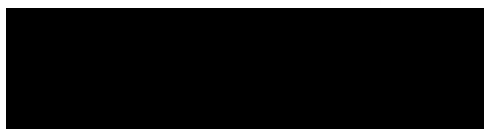
Each of the persons who is a trustee at the date of approval of this Report confirms that:

- so far as the trustee is aware, no relevant audit information has been withheld from the company's auditor; and
- the trustee has taken all the steps that he or she could reasonably be expected to have taken as a trustee in order to make himself or herself aware of any relevant audit information, and has established that this information has not been withheld from the auditor.

Auditor

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

This Trustees' Report, incorporating the Strategic Report, was approved and authorised for issuance by the Council on 15 December 2022 and signed on its behalf by:



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH REFUGEE COUNCIL

Opinion

We have audited the financial statements of British Refugee Council (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

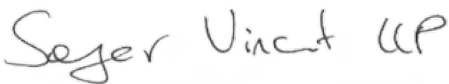
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those 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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members 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.



Noelia Serrano (Senior statutory auditor)

16 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Reference and Administrative Details of the Charity, its Trustees and Advisors

Charity number 1014576

Chief Executive

Company Secretary

Executive Director of Services

Executive Director of Advocacy and Engagement

Executive Director of Income Generation

Executive Director of Fundraising and External Affairs

Executive Director of Finance and Resources

Principal and Registered Office

Alf Dubs House
134 – 138 The Grove
London
E15 1NS

Company number 2727514

Auditor

Sayer Vincent LLP
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

Bankers

National Westminster Bank plc
Piccadilly & New Bond Street
63 Piccadilly
London
W1J 0AJ

Solicitors

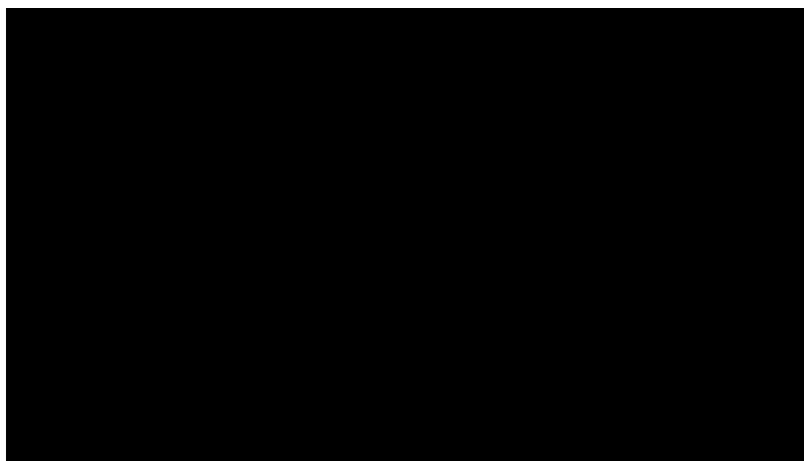
Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HR

Pension Advisers

Creative Benefits
2 Cherry Orchard Road
Croydon,
Surrey
CR0 6BA

Trustees of the company

The Refugee Council Trustees serve as the directors of the company and members of the Board of Trustees. The following were members of the Board of Trustees at the date the report was signed, or served during the year 2021/22:



STATEMENT OF FINANCIAL ACTIVITIES

Including Income and Expenditure Account

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2021/22 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2020/21 Total £'000
Income from:									
Donations and Legacies	2 & 5	4,998	1,101	-	6,099	2,672	1,814	-	4,486
Charitable Activities	3 & 5	82	9,601	-	9,683	100	8,008	-	8,108
Other Trading Activities	4	9	-	-	9	6	-	-	6
Investments		1	-	-	1	2	-	-	2
Total Income		5,090	10,702	-	15,792	2,780	9,822	-	12,602
Expenditure on:									
Raising Funds:									
Fundraising		1,698	-	-	1,698	1,060	173	-	1,233
Premises sublet		-	-	-	-	6	-	-	6
Total Raising Funds		1,698	-	-	1,698	1,066	173	-	1,239
Charitable Activities:									
Resettlement		186	2,929	-	3,114	16	2,420	-	2,436
Children's Services		70	3,006	-	3,076	84	2,674	-	2,758
Integration		87	2,968	-	3,055	13	3,560	-	3,573
Advocacy and Awareness Raising		551	129	-	680	460	66	-	526
Therapeutic Services		16	1,186	-	1,202	26	898	-	924
Destitution		-	94	-	94	-	95	-	95
Total Charitable Activities		909	10,312	-	11,221	599	9,713	-	10,312
Total Expenditure	6a - d	2,607	10,312	-	12,919	1,665	9,886	-	11,551
Net Income/(Expenditure)		2,483	390	-	2,873	1,115	(64)	-	1,051
Transfers between Funds	15	(410)	410	-	-	(630)	630	-	-
Net movement in funds		2,073	800	-	2,873	485	566	-	1,051
Reconciliation of funds:									
Total funds brought forward		4,274	1,592	110	5,976	3,789	1,026	110	4,925
Total funds carried forward		6,347	2,392	110	8,849	4,274	1,592	110	5,976

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities (refer to Note 15: Funds Detail).

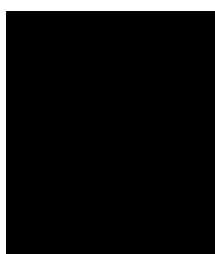
The accompanying notes form an integral part of this Statement of Financial Activities.

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2022
 REGISTERED COMPANY NO: 2727514

	Notes	31 March 2022 £'000	31 March 2021 £'000
Fixed Assets:			
Tangible assets	8	539	634
Investments		4	4
Total Fixed Assets		<u>543</u>	<u>638</u>
Current assets:			
Debtors	9	4,614	2,197
Cash at bank and in hand	10	<u>5,951</u>	<u>5,098</u>
Total Current Assets		<u>10,565</u>	<u>7,295</u>
Creditors: Amounts falling due within one year	11	(2,161)	(1,857)
Net current assets		<u>8,404</u>	<u>5,438</u>
Total assets less current liabilities		8,949	6,076
Provision for liabilities	12	<u>(100)</u>	<u>(100)</u>
Total Net Assets		<u>8,849</u>	<u>5,976</u>
The funds of the charity			
Unrestricted funds:			
Designated funds		1,729	1,350
General Reserves		<u>4,618</u>	<u>2,924</u>
Total Unrestricted Funds		<u>6,347</u>	<u>4,274</u>
Restricted Income Funds		2,392	1,592
Endowment Funds		110	110
Total charity funds	13 - 15	<u>8,849</u>	<u>5,976</u>

These accounts, including this balance sheet and the notes, were approved by the Board of Trustees of the British Refugee Council on December 15th 2022, and are signed on its behalf by:



STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2021/22 Total £'000	2020/21 Total £'000
Cash flows from operating activities:			
<i>Net cash provided by operating activities</i>	(i)	<u>854</u>	<u>2,072</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		1	2
Purchase of property, plant and equipment		-	(25)
<i>Net cash provided by / (used in) investing activities</i>		<u>1</u>	<u>(23)</u>
Change in cash and cash equivalents in the year		<u>855</u>	<u>2,049</u>
Cash and cash equivalents at the beginning of the year		5,098	3,049
Cash and cash equivalents at the end of the year	(ii)	<u>5,951</u>	<u>5,098</u>
(i) Reconciliation of net income/(expenditure) to net cash flow from operating activities			
Net income for the year		2,873	1,051
Adjustments for:			
Depreciation charges		95	95
Interest		(1)	(2)
(Increase)/decrease in debtors		(2,417)	486
Increase in creditors & provisions		304	442
Net cash provided by operating activities		<u>854</u>	<u>2,072</u>
(ii) Analysis of cash and cash equivalents			
Cash in hand		4,585	3,732
Notice deposits (less than 3 months)		<u>1,366</u>	<u>1,366</u>
Total cash and cash equivalents		<u>5,951</u>	<u>5,098</u>

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES**(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2015) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are set out below.

The Refugee Council constitutes a public benefit entity as defined by FRS 102.

Going concern

The financial statements are prepared on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future. The trustees have assessed the appropriateness of the going concern basis for the preparation of the financial statements and have taken account of potential uncertainties, including the legacy impact of the COVID-19 pandemic, and the on-going “cost of living” crisis on the charitable company’s financial position.

The trustees have reviewed the charitable company’s forecasts & projections for a period of eighteen months from the date of approval of these financial statements and have set a budget for 2022/23 based on reasonable assumptions on funding levels, and are confident that the charity has sufficient resources to deal with any further unexpected financial shocks arising.

Based on the above assessment and the charitable company’s level of free reserves at the balance sheet date, the trustees consider that there are no material uncertainties about the Refugee Council’s ability to continue as a going concern and meet its liabilities as they fall due for at least 12 months following approval of these financial statements. Accordingly the financial statements continue to be prepared on the going concern basis.

The functional currency of the charity is pounds Sterling.

(b) Income

Income is recognised in these accounts where there is entitlement to the income, where it is probable that the income will be received, and where the amount can be measured reliably. Income received in advance of these criteria being met is deferred as a liability.

Income from Donations and Legacies

Donations and legacies includes donations and gifts, legacies, and all other income that is in substance a gift made on a voluntary basis. It also includes grants of a general nature provided by government and charitable foundations which are not conditional on delivery of certain levels or volumes of a service. The donation may be made towards the general aims of the Refugee Council (unrestricted), or towards a specific service or aim (restricted). Donations are recognised on receipt of the donation, or if earlier, at the point where there is a written obligation for a donor to pay a specified donation. Legacies are recognised at the point of probate being granted and the estate value can be estimated reliably.

Income from Charitable Activities

Income from charitable activities includes income earned from the supply of services under contractual arrangements, and from grants that specify the provision of a particular charitable service.

Income under contractual arrangements is recognised when the income falls due under the terms of the contract.

NOTES TO THE FINANCIAL STATEMENTS

Income from grants that are subject to performance or other conditions are recognised when the conditions are deemed met. Where a grant agreement states that funding is conditional on eligible expenditure having been made, such as our provision of the Gateway Resettlement service, our entitlement to income matches expenditure incurred and so we recognise income when eligible expenditure is made. Where a performance related grant is given for charitable activity to be performed over a specified period of time, the entitlement arises and the income is recognised for the period of activity for which it is awarded. For example multi-year grants approved on the basis of annual budgets are recognised over the life of the multi-year charitable activity in line with the approved annual budgets.

Income from Other Trading Activities

If included, comprises primarily rental income received on renting out surplus office space. Rental income is recognised on a straight line basis over the term of the rental agreement.

(c) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under the related activity. The expenditure comprises direct expenditure including direct staff cost attributable, and allocated support cost. Support costs represent central operational overheads such as Finance, Human Resources, Information Technology, and central office costs (not including service premises costs which are accounted for as direct expenditure), and the costs of governing the organisation. Support costs are allocated to activities on the basis of a percent on top of the expenditure supported as this is deemed the most appropriate measure of how such resources are used.

Expenditure on raising funds are those costs incurred in attracting donations and legacies.

Charitable activities include grants payable and expenditure associated with the provision of service to the beneficiaries and stakeholders of the charity, and covers both direct cost and allocated support cost relating to these activities. Grants payable are accounted for when the directors have created a constructive obligation to make the grant. The value of grants approved and communicated but still to be paid are included in the balance sheet as current liabilities.

Charitable activities have been classified into the following main activities of the charity:

- Resettlement – where we work in partnership with local authorities in providing high quality services to integrate refugees in England;
- Children's Services – where we provide services to separated children, children who have been trafficked and or suffered traumatic experiences;
- Integration – where we support those with newly granted refugee status to move into mainstream support systems;
- Advocacy and Awareness Raising – where we promote the rights of refugees and to ensure that UK immigration legislation and European directives are responded to in a co-ordinated manner, including the use of research, public campaigns, policy influencing, parliamentary lobbying and media work;
- Therapeutic Services – where we offer a holistic response to the complex needs of refugees who have suffered traumatic experiences;
- Destitution – where we provide immediate personal support to those at risk of destitution and also access to advice.

(d) Fund accounting

The charity maintains various types of funds as follows:

Unrestricted funds

General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity.

NOTES TO THE FINANCIAL STATEMENTS

Designated funds are unrestricted funds transferred from general funds and set aside at the discretion of the Board of Trustees for particular purposes. The Trustees review the composition of the funds annually in order to assess their continued use and make new reserves in line with the future strategy of the charity.

The current status of designated and general funds is disclosed in note 15a.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors. The aim and use of key restricted funds are set out in note 15b to the financial statements.

Endowment funds

The charity holds one endowment fund which capital sum is to be held in perpetuity with the interest on the balance used to support refugees' education. The aim and use of this endowment fund is set out in note 15d to the financial statements.

Transfers

Transfers in certain situations may be made between categories of funds. Funds may be transferred between Unrestricted and Designated funds at the discretion of the Board of Trustees to set aside resources for a particular purpose. Where expenditure against a primarily restricted funded project exceeds the restricted funding available from donors in the year, funding is transferred from unrestricted funds to meet the excess cost.

(e) Tangible fixed assets and depreciation

Tangible fixed assets purchased for the Refugee Council's purposes and costing more than £2,000 are capitalised and included at cost, including any incidental expenses of acquisition. Depreciation is calculated so as to write off tangible assets on a straight line basis over the expected useful lives as follows:

Freehold buildings	50 years
Leasehold property improvements	lesser of 10 years from date of purchase or lease period
Computer equipment	3 years
Motor vehicles, furniture, fixtures and equipment	5 years

(f) Value added tax

Irrecoverable Value Added Tax is included in the relevant costs in the Statement of Financial Activities.

(g) Pensions

The organisation operates a defined contribution pension scheme for employees and the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

(h) Finance and operating leases

Rentals applicable to operating leases, where substantially all the benefits and risk of ownership remain with the lessor, are charged to the Statement of Financial Activities over the period in which the cost is incurred. The Refugee Council has no assets under finance leases, which confer rights, and obligations similar to those attached to owned assets.

NOTES TO THE FINANCIAL STATEMENTS

(i) Provision for liabilities

Provision for liabilities only arises where the charity has a legal or constructive obligation to meet future liabilities. The following liabilities have been recognised in the accounts:

Dilapidations

Provision is made for dilapidation works due to arise on leasehold properties. The Refugee Council has a contractual obligation to absorb such future costs.

(j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

(k) Other financial instruments**i. Cash and cash equivalents**

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price.

NOTES TO THE FINANCIAL STATEMENTS

2. Donations and legacies	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000
Donations and gifts from individuals	4,350	806	5,156	2,039	135	2,174
Legacies	389	-	389	551	-	551
Trust income & general grants	259	295	554	82	1,679	1,761
Total	4,998	1,101	6,099	2,672	1,814	4,486

3. Charitable activities	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000
Resettlement	-	3,295	3,295	3	2,283	2,286
Children's Services	65	2,512	2,577	42	1,885	1,927
Integration	-	2,468	2,468	4	2,730	2,734
Advocacy and Awareness Raising	16	374	391	50	181	231
Therapeutic Services	-	952	952	1	929	930
Total	82	9,601	9,683	100	8,008	8,108

4. Other Trading Activities	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000
Premises sublets and rentals	9	-	9	6	-	6
Total	9	-	9	6	-	6

NOTES TO THE FINANCIAL STATEMENTS

5a. Grants included within donations and legacies:

Activity	Funder	Grant For	2021/22 £'000	2020/21 £'000
Covid Recovery Funding	National Emergencies Trust	Integration, Children's, Therapeutic, Central Support	-	1,520
Children's Services	Various trusts	Various Children's Projects	84	141
Various	HMRC Job Retention Scheme Grant	Resettlement, Integration, Children's	20	137
Integration	Starbucks	Employment	37	53
Covid Recovery Funding	Comic Relief	Various	-	40
Integration	Fresh Leaf Foundation	Refugees into Jobs	-	17
Children's Services	The Goldsmiths' Company Charity	Age Disputes project	-	15
Destitution	Various trusts	Destitution	25	12
Therapeutic Services	City Bridge Trust	London Community Response Fund	-	5
Resettlement	Reset Communities and Refugees	Capacity Building for Community Sponsorship of Refugees Programme and others	13	4
Integration	Various trusts	Employment, Refugee Advice Project, Private Rented Scheme	50	-
Therapeutic Services	Various trusts	Adults Therapeutic Services	24	-
Destitution	West Hackney Parochial Charity	Destitution	-	4
Advocacy	Various trusts	Other grants	23	-
Various	Other funders	Other grants	19	21
Other Trust and Statutory Grants			295	1,969
Total Grants included within donations and legacies			295	1,969

5b. Grants included within charitable activities:

Activity	Funder	Grant For	2021/22 £'000	2020/21 £'000
Resettlement	Leeds City Council	Yorkshire & Humberside Syrian Vulnerable Persons Relocation Scheme	1,825	1,216
Children's Services	Home Office	Children's Panel and Kent Intake Unit	1,809	1,590
Integration	Asylum Migration & Integration Fund (AMIF)	New Roots and WJR Step (Leeds and Sheffield)	1,434	1,583
Resettlement	Sheffield City Council	Gateway Resettlement Programme	12	631
Therapeutic Services	East of England - SMP	Wellbeing for Work Programme	408	340
Integration	Health Education England	Building Bridges	340	340
Resettlement	Various Hertfordshire Councils	Hertfordshire Syrian Vulnerable Persons Resettlement Scheme	256	149
Resettlement	Lewisham Council	Lewisham Resettlement	745	258
Integration	National Lottery Community Fund	Health Access for Refugees Programme (HARP 2 and HARP 3)	146	124
Therapeutic Services	Northeast Essex CCG	Wellbeing for Work Programme	-	90
Therapeutic Services	North & East Herts CCG	Wellbeing for Work Programme	-	78
Therapeutic Services	Herts Valley CCG	Wellbeing for Work Programme	-	78
Therapeutic Services	National Lottery Community Fund	Adults Therapeutic Services	20	71
Destitution	National Lottery Community Fund	Destitution	-	46
Integration	National Lottery Community Fund	Barnsley Refugee Advice Project	154	49
Integration	Barnsley MBC	Barnsley Refugee Advice Project	-	55
Therapeutic Services	Leeds City Council	VPRS South Yorkshire	83	77
Therapeutic Services	Cambridge & Peterborough CCGs	Wellbeing for Work Programme	-	100
Resettlement	Leeds City Council	Employment Advice- HCC	40	-
Resettlement	Leeds City Council	ARAP Hotels	378	-
Therapeutic Services	Birmingham CCG	Birmingham Therapeutic Services	20	30
Resettlement	Bassetlaw District Council	Syrian Vulnerable Persons Refugee Programme	30	31
Therapeutic Services	West Essex CCG	Wellbeing for Work Programme	-	25
Integration	Sheffield CCG	Health Access for Refugees Programme (HARP 3)	5	-
Children's Services	Home Office	CAP Implementation and UASC Hotel Support	143	-
Therapeutic Services	Home Office	ASMHW Training and Delivery	247	-
Therapeutic Services	Asylum Migration & Integration Fund (AMIF)	VPRS Sheffield	123	-
Government Grants			8,218	6,961

NOTES TO THE FINANCIAL STATEMENTS

5b. Continued - Grants Included within charitable activities:

Activity	Funder	Grant For	2021/22 £'000	2020/21 £'000
Integration	World Jewish Relief	Regional Employment Programme	-	151
Integration	City Bridge Trust	Refugee Community Organisation Capacity Building	62	71
Mixed	Comic Relief	Core Grant	-	100
Children's Services	Comic Relief	Refugee Cricket Project	108	101
Children's Services	Comic Relief	My View (Main)	130	55
Children's Services	Children in Need	My View (Birmingham, Leeds)	179	37
Children's Services	Mixed	My View (Kent and Remote)	143	-
Children's Services	Children in Need	Youth Development	40	40
Therapeutic Services	City Bridge Trust	Adults Therapeutic Services London	-	40
Advocacy and Awareness	Other Funders	Detention Forum	55	20
Raising				
Advocacy and Awareness	Paul Hamlyn Foundation	Detention Forum	-	40
Raising				
Advocacy and Awareness	Barrow Cadbury Trust	Detention Forum	-	15
Raising				
Advocacy and Awareness	Migration Exchange	Refugee Community Organisation Capacity Building	265	109
Raising				
Integration	Innis Free	Queens Park Project	15	-
Mixed	Various	Various	80	-
Other Trust and Statutory Grants			1,077	779
Total Grants included within charitable activities			9,295	7,740

There are no unfulfilled conditions and other contingencies attaching to government or other grants that have been recognised in income. There has not been any other forms of government assistance from which we have directly benefitted.

NOTES TO THE FINANCIAL STATEMENTS

6a. Expenditure comparitors	Unrestricted Funds £'000	Restricted Funds £'000	2021/22 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000
Raising Funds:						
Fundraising	1,698	-	1,698	1,060	173	1,233
Premises sublet	-	-	-	6	-	6
Total Raising Funds	1,698	-	1,698	1,066	173	1,239
Charitable Activities:						
Resettlement	186	2,929	3,114	16	2,420	2,436
Children's Services	70	3,006	3,076	84	2,674	2,758
Integration	87	2,968	3,055	13	3,560	3,573
Advocacy and Awareness Raising	551	129	680	460	66	526
Therapeutic Services	16	1,186	1,202	26	898	924
Destitution	-	94	94	-	95	95
Total Charitable Activities	909	10,312	11,221	599	9,713	10,312
Total Expenditure	2,607	10,312	12,919	1,665	9,886	11,551

6b. Expenditure analysis	Staff Costs £'000 Note 7(a)	Other Direct Costs £'000	Grant expenditure £'000 Note 6(d)	Subtotal £'000	Support Costs £'000 Note 6(c)	Total £'000
2021/22 Expenditure on:						
Raising Funds:						
Fundraising	507	592	276	1,375	322	1,698
Total Raising Funds	507	592	276	1,375	322	1,698
Charitable Activities:						
Resettlement	1,982	549	121	2,652	462	3,114
Children's Services	1,878	734	-	2,613	464	3,076
Integration	1,469	475	736	2,681	374	3,055
Advocacy and Awareness Raising	413	133	31	576	104	680
Therapeutic Services	761	258	-	1,019	183	1,202
Destitution	57	23	-	80	14	94
Total Charitable Activities	6,560	2,173	888	9,620	1,601	11,221
Support Costs (Note 6(c))	1,370	553	-	1,923	(1,923)	-
Total	8,437	3,317	1,164	12,919	-	12,919
2020/21 Expenditure on:						
Raising Funds:						
Fundraising	542	566	-	1,108	125	1,233
Premises sublet	-	6	-	6	-	6
Total Raising Funds	542	572	-	1,114	125	1,239
Charitable Activities:						
Resettlement	1,822	369	31	2,222	214	2,436
Children's Services	1,912	533	-	2,445	313	2,758
Integration	1,742	565	922	3,229	344	3,573
Advocacy and Awareness Raising	346	98	21	465	61	526
Therapeutic Services	642	178	-	820	104	924
Destitution	57	26	-	83	12	95
Total Charitable Activities	6,521	1,769	974	9,264	1,048	10,312
Support Costs (Note 6(c))	921	252	-	1,173	(1,173)	-
Total	7,984	2,593	974	11,551	-	11,551

NOTES TO THE FINANCIAL STATEMENTS

6c. Support Costs	2021/22 £'000	2020/21 £'000
Central Premises and Business Support	168	213
Finance and Payroll	504	343
Human Resources	395	316
Information & Communication Technology	706	104
Governance Costs	62	129
Digital & Web development	57	3
Senior Management	31	65
Total Support Costs	1,923	1,173

The above support costs are allocated pro-rata to the expenditure of activities supported (see Note 1c.)

6d. Grant Expenditure	For	Activity	2021/22 £'000	2020/21 £'000
Institutional Grants to				
Scottish and Welsh Refugee Council	Ukraine Appeal and Net Refugee Council Crisis Project	Integration	344	270
Various	New Roots	Integration	451	324
Glowing Results	Building Bridges	Integration	42	49
Barnsley CVS	Refugee Advice Project	Integration	37	26
Lewisham Refugee & Migrant Network	Lewisham Resettlement	Resettlement	121	31
British Red Cross	Asylum Reform Initiative	Advocacy and Awareness Raising	15	15
London Metropolitan University	Building Bridges	Integration	139	-
Counterpoint Arts	Refugee Week	Advocacy and Awareness Raising	-	6
British Future	Global Dialogue	Advocacy and Awareness Raising	15	-
i) Expenditure on Grants to Institutions			1,164	974
Total Grant Expenditure			1,164	974

Support costs are incidental to the costs of making institutional grants and so there were no support costs allocated to institutional grants in the current or prior year. There were no grants made to individuals in 2021/22 or 2020/21.

7a. Staff costs and employee benefits	2021/22 £'000	2020/21 £'000
Wages and salaries	7,023	6,610
Redundancy costs	34	82
Social security costs (employer's National Insurance)	682	635
Employer's contribution to defined contribution pension	287	271
Salaried Employees	8,025	7,598
Wages and salaries	394	367
Social security costs (employer's National Insurance)	11	12
Employer's contribution to defined contribution pension	7	7
Sessional Workers	411	386
Total staff costs	8,437	7,984

NOTES TO THE FINANCIAL STATEMENTS

Note 7 (continued)

The number of employees whose remuneration as defined for taxation purposes amounted to £60,000 and upwards in the year was as follows:

	2021/22	2020/21
£60,000 - £69,999	3	4
£80,000 - £89,999	1	-
Total	4	4

Pensions payments in respect of the above in 2021/22 were £13k (2020/21: £17k).

The remuneration of the senior executives is set in accordance with the policy set out in the Trustees' Report. In 2021/22 the below posts were classified as Senior Executive. The actual remuneration (including amounts paid in respect of employer's National Insurance and Pension contributions) paid for the individuals who were in post during the year is shown below, and the names of the post holders can be found on p48 of the annual report.

As some individuals were part time or only in post for part of the year, the Full Time Equivalent (FTE) full year salary on which their remuneration is based for the current year is also shown for comparison.

	FTE Salary for Post £	Actual Salary paid £	Employer's NI paid £	Employer's Pension paid £	Total Remuneration £	Total Remuneration £
	2021/22	2021/22	2021/22	2021/22	2021/22	2020/21
Chief Executive	89,911	89,911	11,087	4,496	105,494	107,346
ED Services	70,208	69,757	8,406	2,790	80,954	69,004
ED of Fundraising and Engagement	71,225	50,862	6,014	2,543	59,419	-
ED of Advocacy and Engagement	66,279	-	-	-	-	78,091
ED Finance and Resources	66,551	68,975	8,165	3,449	80,589	77,851
Interim ED Finance and Resources	-	5,769	763	288	6,821	-
Total Senior Executive Remuneration		285,275	34,435	13,567	333,277	332,292

7b. Average Staff Numbers

The average full time equivalent (FTE) and count of salaried employees within the year was as follows:

	2021/22		2020/21	
	FTE	Headcount	FTE	Headcount
Charitable Activities:				
Resettlement	46	55	49	58
Children's Services	42	45	44	46
Integration	45	54	46	48
Therapeutic Services	30	37	18	25
Advocacy & Engagement	10	10	9	10
Destitution	1	1	1	1
Total Charitable Activities	173	202	167	188
Raising Funds	12	14	12	13
Support	23	26	20	21
Total Staff Employed	208	242	199	222

In addition to salaried employees, the Refugee Council uses sessional workers on an ad hoc bookings basis, chiefly for the provision of interpretation. In 2021/22 we paid a total of 269 sessional workers (2020/21: 173).

NOTES TO THE FINANCIAL STATEMENTS

8. Tangible Fixed Assets	Leasehold property improvement £'000	Computer equipment £'000	Furniture, fixtures and equipment £'000	Total £'000
Cost				
<i>At beginning of the year - 1 April 2021</i>	775	410	281	1,466
Additions	-	-	-	-
Disposals	-	-	-	-
<i>At end of the year - 31 March 2022</i>	<u>775</u>	<u>410</u>	<u>281</u>	<u>1,466</u>
Depreciation and impairments				
<i>At beginning of the year - 1 April 2021</i>	172	406	254	832
Depreciation	82	4	9	95
Depreciation on Disposals	-	-	-	-
<i>At end of the year - 31 March 2022</i>	<u>254</u>	<u>410</u>	<u>263</u>	<u>927</u>
<i>Net book value at beginning of the year</i>	603	4	27	634
<i>Net book value at end of the year</i>	<u>521</u>	<u>-</u>	<u>18</u>	<u>539</u>

9. Debtors	31 March 2022 £'000	31 March 2021 £'000
Accrued income	2,287	1,666
Prepayments	124	201
Trade Debtors	2,142	257
Other debtors	61	73
Total Debtors	<u>4,614</u>	<u>2,197</u>

Trade and other debtors are recognised at the settlement value due, net of any discounts offered or impairment provision.

10. Cash at bank and in hand	31 March 2022 £'000	31 March 2021 £'000
Cash on short term deposit	1,366	1,366
Cash at bank and in hand	4,585	3,732
Total Cash at bank and in hand	<u>5,951</u>	<u>5,098</u>

NOTES TO THE FINANCIAL STATEMENTS

11. Creditors: Amounts falling due within one year	31 March	31 March
	2022	2021
	£'000	£'000
Trade creditors	412	464
Other creditors	246	221
Taxation and social security	239	136
Accruals	292	293
Deferred income (i)	972	743
Total Creditors falling due within one year	2,161	1,857

Creditors are recognized 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 can be measured or estimated reliably.

Deferred income includes funding received in advance of funding conditions being met, and contract payments received in advance.

	£'000	£'000
Deferred income at 1 April	743	496
Income released from the previous year	(743)	(496)
Funding received and deferred	972	743
Deferred income at 31 March	972	743

12. Provisions

Dilapidations provisions result from constructive obligations arising under leaseholder agreements.

Dilapidations Provisions	2021/22	2020/21
	£'000	£'000
Provided at 1 April	100	100
Movement in provisions in the year		
Provided at 31 March	100	100

NOTES TO THE FINANCIAL STATEMENTS

13. Movement on Funds Summary	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
2021/22				
Balance at 1st April	4,274	1,592	110	5,976
Income	5,090	10,702	-	15,792
Expenditure	(2,607)	(10,312)	-	(12,919)
Net Income / (Expenditure)	2,483	390	-	2,873
Transfers	(410)	410	-	-
Net Movements in funds	2,073	800	-	2,873
Balance at 31st March	6,347	2,392	110	8,849
2020/21				
Balance at 1st April	3,789	1,026	110	4,925
Income	2,780	9,822	-	12,602
Expenditure	(1,665)	(9,886)	-	(11,551)
Net Income / (Expenditure)	1,115	(64)	-	1,051
Transfers	(630)	630	-	-
Net Movements in funds	485	566	-	1,051
Balance at 31st March	4,274	1,592	110	5,976
14. Funds assets and liabilities				
2021/22				
Fixed Assets & Investments	543	-	-	543
Debtors	436	4,178	-	4,614
Cash at bank and in hand	4,569	1,272	110	5,951
Total Assets	5,548	5,450	110	11,108
Creditors	(1,189)	(972)	-	(2,161)
Provision for liabilities	(100)	-	-	(100)
Liabilities	(1,289)	(972)	-	(2,261)
Net Assets and Funds Total	4,259	4,478	110	8,846
2020/21				
Fixed Assets & Investments	638	-	-	638
Debtors	770	1,427	-	2,197
Cash at bank and in hand	3,074	1,914	110	5,098
Total Assets	4,482	3,341	110	7,933
Creditors	(108)	(1,749)	-	(1,857)
Provision for liabilities	(100)	-	-	(100)
Liabilities	(208)	(1,749)	-	(1,957)
Net Assets and Funds Total	4,274	1,592	110	5,976

NOTES TO THE FINANCIAL STATEMENTS

15. Funds Details

15a. Unrestricted Funds

	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2022 £'000
General Fund	2,924	5,090	(2,512)	2,578	(884)	4,618
Designated Funds:						
(i) Fixed Asset Reserve	571	-	-	-	-	571
(ii) Investment Fund	383	-	(95)	(95)	650	938
(iii) Major Trust Services Fund	146	-	-	-	(146)	-
(iv) Major Donor Services Fund	250	-	-	-	(30)	220
Total Designated Funds	1,350	-	(95)	(95)	474	1,729
Total Unrestricted Funds	4,274	5,090	(2,607)	2,483	(410)	6,347

(i) The Fixed Asset Reserve represents unrestricted funds invested in tangible fixed assets for use by the charity, which are not available for other purposes. Fixed asset depreciation is charged to these balances. The transfer in represents funding set aside on capital expenditure or depreciation charged in the year.

(ii) In 2020-21, in preparation for a new strategy period we created an 'Invest to Save' fund which will fund investment needs on the new strategy period to 2025. This year, we have increased this designated fund by a further £650k (2020/21: £320k) to reflect our commitment to improve our people, process and ways of working.

(iii) In 2019/20 the Ajahma Charitable Trust closed and granted £230k towards services in future years. The gift was made as an unrestricted donation, but as we had planned to use this against specific services, trustees ring-fenced this against those services by creation of a designated reserve. This has now been applied against our Integration services.

(iv) The Major Donor Services Fund represents the balance of the generous gift of one of our supporters originally received in 2018/19. We have applied £325k to fund expenditure in 2020/21 and £30k in 2021/22 and the balance of £220k is planned to fund children's services in 2022/23.

The net £410k (2020/21: £630k) transfer out of unrestricted and into restricted funds represents our use of unrestricted resources to part fund restricted charitable expenditure. For the most part this is in the case where we have planned for an activity to be funded from a mix of unrestricted and restricted income, but can also arise where funder rules preclude their funding of the full cost of the activity.

15b. Restricted Funds:

	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2022 £'000
(i) Children's Advice Service	85	1,600	(1,583)	17	-	102
(ii) Other Children's Services	51	796	(860)	(64)	160	147
(iii) NET Covid Response Fund	290	-	(300)	(300)	10	-
(iv) Gateway Resettlement	113	12	(26)	(14)	-	99
(v) Syrian VPRS Resettlement - Y&H	147	1,825	(1,806)	19	19	185
(vi) Syrian VPRS Resettlement - Hertfordshire	210	262	(197)	65	-	275
(vii) Ukraine Appeal	-	555	-	555	-	555
(viii) Integration including New Roots	2	1,607	(1,765)	(158)	221	65
(ix) Building Bridges	38	340	(337)	3	-	41
(x) Barnsley Refugee Advice Project (BLF)	-	154	(136)	18	-	18
(xi) Therapeutic Services	332	1,392	(1,582)	(190)	-	142
(xii) Other	324	2,159	(1,720)	439	-	763
Total Restricted Funds	1,592	10,702	(10,312)	390	410	2,392

(i) The Children's Advice Service (previously referred to as Children's Panel) works mainly with unaccompanied children. The service helps children access education, training, health care and legal advice, as well as providing independent advocacy on their behalf. This activity is funded by the Home Office, with the balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(ii) Other Children's services include support to trafficked young boys and girls, assistance to age disputed children, and youth development and activities including our Refugee Cricket Project. The income is from a variety of individual and institutional donors. The transfer represents an allocation from our major Donors designated fund.

(iii) Funded by the National Emergencies Trust, 'NET Covid Response' is a partnership project between Refugee Council, Scottish Refugee Council, Welsh Refugee Council and Brysons Care (Northern Ireland) that provides emergency support to refugees that have been affected by the Covid-19 pandemic. This funding enabled the set up of a national Covid helpline for refugees and to support clients housed in hotels amongst other projects. This has now been fully spent.

(iv) The Gateway resettlement project provides integration support to refugees resettled through the Gateway programme in the Yorkshire & Humberside region.

(v) and (vi) The Refugee Council helps with the integration support to refugees resettled into the UK under the Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme, operating in Yorkshire and Humberside and in Hertfordshire.

(vii) Ukraine appeal launched in March 2022 to fund integration and therapeutic services for Ukraine refugees as a result of the conflict with Russia. The income fell into this financial year but the costs will be spent over the next 2 years.

(viii) The Refugee Council provides support to newly granted refugees to integrate into the UK. We support refugees at every stage in their integration, including helping secure access to housing and other rights on initial grant of refugee status, through to social integration activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council secured significant funding from the EC Asylum Migration and Integration Fund (AMIF) for this work, and used it to set up the 'New Roots' project, which has allowed us to expand this work in London, and working in collaboration with delivery partners, extend it to Hull and Leeds.

(ix) Building Bridges helps refugee doctors and other health professionals qualify for working in the NHS.

(x) The Barnsley Refugee Advice Project supports advice and integration to refugees and asylum seekers in Barnsley

(xi) The Refugee Council runs a number of projects providing therapy and psycho-social support to refugees and asylum seekers. Funding for this work comes from a mix of voluntary grants, commissioning contracts from CCGs, and unrestricted funding.

(xii) Other restricted funds represent a large number of smaller streams of income or balances (each individual income stream or balance below £100k), restricted to a range of our specialist service and advocacy projects. Many of these activities are planned to be funded by a mix of restricted and unrestricted income, with the transfer in representing the allocation of unrestricted funds against these activities.

15c. Endowment Funds

	Balance at 1 April 2021 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2022 £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	-	-	-	-	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

15d. Unrestricted Funds Movement (Prior Year)

	Balance at £'000	Income £'000	Expenditure £'000	Net I&E £'000	Transfers £'000	Balance at £'000
General Fund	2,288	2,780	(1,578)	1,202	(566)	2,924
Designated Funds:						
(i) Fixed Asset Reserve	633	-	(87)	(87)	25	571
(ii) Investment Fund	63	-	-	-	320	383
(iii) Major Trust Services Fund	230	-	-	-	(84)	146
(iv) Major Donor Services Fund	575	-	-	-	(325)	250
Total Designated Funds	1,501	-	(87)	(87)	(64)	1,350
Total Unrestricted Funds	3,789	2,780	(1,665)	1,115	(630)	4,274

(i) The Fixed Asset Reserve represents unrestricted funds invested in tangible fixed assets for use by the charity, which are not available for other purposes. Fixed asset depreciation is charged to these balances. The transfer in represents funding set aside on capital expenditure in the year.

(ii) The investment fund programme on our previous strategy has been substantially spent down. In 2020-21, in preparation for a new strategy period we have allocated a further £70k into the fund for investment in fundraising, which we expect to spend in 2021-22. We have also designated a further £250k into an 'Invest to Save' fund which will fund investment needs on the new strategy period to 2025.

(iii) In 2019/20 the Ajahma Charitable Trust closed and granted £230k towards services in future years. The gift was made as an unrestricted donation, but as we had planned to use this against specific services, trustees ring-fenced this against those services by creation of a designated reserve.

(iv) The Major Donor Services Fund represents the balance of the generous gift of one of our supporters originally received in 2018/19. We have applied £325k to fund expenditure in 2020/21 and the balance of £250k is planned to fund children's services in 2021/22.

The net £630k (2019/20: £878k) transfer out of unrestricted and into restricted funds represents our use of unrestricted resources to part fund restricted charitable expenditure. For the most part this is in the case where we have planned for an activity to be funded from a mix of unrestricted and restricted income, but can also arise where funder rules preclude their funding of the full cost of the activity.

15e. Restricted Funds Movement (Prior Year)

	Balance at £'000	Income £'000	Expenditure £'000	Net I&E £'000	Transfers £'000	Balance at £'000
(i) Children's Advice Service	68	1,590	(1,592)	(2)	19	85
(ii) Other Children's Services	107	518	(860)	(342)	286	51
(iii) NET Covid Response Fund	-	1,520	(1,230)	290	-	290
(iv) Gateway Resettlement	101	631	(619)	12	-	113
(v) Syrian VPRS Resettlement - Y&H	117	1,215	(1,225)	(10)	40	147
(vi) Syrian VPRS Resettlement - Hertfordshire	238	152	(180)	(28)	-	210
(vii) Syrian Grant Fund (GSG)	94	-	(62)	(62)	(32)	-
(viii) Employment Programme (WJR)	-	151	(168)	(17)	17	-
(ix) Integration including New Roots	50	1,682	(1,769)	(87)	39	2
(x) Building Bridges	19	340	(321)	19	-	38
(xi) Barnsley Refugee Advice Project (BLF)	13	49	(62)	(13)	-	-

(xii) Therapeutic Services	3	914	(675)	239	90	332
(xiii) Other	216	1,060	(1,123)	(63)	171	324
Total Restricted Funds	1,026	9,822	(9,886)	(64)	630	1,592

(i) The Children's Advice Service (previously referred to as Children's Panel) works mainly with unaccompanied children. The service helps children access education, training, health care and legal advice, as well as providing independent advocacy on their behalf. This activity is funded by the Home Office, with the transfer in representing unrestricted funding of the small balance of costs. The balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(ii) Other Children's services include support to trafficked young boys and girls, assistance to age disputed children, and youth development and activities including our Refugee Cricket Project. The income is from a variety of individual and institutional donors.

(iii) Funded by the National Emergencies Trust, 'NET Covid Response' is a partnership project between Refugee Council, Scottish Refugee Council, Welsh Refugee Council and Brysons Care (Northern Ireland) that provides emergency support to refugees that have been affected by the Covid-19 pandemic. This funding enabled the set up of a national Covid helpline for refugees and to support clients housed in hotels amongst other projects.

(iv) The Gateway resettlement project provides integration support to refugees resettled through the Gateway programme in the Yorkshire & Humberside region.

(v) and (vi) The Refugee Council helps with the integration support to refugees resettled into the UK under the Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme, operating in Yorkshire and Humberside and in Hertfordshire.

(vii) Goldman Sachs Gives provided grant support to set up the Syrian Refugees Fund, a fund which made small grants to Syrian households resettled to the UK through the Vulnerable Persons Resettlement Scheme, towards education and employment aims. The grant also funds a project to support refugee employment in Hertfordshire & Hull.

(viii) World Jewish Relief have provided funding for us to deliver the Regional Employment programme, which will help Syrian Refugees in Leeds and Sheffield progress towards employment.

(ix) The Refugee Council provides support to newly granted refugees to integrate into the UK. We support refugees at every stage in their integration, including helping secure access to housing and other rights on initial grant of refugee status, through to social integration activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council secured significant funding from the EC Asylum Migration and Integration Fund (AMIF) for this work, and used it to set up the 'New Roots' project, which has allowed us to expand this work in London, and working in collaboration with delivery partners, extend it to Hull and Leeds.

(x) Building Bridges helps refugee doctors and other health professionals qualify for working in the NHS.

(xi) The Barnsley Refugee Advice Project supports advice and integration to refugees and asylum seekers in Barnsley

(xii) The Refugee Council runs a number of projects providing therapy and psycho-social support to refugees and asylum seekers. Funding for this work comes from a mix of voluntary grants, commissioning contracts from CCGs, and unrestricted funding.

(xiii) Other restricted funds represent a large number of smaller streams of income or balances (each individual income stream or balance below £100k), restricted to a range of our specialist service and advocacy projects. Many of these activities are planned to be funded by a mix of restricted and unrestricted income, with the transfer in representing the allocation of unrestricted funds against these activities.

15f. Endowment Funds Movement (Prior Year)	Balance at £'000	Income £'000	Expenditure £'000	Net I&E £'000	Transfers £'000	Balance at £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	0	0	0	0	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

NOTES TO THE FINANCIAL STATEMENTS

16. Trustees' Expenses

None of the Trustees of the Charity received any remuneration during the current or prior year.

No travel and subsistence expenses were incurred by trustees in the course of carrying out their duties, and so no reimbursements were made in year (in 2020/21 £0 was claimed in total by trustees.)

	2021/22 £	2020/21
Total expenses	-	-
	2021/22	2020/21
Number of trustees claiming expenses	-	-

17. Related parties

There are no related party transactions to disclose for this financial year (2020/21: none).

The Refugee Council received a total of £2,280 unrestricted donations from its trustees in 2021/22 (2020/21: £3,700)

18. Fees payable to auditor

	2021/22 £'000	2020/21 £'000
Statutory audit fee	16	15
Total	16	15

NOTES TO THE FINANCIAL STATEMENTS

19. Operating leases

19a. Expenditure under operating leases

	2021/22 £'000	2020/21 £'000
Operating lease expenditure	392	300

19b. Expenditure commitments under operating leases

The Refugee Council is committed to paying the following amounts in respect of non-cancellable operating leases for each of the following periods following the balance sheet date:

	31 March 2022 £'000	31 March 2021 £'000
Within one year	244	287
Between two and five years	864	1,155
Over five years	387	664
Total future minimum lease payments	1,495	2,106

The Refugee Council had no capital commitments as at 31 March 2022 (2020/21: none).

NOTES TO THE FINANCIAL STATEMENTS

20. Net income / (expenditure) for the year	2021/22	2020/21
	£	£
This is stated after charging / (crediting):		
Depreciation	95	95
Loss or profit on disposal of fixed assets	-	-
Interest payable	-	-
Operating lease rentals payable:	-	-
Property	392	300
Other	-	-
Operating lease rentals receivable:	-	-
Property	-	-
Other	-	-
Auditor's remuneration / Independent Examiner's Fee (excluding VAT):	0	-
Audit/ Independent Examination	16	15
Other services	-	-
Foreign exchange gains or losses	-	-
Total	503	410

21. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

22. Pension scheme

Refugee Council operates two pension schemes, both defined contribution schemes. The schemes are managed by the National Employment Savings Trust (NEST) and Aegon UK. The scheme is compliant with the pension reform rules for automatic enrolment. Contributions by the employee are matched by the employer up to a limit of 5% of salary. The cost of employer contributions due as a result of service in the year was £562,670 (2020/21: £548,154).

23. Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

Accounts



**SUPPORTING AND
EMPOWERING
REFUGEES**

BRITISH REFUGEE COUNCIL

**Registered Charity No. 1014576
Registered Company No. 2727514**

TRUSTEES' ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

BRITISH REFUGEE COUNCIL

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Chief Executive's Introduction

It has been a year of considerable challenge and change for our staff and volunteers, for the refugees and people seeking asylum we work with and for all our partners. The government continues to take a tough stance against those who reach our shores seeking asylum, differentiating between those it wants to help through safe routes, such as the new resettlement programme for Afghans, and everybody else it labels as 'illegal immigrants'. Yet as this annual report and accounts demonstrates the Refugee Council is in a good financial position and well placed to move forward to meet the challenges.

The last year was, of course, dominated by the Covid-19 pandemic which initially led to a relaxation of the rules governing the asylum system and the welcome suspension of some of its harsher aspects. However, this did not last long and the system soon became harsher and conditions more inhumane. People seeking asylum, housed in disused army barracks and budget hotels, including children arriving alone, were too often treated with a lack of compassion and humanity. They told us they felt abandoned without the support they need and some, who were in such a terrible state of despair, described how they became suicidal.

In response to the pandemic with a grant from the National Emergencies Trust we quickly set up a national helpline for people seeking asylum and were able to work with hundreds of people placed in hotels. The funding also allowed us to extend our much needed therapeutic and mental health support. The impact of the hostile environment that remains entrenched in the asylum and immigration system continues to have a devastating impact on the mental and emotional well being of all those we work with. The overall expansion of our services meant we either provided advice and /or casework support to over 14,800 individual men, women and children.

We drew on the evidence from our direct work to powerfully demonstrate the failings of the asylum system and make a strong case for reform. Our report documenting the housing challenges for refugees in the capital was welcomed by the re-elected London Mayor, Sadiq Khan, and his team. In response to the government's proposed radical reforms, set out in its New Plan for Immigration, we produced a powerful impact analysis, informed by our practice knowledge that was widely quoted in the media and by parliamentarians.

Instead of making the refugee protection system more efficient, effective and fair the government's reforms will punish and expel those who are forced, through no fault of their own, to reach safety in the UK often at the hands of people smugglers. The proposals fly in the face of the UN Convention, which was 70 years old in June 2021, and which the UK helped shape. The Convention clearly sets out that how a person arrives does not matter. What matters is why - escaping the Taliban in Afghanistan or oppressive regimes elsewhere.

It is also our 70th year and given the world we are now working in our presence is more important than ever before. Following my arrival as CEO at the end of 2020 we have appointed two new Executive Directors and gone through a strategic review. Our new strategy sets out a new vision, purpose and set of values for the organisation as well as clear strategic goals to be achieved by 2025. It builds on our strengths and achievements while supporting us to shift our approach to meet our challenging context.

The coming year will be a significant one as we put in place a new business plan and start to transition to focusing on the delivery of our new strategy. The commitment, dedication and generosity of our staff, volunteers, supporters and funders is so important to us. Together we will continue to make even greater impact.

Strategic Report

Objectives and Activities

Objectives

The objects of the Refugee Council, set out in our governing documents, are:

- to provide relief for refugees and their dependents who are in conditions of need, hardship or distress;
- to preserve and protect the physical and mental health of refugees and their dependents;
- to advance the education and training of refugees and their dependents in need thereof so as to advance them in life and assist in their rehabilitation within a new community;
- to promote research into the condition of life of refugees throughout the world and ways of providing charitable relief for them, and to publish the results of all such research; and
- to advance public education about the position of refugees and the situations which give rise to refugee movements.

The Refugee Council aims to deliver these objectives through the provision of high quality services to refugees and asylum seekers to ensure that they fully understand their rights and responsibilities in the UK, obtain access to the legal, counselling, housing, employment, education and health care services they need, and are able to integrate successfully into British society. The charity also aims to promote positive images of refugees and asylum seekers, and to campaign and advocate to ensure that the rights enshrined in national and international law are not eroded.

Our newly refreshed Vision, Purpose, and Values, as set out in our new Strategic Plan 2021 – 2025 are:

Our Vision

Refugees are welcome to live safe and fulfilling lives contributing to the UK.

Our Purpose

To work with refugees to transform their experience of seeking protection in the UK.

Our Values

Inclusion	We are inclusive . We work with- not for - refugees and people seeking asylum, so they have an equal voice, co-producing projects and ensuring their expertise and experiences are at the heart of what we do.
Collaboration	We are collaborative . Working with others is a priority in order to have the collective impact that is vital to achieve policy and practice reform.
Courage	We speak truth to power . We always stand up for what we believe is the right thing to do to transform the experiences of those seeking protection in our country.
Respect	We are respectful of all those we interact with. We treat everyone – our staff, volunteers, beneficiaries, partners and people we disagree with – with the same respect, professionalism and understanding.

Our strategic goals for 2021 were

Goal 1:

To change for the better the way refugees are welcomed and treated in the UK

- We will achieve significant, progressive, changes to UK Government's refugee policy and will secure substantial operational improvements to the UK asylum system, informed by our extensive first-hand experience of working with refugees and people seeking asylum;
- We will use our service outcome and client feedback data to monitor the impact we have on the lives and prospects of our direct beneficiaries.

Goal 2:

To increase the number of refugees who access our specialist, transformative services

- Each year we will increase significantly the number of people we help directly, whether they are seeking asylum or have refugee status, by expanding our overall service capacity;
- We will establish service hubs in London, the South East, the Midlands and Yorkshire and Humberside, facilitating the expansion of our four service pillars: children, integration and employment, resettlement and therapeutic support;
- We will also develop in new areas where there is both demand and local support for our presence.

Goal 3:

To galvanise public attitudes to refugees and be instrumental in creating a powerful, popular movement for change

- We will increase public awareness of and support for our advocacy work by growing the number of our active supporters and the number of people with whom we engage digitally and via other channels;
- We will monitor shifts in public attitudes towards refugees to inform our supporter engagement strategies;
- Our Advocacy Network will be joined by individual subscribers, small grass-roots organisations, faith groups and NGOs, raising awareness of and widening participation in conversations about the big issues affecting refugees in the UK.

Goal 4:

To be a credible and trusted authority on the needs and aspirations of refugees in the UK

- Through our Advocacy Network, we will be in regular, two way, contact and dialogue with refugee and community-led groups across the UK, sharing information about changes that affect them and supporting them to influence policy decisions that affect their members;
- We will ensure that our priorities reflect refugees' concerns and interests by engaging with Refugee Community Organisations (RCOs) across the UK, including through an annual consultation process and by systematically analysing our service user feedback.

Goal 5:

To be an independent, accountable, value-led and sustainable organisation

- We will increase our investment in supporting and developing our staff and volunteers;
- We will expand our donor base substantially to ensure that voluntary income continues to provide a major source of our revenue and safeguard our independence;
- We will increase the diversity of our staff and volunteers.

Activities

The Refugee Council undertakes its work through the following six main areas of activities, which are the main classifications used throughout our financial accounts:

1. **Children's Services**, enabling separated children seeking asylum to navigate the complex asylum system;
2. **Resettlement Services**, where people arrive in the UK with refugee status to rebuild their lives in the UK;
3. **Therapeutic Services**, supporting adults and children who have suffered torture, trauma, violence or sexual exploitation;
4. **Integration Services**, enabling newly recognised refugees to make the challenging first steps as they emerge from the asylum system to rebuild their lives in the UK;
5. **Advocacy and Awareness Raising** by drawing on evidence from our direct services, working to ensure that refugees have an influential voice in policy discussions that impact their lives and raising our supporters' and the public's awareness of the issues refugees and asylum seekers face;
6. **Destitution Services** by enabling people seeking asylum who are homeless to access housing, financial support, legal advice and therapeutic support and resume their asylum journey.

Impact

We measure the impact of our services for people seeking asylum and refugees through an outcomes framework we have developed. This framework describes how we aim to improve the experience of claiming asylum, integrating after receiving refugee status, and resettling as a refugee in the UK. It identifies the key changes we aim to achieve with the people using our services. It includes five key outcome areas drawn from our 70 years of delivering services with people seeking asylum and refugees. Here we have shared indicators under each outcome area which illustrate the range and quality of the impact of our services delivered this year.

1. Improved ability to make informed choices

Our services aim to improve people's ability to understand their rights and the services available to assist them to meet their needs, and to develop the confidence to access them as they navigate the asylum system and rebuild their lives in the UK. This year:

- 72% of therapeutic services clients reported an improved ability make informed choices about the services and support that they needed and their ability to access it;
- 64% of Destitution Project clients were supported to access solicitors, and 100% of integration services clients reported that they had acquired improved understanding of their legal rights and entitlements;
- 45% of clients in London reported being able to make better choices about the services they need to rebuild their lives;
- Self-assessed feedback from clients of one of our employment projects that works with Starbucks showed that 76% reported improvement in their knowledge of employment rights.

2. Increased social inclusion

Our services aim to enable people to increase their ability to participate in their local community by improving their English language skills, access to social activities including volunteering, and how to access local services. This year:

- 95% of young people participating in our Refugee Cricket Project reported a wider friendship group from making new friends as a result of taking part in the project;

- 79% of our Therapeutic services clients reported improved social inclusion;
- 24% of refugees with limited English proficiency reported improved English language skills, and 30% an improvement in their confidence participating in community life. This is a testament to their determination to learn given that this support was largely delivered via WhatsApp and zoom classes this year due to the pandemic.

3. Improved physical and mental wellbeing

Our therapeutic services for children and adults strengthened people's ability to manage their health and wellbeing by enabling them to access specialist health services, improve their emotional wellbeing, and access social support. We use the widely-accepted CORE tool to assess the change and outcome in routine practice in counselling and psychotherapy with our therapeutic service clients. This year:

- 83% of children and 78% of adults reported benefitting from our specialist counselling and psychotherapy;
- 89% of children and over 83% of adults reported improvement in their mental and physical wellbeing following our support and assistance to access specialist health services.

4. Improved economic and financial wellbeing

Our services enable people seeking asylum and refugees to access financial support and independence by developing their employability skills, increasing access to volunteering, and enabling access to asylum or welfare support. This year:

- 90% of clients of our Refugee Advice and Destitution Projects who were facing destitution reported being better able to meet basic needs through our support to access benefits, emergency financial support, and asylum support;
- 20% of refugees supported by our employability programmes in London, Yorkshire & Humberside, and Herefordshire secured jobs, significantly lower this year due to the economic downturn caused by the coronavirus.

5. Improved accommodation and safety

Our services enable people seeking asylum and refugees to access safe housing that is appropriate to their needs by assisting them to secure housing, understand safeguarding protections for adults and children, and understand how to respond if they feel unsafe. This year:

- We assisted 921 adults to live with dignity in Home Office hotels by providing them with clothing, shoes, phones and emergency financial support;
- We helped 44 adults and their families to secure a private housing tenancy through our unique Private Rented Scheme in London, a 70% increase since 2020;
- 86% of the project's clients reported an improvement in their ability to manage a tenancy and 94% reported an improvement in their knowledge of housing options;
- 80% of therapeutic services clients reported feeling greater safety following the service they received from our therapists and casework support team to address their essential living needs including access to housing appropriate to their needs and / or addressing safeguarding issues with statutory services such as domestic abuse.

Over the next year we will be reviewing our high level outcomes for our services, with the aim of strengthening our approach to impact measurement and improving our ability to demonstrate how we transform the lives of those seeking protection in the UK.

2020/21 Achievements and performance against strategic goals

Goal 1 **To change for the better the way refugees are welcomed and treated in the UK**

Achievements The COVID-19 pandemic resulted in a rapid refocusing of priorities. Early on it became very clear that there was an urgent need to be pushing the Home Office to change policies and procedures to ensure that people in the asylum system were not put at additional risk because of the way that the system works. We worked with other refugee organisations to advocate for changes; the Home Office adjusted many practices, which helped to keep people seeking asylum safer, including not evicting people seeking asylum from Home Office accommodations when they received a decision on their claim, not requiring people to report in person to the Home Office and providing a cash allowance to people seeking asylum being accommodated in hotels.

In March, the Government launched its New Plan for Immigration which proposes sweeping changes to the way the UK fulfils its international obligation to those seeking asylum, most notably by proposing differential treatment according to the way a refugee arrived in the UK. This was followed by a six week consultation period and will inform a Borders Bill to be introduced in the coming year. Our response to the publication of the plan was carried extensively across the media and we quickly briefed Parliamentarians about our concerns. The Government majority means that the Bill is likely to pass easily, but we are working to try to minimise harm and to use the passage of the Bill to raise awareness of flaws in the system and their impact on refugees and people seeking asylum.

In the light of increasing concerns about the dysfunctional National Transfer we wrote an open letter to Children's Minister Vicky Ford calling for every unaccompanied child to receive the specialist care they need. The letter was co-signed by a number of leading children's charities and led to a meeting with Vicky Ford and Immigration Minister Chris Philp to discuss how to encourage local authorities to participate in the National Transfer Scheme and how to address the issues that cause local authorities to be reluctant to participate. The government subsequently relaunched the scheme with additional funding.

We published a guide for refugees on opening bank accounts. Having a bank account can be crucial in enabling newly recognised refugees to obtain accommodation and an income. We worked in partnership with the Financial Conduct Authority to produce the guide and have translated it into Arabic, Farsi, Kurdish, Pashto and Tigrinya.

Goal 2 **To increase the number of refugees who access our specialist, transformative, services**

Achievements **In 2020/21 we provided services to 14,819 unique clients. This was an increase of 37% compared to last year. We saw 16,011 across all services where one client visited more than one service. This increase was primarily due to the 3,508 new clients – 33% more than the previous year – we were able to support through our National Emergency Trust (NET) Coronavirus Emergency Programme.**

This funding enabled us to assist people seeking asylum who were isolated, homeless, and without food, clothing and health care via:

- Hotels outreach and support for people unable to meet their essential needs;
- An Infoline for people to access local organisations or specialist services;
- Advice for separated children who have had their age disputed;
- Therapeutic support for adults.

Key achievements of our four service delivery pillars were:

Resettlement

A tiny number of the world's 29 million refugees who have fled war, conflict, torture and trauma are brought to the UK under the Government's Vulnerable Persons Resettlement Scheme (VPRS), Vulnerable Children's Resettlement Scheme (VCRS), and the Gateway programme. Under these programmes this year **we assisted 7,934 refugees to rebuild their lives in cities and towns across Yorkshire and Humberside, Hertfordshire, and Lewisham in London.**

We work in partnership with local councils to provide intensive support for at least the first 12 months after people's arrival. During this time our focus is enabling people to access housing, financial support, education for children and English for adults, health care, and other mainstream services tailored to their individual needs. In some areas we provide a further four years of support to enable people to recover from the trauma of war and exile, and rebuild their lives in the UK through our bespoke Independent Living Advice Service. It can take many years to regain their health, education, skills and confidence to thrive in the UK. We have met 100% of all resettlement services contractual Key Performance Indicators (KPIs).

The COVID-19 crisis led to significant delays in the arrivals of refugees for resettlement under the new resettlement programme, the UK Resettlement Scheme (UKRS). This finally began in April 2021. During this time our resettlement teams have continued to support families to rebuild their lives in the UK as illustrated by this case study:

Our Independent Living Advisors (ILA) within our resettlement teams provide refugees with tailored advice and support after their first year of intensive support. In Rotherham we linked our client Ahmed with our STEP employment project for help to prepare for and find work. Initially he had wanted to work under 16 hours per week to limit the impact on his welfare benefits. Soon after Ahmed accepted a full-time job. He contacted our Independent Living Advice helpline frequently anxious about the changes his increased salary made to his rental payments and council tax support. After several months of support from Refugee Council to adjust to the changes to his in-work benefits and settling into his new job, Ahmed contacted the Independent Living Advisors less frequently. Ahmed was less anxious and more satisfied with his increased income, as were his family. Our staff observed that Ahmed had moved from welfare benefits to full-time employment gradually at his own pace with tailored support from STEP and the Refugee Council ILA team.

Children's Services

Each year approximately 5000 separated children arrive in the UK to seek asylum. Like adults they've experienced unimaginable trauma due to war and conflict in their home countries, and during their journey to the UK. As well as legal advice and information to lodge their asylum claim, they need social services care to ensure that their needs as children are met in accordance with the Children Act 1989. We provide expert, child-centred casework and integration support to separated children that ensures their legal, social, economic, and cultural rights are met. **This year our children's services supported 3,398 separated children.**

For over 26 years we have provided the Government's designated, independent referral point for all separated children arriving in the UK – the only service of its kind in the UK. Our Children's Advice Project ensures that separated children understand the asylum process, and can access their rights to Local Authority-provided care, education, and legal aid-funded legal advice to submit their asylum claim. We provide a range of wrap around services for children funded by charitable donations and grants, including: My View provides children with our unique therapeutic counselling support in Kent, London, Luton, Leeds and Birmingham; Trafficking Project delivers intensive support for victims of trafficking to keep them safe from further exploitation; and Age Disputes project assists children who have been incorrectly assessed by statutory authorities as adults to review that decision and secure age-appropriate support, as illustrated by this case study:

Okot and Mustafa were accommodated in NASS accommodation in South London where they met Refugee Council Age Dispute Project advisors. Home Office Social Workers in Dover had assessed Okot as 20 years old. While he did not know his date of birth, his parents had told him he was 14 years old when he left Afghanistan a year earlier. The Home Office had recorded Mustafa's birth date as 18 years old instead of 17 years old due to a poor translation. He was born in Sudan and had never had any formal education. Okot presented as very young. While Mustafa looked older, he too presented as very young. Our Age Dispute Advisors referred both young people to a solicitor who quickly secured social services care for them. Okot was placed in semi-independent accommodation and was unable to cope. On seeing his level of vulnerability, the local authority reassessed him as younger and moved him to a foster placement. Mustafa was placed in semi-independent accommodation. Refugee Council Children's Advice Project staff acted as the appropriate adult during his age assessment after which the Local Authority accepted his age as 17 years old.

We also provide social integration and support services. Our youth project for separated children provides them with a youth space to access educational and social sessions, day and residential trips. We run a cricket project for young people who need support as they reach 18 and beyond and enjoy sport. We also support young people who reach 18 and have not yet received a decision on their asylum claim, to access solicitors and secure housing and financial support. During the COVID-19 lockdown our children's service provided a lifeline for isolated young people to continue their education and access vital services using digital platforms, we provided English, art and music classes, and vital therapeutic support.

Integration services

These services primarily support adults who the Home Office has recently recognised to be refugees having claimed refugee protection in the UK. Due to Government policies, people who secure refugee status in the UK are ineligible for the housing, benefits, and tailored casework offered to refugees who are resettled by the British Government in the UK. This results in them experiencing disproportionate levels of poverty, homelessness, and unemployment. We provide vital crisis and early intervention advice services to enable them to access financial support, accommodation, and develop their employability. **This year our integration services supported 8,537 refugees to rebuild their lives in the UK.**

Since 2018 we have delivered our New Roots integration programme funded by the Asylum Migration Integration Fund and delivered in London as well as Hull and Leeds in partnership with other agencies in Yorkshire and Humberside. This programme is also looking at best practice and an 'outcomes star' to help refugees monitor their progress. We are pleased that this programme has now been extended to 2022.

Our Barnsley for refugees and asylum seekers project (BRAP) continues to offer vital coordinated information, advice and advocacy for people living in the town. Our Health Access for Refugees Project (HARP) continues to enable refugees and people seeking asylum to access health services across Yorkshire and advocate for policy and practice changes that improve people's health and wellbeing. This year HARP supported over 1,500 people living in hotels and initial accommodation provided by the Home Office to provide short term accommodation for people seeking asylum; many people found living in temporary accommodation, unable to access basic amenities for over six months harmed their physical and mental health.

We grew our work with employers to enable refugees to secure their first crucial job opportunity in the UK. We continued our partnership with Starbucks to support refugees to become Baristas. Our now 10 year old Building Bridges project has played a vital role this year retraining refugees with health professional backgrounds to secure work in the NHS, securing more mainstream health service funding for this route to refugee health professional recruitment. The cost of training a refugee doctor to work in the NHS is, at most, 10% of the cost of training a doctor from scratch in the UK. Our internship programme is increasingly popular with employers giving people UK work experience. This year we launched new employment and training partnerships with PwC, DLA Piper, ServiceNow, and Ikea. The impact of our STEP programme in Yorkshire & Humberside supporting refugees to gain employment is illustrated below:

Omar joined STEP in September 2020. He has received one to one coaching and assistance to develop his work aspirations and capability. Business in the Community supported Omar to apply for work at Royal Mail, which he just missed out on. He applied for a job at Amazon and was successful. After working for a couple of months at Amazon we supported him to become qualified as a CCTV operator, which will enable him to leave his job at Amazon and move into better paid, more sustainable employment working for the NHS as a health worker.

Therapeutic Services and Destitution

For 19 years we have been providing specialist, culturally sensitive therapeutic support to adults and children. Our aim is to raise awareness that our clients are survivors rather than victims of adversity. We familiarise clients with the concept of mental health, an idea which is often alien in many non-western cultures, and support them to articulate and disclose their needs to professionals. We provide them with psycho-education sessions to develop new ways to manage their anxiety and stress such as meditation and breathing techniques. **This year we provided one-to-one counselling and group support to 950 adults and children.**

We continued to advocate for accessible, inclusive health services for refugees and people seeking asylum. As co-chair the Home Office Mental Health Forum, we have been instrumental in securing commitment to a joint committee with the Department of Health to address enduring barriers to appropriate health provision for people seeking refugee protection. We are delighted to be partnering with several new Clinical Commissioning Groups, NHS England and Public Health England to deliver these vital services and improve the accessibility of their clinical practice.

Our destitution service supported 39 destitute asylum seekers with some basic needs such as food, clothing and psychosocial activities, as well as case work to support their claims to asylum.

In Birmingham our Therapeutic Services supported Abdul who was living in Home Office hotel accommodation. Abdul had been tortured physically and emotionally by authorities in his country of origin. He described feeling tired and frustrated with his confinement, isolation, limited choices, lack of information about his dispersal and the asylum process, and a fear of going outside due to the pandemic. He struggled to access food, lacked money and access to activities; he stayed in his room all day which increased his distress. Abdul's very low mood, anxiety and symptoms indicated Post Traumatic Stress Disorder. He described the emotional abuse he had suffered which caused frequent nightmares and flashbacks. He was very tearful during his therapeutic sessions and said he hardly slept and struggled to focus his mind for any length of time. Our therapist referred Abdul for specialised trauma therapy. Meantime, our therapist supported Abdul to develop grounding skills to help him feel safe including: breathing exercises, standing against a wall, holding an object that represented safety, which all helped to reduce the impact of flashbacks. Bearing witness was a crucial part of the therapy; through his therapeutic relationship Abdul was able to connect with his resilience. Being able to express his emotions, which had previously overwhelmed him, and practicing grounding techniques, gradually restored Abdul's control of his mental wellbeing.

Training

We have developed best practice and upskilling external people through external training, meetings and forums, and attending conferences. External training is provided by our staff to organisations, local authorities and groups of individuals such as foster carers on a range of specialist subjects. This year we delivered 40 training sessions, with a total of 433 participants, with 90% of participants rating our training good or excellent. The majority of people accessing our training are frontline practitioners in the health or social care sectors, alongside voluntary sector practitioners, researchers and academics.

Goal 3 To galvanise public support for refugees and be instrumental in creating a powerful, popular, movement for change

Achievements We launched a campaign focused specifically on the London Mayoral campaign, calling on the next Mayor to help prevent homelessness among newly recognised refugees. We published a report outlining the problems new refugees face, drawing on evidence from our services and Freedom of Information requests. The campaign called for the Mayor to set up a fund to provide deposits which will help refugees to secure tenancies in the private rented sector. We wrote to candidates about this, and Refugee Council supporters in London took email actions which were sent to candidates. This work raised the profile of the issue and will lead to influencing work with the Greater London Authority and London Assembly in the coming year.

Alongside other members of the Families Together Coalition, we launched an open letter to the Prime Minister calling for a to change family reunion rules to allow child refugees to sponsor relatives to join them in the UK. The Coalition engaged celebrity supporters who signed and publicised the letter on their social media channels to amplify the message. The Refugee Council now hosts and co-Chairs the Families Together Coalition.

We have been instrumental in the development and funding of the Asylum Reform Initiative which aims to build a broad movement of support across the UK to stand up for, and with, people seeking asylum and refugees. The public face of the Initiative, Together with Refugees, will co-ordinate work across and beyond the refugee sector to push for positive change.

We secured funding to work with British Future on a project to mark the 70th anniversary of the Refugee Convention. We developed messages and stories to promote to a broad audience to raise awareness of the Convention and Britain's role in protecting refugees over seven decades.

Goal 4 To be a credible and trusted authority on the needs and aspirations of refugees in the UK

Achievements Due to COVID, there was a period when changes to policy and practice relating to refugees and people seeking asylum were being made on a daily basis. In order to help people keep informed and up-to-date with these changes, we set up a page on our website which was reviewed each time new developments occurred. We received feedback from other sector organisations, funders and statutory organisations that this page became a key, trusted source of information for a wide range of stakeholders.

The London RCO Advocacy Forum has launched, having agreed the Terms of References and elected a Board, Chair and Vice-Chair. This Forum aims to support and enable Refugee-led Community Organisations to influence policies and practice affecting refugees and people seeking asylum in London. Forum members have identified two priority areas to work on in the coming year and have developed action plans for these areas of work. A further 15 organisations will be recruited to join the Forum in the coming year.

Objective 5 To be an independent, accountable, value-led and sustainable organisation

Achievements Refugee Council is reliant on voluntary donations and without the support of our donors we simply couldn't carry out much of our work. In recent years we had seen a decline in the number of new donors supporting Refugee Council so in 2018/19 we developed a programme to test ways of recruiting donors. Last year we set an ambitious target of recruiting 11,433 new donors. Unfortunately, the impact of COVID-19 meant that we only recruited 6,989. While this is disappointing it still represents significant growth.

Legacies form a vital part of our income and we are very grateful to those supporters who chose to leave us a gift in their will. This year we wrote to our donors asking them to consider leaving us a legacy and we also offered a free online Will writing service through Farewill.

We are extremely grateful to the trusts and foundations who continued their support throughout the year and in particular to the National Emergencies Trust who made a grant of £1,520,000 to our consortium partnership with Scottish Refugee Council, Welsh Refugee Council and Bryson's Care in Northern Ireland. This allowed us to help meet some of the increased needs of refugees and asylum seekers across the UK.

We continued pre-existing actions to further develop our support to staff and the wider organisation. Projects including: raising the percent of staff supervisions to above target levels by the end of the financial year; further developing our model of reflective practice group supervisions for our front line staff to provide a consistent level and quality of support; and developing our reporting on staff including a refresh of diversity reports for our staff group.

The rise of the Coronavirus pandemic in the UK from the Spring of 2020 onwards, of course, had an enormous impact on our clients, our staff and volunteers, and The Refugee Council as an organisation.

Coronavirus

By February 2020 we had already started to appreciate the impact of the rising pandemic, and started to put into place measures to respond to it.

Initial response

In March 2020 we moved to daily Senior Management Team (SMT) meetings, to assess and respond to the rapidly changing environment. We established two key principles to guide our COVID-19 response. First, was that the safety of our staff, volunteers and clients, was paramount. Second, without compromising safety, we would seek to continue our vital work, which is needed by our clients more than ever, rather than seek to retreat and entrench our position as an organisation.

On the 16th March 2020, a week before the full mandatory UK lockdown, we decided to shut down all face-to-face work with immediate effect. The following days and weeks were characterised by an extraordinary spirit of innovation and flexibility, underpinned by our staff's, volunteers', and supporters' dedication to our clients and cause. Within weeks, we moved to an almost entirely remote delivery model.

The transition to a virtual operating model was enabled by our pre-existing cloud-based IT and telecommunication systems. The speed, efficiency and innovation displayed by our exceptional workforce enabled most of our services to continue almost uninterrupted. Many services were operational within days, switching delivery from face to face to primarily digital and telephone options to contact clients, facilitated by our ICT team at extremely short notice.

HR and our facilities teams supported our staff to adapt to their remote working conditions; supplying equipment, advice and support, and developing new formal policies on matters such as the government's job retention 'furlough' scheme.

The organisation moved to a virtually paper-less operation within days. We created new workflows for financial and other resource activities that our operations rely on to ensure seamless support.

During the first quarter of 2020/21, Finance and Income Generation teams reviewed our key income streams, and confirmed that most major grant and contract income commitments would be honoured. We are grateful to our funders for their support and flexibility during this time, enabling us to adjust our delivery plans to changes in our clients' needs and the operating context.

This review highlighted some serious concerns about our ability to maintain our fundraising income at the levels we had targeted pre-pandemic, and one major contract where income drop-offs were projected to provide a major challenge. However we were glad to be able to confirm that the worst case scenario income drop would still be within the range of reserves we had put aside – and that therefore, there was not a risk to our overall financial sustainability as an organisation.

Coronavirus response structures

We adapted our normal framework for governance and management of the organisation to enhance our ability to respond to the wide range of complex threats to our plans that Coronavirus presented. These adaptations included:

- Enhanced communication between Trustees and SMT in-between the formal meeting cycle;
- Daily SMT meetings between April and December 2020, twice weekly from January 2021;
- Regular and timely communication to all staff and volunteers on matters arising from the pandemic, and The Refugee Council's response;
- Recruitment of an interim Head of Human Resources, who provided additional capacity to support SMT and the HR team to respond to the challenges arising from the pandemic. This helped us provide a range of support to our staff, disseminated through regular staff welfare newsletters;
- Establishment of several COVID response 'streams', each with their own dedicated structure to gather input from across the organisation on specific challenges, provide answers, and implement

new ways of working. These included IT and technology, offices and health and safety, and work with external stakeholders and partners.

Refugee Council's activity during the pandemic

Thanks to the hard work of everybody involved and a shift to remote working, the Refugee Council continued to deliver most of its work for refugees despite pandemic conditions. The achievements against our goals set out above, including providing support to nearly 15,000 clients, is testament to our skill, agility, and dedicated supporters.

There were some minor exceptions to this. Some of our activities, such as our provision of support to children coming through the Port of Dover, are inextricably place-based: these activities were supported with strict health and safety risk assessment and mitigation procedures to get back onsite as soon as practical, safe and permitted by government restrictions. Some staff were unable to work safely or effectively at home; during the periods that the government restrictions allowed, offices were opened on a 'skeleton' and COVID-secure basis, to provide working facilities for these staff.

Despite all best efforts from ourselves, our funders, and our support teams, there were some areas where work could not continue as previous. In circumstances where funding was impacted by the pandemic, or where there was no practical or safe way to facilitate certain work being undertaken, we used the Coronavirus Job Retention 'Furlough' Scheme to protect jobs and service continuity for the future.

Looking forward

As with many organisations, despite all the challenges of working in pandemic conditions, we have found many benefits too. Remote working has enabled us to reach client groups and combinations we haven't before, and the enshrining of video-conferencing as a day to day meetings tool has enabled significant efficiencies in both internal and external collaboration work.

However, the other side of this is that there will always be some client groups, and service models, that are better delivered in person. We also believe there are wider benefits of communication and creativity that arise from face to face human interaction.

The latter part of 2020/21 therefore focussed on how we move forwards into a mixed or 'hybrid' working model: taking all the benefits of remote working such as efficiency, and greater work-life balance, whilst retaining a core of place-based work to the extent this is practicable and desirable.

Work on this has continued in 2021/22, and we moved to a gradual return to partial but organisation-wide place-based working from the second quarter of 2021/22.

Refugee Council's Strategic Plan to 2025

In June, our Board signed off our new strategy for 2021 – 2025. Our Strategic Ambitions, and how we will achieve them, are set out below:

Ambition 1:

We will successfully press Government and other agencies to take action that significantly improves refugee protection.

- We will play a leading role in securing **one or more 'landmark-wins'** in terms of policy wins or strategic legal judgements that materially influence the experience of refugees;
- We will campaign vigorously alongside our allies to make **tangible progress** to reverse the hostile environment imposed on those coming to our country;
- We will make **measurable progress** in the fight to reduce poverty and hardship for refugees.

Ambition 2:

We will significantly improve access to quality support for refugees in crisis and those seeking to integrate into the UK.

- We will ensure that refugees receive **early access to information, advice and support** to prevent or de-escalate crisis;
- We will work with refugees to build on their **strengths and resilience** and develop the **skills, knowledge and experience** to integrate into local communities;
- We will **strengthen local support systems** by working with refugees and partners to improve service quality.

Ambition 3:

We will successfully influence public attitudes to refugees in new and imaginative ways to reform the hostile environment that impacts their lives.

- We will build a much **wider base of public support** around the shared values of humanity, compassion and justice;
- We will build a **diverse, active coalition of supporters** from across society to champion our calls for change;
- We will put the **voices and stories of those with lived experience** of the refugee protection system at the centre of the design and delivery of strategic communications and campaigning.

Plans for 2021/22

Our strategic enablers run through all our ambitions. They are critical to how we will develop our organisation going forward. The work planned against these enablers for the coming year is set out below:

Enabler 1: LIVED EXPERIENCE

We will ensure people with lived experience of refugee protection are at the heart of what we do by developing a whole organisation approach to their engagement and involvement in our work.

- We will complete a review of all our current lived experience and user engagement projects
- We will develop a cross organisational strategy setting out how we define and will develop lived experience work
- We will allocate appropriate resource and staffing to ensure we have the necessary capabilities to deliver the strategy
- We will prioritise ensuring the voices and experiences of those with lived experience are at the centre of our campaigning and strategic communications

Enabler 2: COLLABORATION

We will collaborate with like-minded supporters and partners to secure cut-through in our campaigning and systems change work

- We will play a central role in the Together with Refugees initiative
- We will build new partnerships and alliances to reach wider public and political audiences
- We will expand our supporter base to build a more diverse and active coalition
- We will develop new collaborations working with refugees and partners to achieve systems change and better service provision in London and Yorkshire and Humberside

Enabler 3: PEOPLE, RELATIONSHIPS, SYSTEMS & LEARNING

We will develop our staff, invest in our systems and processes, prioritise a learning approach and ensure we attract the resources to deliver our mission and ambitions

- We will carry out an IT review and develop a new IT strategy including putting in a place a new fundraising database and CRM, and a digital HR function
- We will conduct a staff survey, and use the outcomes in conjunction with our organisational strategy to develop a new people strategy
- We will transition back to a hybrid model of place based and remote working, combining and starting to deliver against our IT and people strategies
- We will take action on equality, diversity and inclusion, starting by initially developing a race equality action plan in collaboration with our Black Minority Ethnic and Refugee Staff group

Principal Risks and Uncertainties

Risk management

The Trustees have overall responsibility for ensuring that appropriate systems of financial and other controls are in place. Trustees are responsible for safeguarding the assets of the charity, taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance that:

- The Refugee Council is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposal;
- Proper records are maintained, and financial information used internally or for publication is reliable; and,
- The charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, although not absolute, assurance against material misstatement or loss. They include:

- The adoption of a Strategic Plan and an Annual Plan and Budget by the Board of Trustees;
- Regular review of financial and operational results by the Senior Management Team, Resources Committee and the Board of Trustees against these plans;
- A review carried out by the Resources Committee with the external auditors of any matters raised for the attention of management;
- Clear rules for delegation of authority for decision making and the incurring of expenditure;
- Health and safety risk management, review and monitoring procedures;
- Serious incident reporting and review procedures; and
- A framework for joint working between delivery managers, fundraising, and finance for whole-life management of external funding and partnerships.

Trustees review risk using a traditional risk register approach as a formal report and review of the organisation's key risks, with the review including looking at existing controls and plans for mitigation, and further actions and improvements required. Risk management techniques are also thoroughly embedded throughout the organisation's decision making and control mechanisms, an organisational strength which has strengthened our effective response to the higher level risk environment from COVID-19.

At the current time the following risks were identified as the highest category risks for the Refugee Council; with the Coronavirus pandemic continuing to play a part in the risk environment in which we operate.

Risk	Mitigation Actions
Failure to sustain income levels at levels required to fund our ambitions Whilst our outturn for 2020/21 was better than originally forecast when the pandemic initially arose, much of the emergency financial support we received was one-off and short term. We also have ongoing risks on our contract income, particularly within resettlement services where the impacts of COVID-19, the crisis in Afghanistan, and uncertainty over government funding commitments for the long term, present considerable uncertainties to our future funding position. We will also be competing in a more crowded fundraising market, and a post-COVID economic environment which is likely to squeeze many households' income.	We are maintaining close relations with all our funders in order to best respond with them to any changing levels in funding going forwards. We will be moving our fundraising information to a new database, which will provide a better donor experience for our supporters, and a platform for Refugee Council to maximise fundraising income. We have set a target to grow our individual giving income, which will therefore increase the income over which we have control of allocation. We also intend to expand our corporate partnership work, providing a further diversity of funding and partners. However we will also at all times maintain our level of free reserves at a level to safeguard against the potential financial impact of these risks. See Financial Review, below, for more on this.
Significant Safeguarding Issue The risk of harm to our beneficiaries, staff, volunteers or other stakeholders, due to inadequacies of Safeguarding policies or practice at the Refugee Council. The second-order risk of reputational damage arising from such an incident, including threat to our ability to collaborate effectively, could create fundraising risk, as well as risk to our clients' trust in us.	The Board of Trustees have agreed a plan for strengthening our safeguarding approach. This will include a review of our policies and procedures, and ensuring all trustees, managers, staff and volunteers receive relevant training. Quarterly reporting to trustees and the appointment of a safeguarding lead trustee on the Board will improve oversight and scrutiny on this area.
Staff Wellbeing and Coronavirus Whilst a great deal of work has taken place to provide a safe working environment for our staff, operating in a pandemic inevitably means some health risk to our staff, volunteers or clients from COVID itself. There is also the risk to our staff and volunteers' wellbeing arising from the wider difficulties the pandemic causes in both personal and professional lives. Our mixed remote and onsite delivery model is now well embedded and generally working very well, but this way of working continues to present some challenges to service delivery. Second order reputational risk also exists if the continued crisis is not seen to be handled well;	Extensive health and safety policies and guidance are in place and reviewed frequently in order to ensure any place-based working is COVID secure. Extensive work to support staff wellbeing continues, with multiple clear routes for communication and feedback on concerns. IT solutions have been provided to enable effective remote working, and these are being reviewed to provide more efficient platforms for the future.

including impact on staff & volunteer relations, or the impact on our reputation with clients, funders, and partners.	
IT Our current IT infrastructure was put in place ten years ago, with maintenance and upgrades of the systems since that time but no complete overhaul. For most of this time the systems have operated reliably, if not as efficiently or effectively as we'd like, particularly in recent years where the functionality has fallen well behind what is possible. However since the beginning of 2021/22 we have experienced a number of IT failures which cast doubt on the resilience of our IT systems. Given our hybrid remote / onsite working model, IT systems are absolutely business critical. The likelihood of catastrophic failure is not deemed high, but the impact of any such failure would be significant.	We are working with our IT provider to ensure each incident will not re-occur. We have held contract meetings at the highest level and will be setting and monitoring a broader improvement and action plan to ensure resilience of our systems. We have given notice to our current IT provider for the end of the current contract in early 2022, and are working with a charity sector specialist IT consultancy to secure a new provider from that point. Once the new provider is selected we will then be upgrading our basic IT infrastructure to provide improved performance, quality of IT experience, and resilience for the future.

There are in addition to the above a number of other risks that whilst significant in aggregate, are not individually critical. The impact of these can in general be assessed to give an estimated financial impact, such as the likely range by which income may fall short of budgets, or the resources required to put right issues arising. The overarching insurance and mitigation against these risks is the holding of sufficient levels of free reserves to protect against them. The process for setting the level of reserves we hold is described in the Reserves section below.

Financial review

Financial Impact of COVID-19

At the start of the year Refugee Council, like many charities, was facing the potential for major financial loss due to the escalation of the Coronavirus pandemic. At the end of the first quarter we were forecasting a risk to our income of up to £700k, and even assuming the implementation of cuts to operating budgets to offset, a potential overall deficit of £300k.

Income would indeed go on to be heavily affected in certain areas, most significantly on our Resettlement grants where the pandemic put a halt to client arrivals in the year, and income and spend fell accordingly by £0.5m.

However a number of factors turned the financial situation around, such that by the end of 2020/21 our Income and Expenditure Account showed an overall surplus of £1m, of which we were able to post £0.6m as an increase to our free unrestricted reserves.

The first major factor was the generosity of our supporters, both individual and institutional, in response to the potential financial crisis we were facing at the outset of the year. Our supporters gave generously in response to our emergency appeal; our existing funders worked with us to be flexible on the use of their funding in the new operating environment; and new emergency COVID funding was offered and won, to help us meet the additional infrastructure and adaptation costs of responding to the pandemic.

The second was the availability of the Coronavirus Job Retention 'Furlough' Scheme, which part funded those staff we were obliged to furlough during the year, particularly on the Resettlement programme, thus

helping us address one of our larger financial risks.

The third major factor was for one of our major grants, the Asylum Migration and Integration Fund, to increase the percent the fund would meet of our projects, from 75% to 90% of the project cost – a funding increase worth some £0.3m.

Lastly, we were able to reduce costs in a number of areas – most significantly on travel and expenses budgets – from the year of working mostly remotely.

Overall Financial Review

In 2020/21 we recorded a total income of £12.6m, a £2.4m increase from the £10.2 million in 2019/20. Total expenditure increased accordingly from £10.8 million to £11.6 million.

£1.5m of this increase was due to funding received from the National Emergencies Trust's Coronavirus Appeal Programme. This was emergency funding provided on a UK-wide basis; administered via the Refugee Council, to respond to the urgent and critical needs of our clients in the pandemic.

Despite the £0.5m decrease in Resettlement expenditure, our expenditure on our charitable activities increased overall from £9.6 million in 2019/20 to £10.3 million in 2020/21, with the biggest increases of expenditure on our Integration (£0.9m) and Therapeutic (£0.3m) services.

Expenditure on raising funds was £1.24 million, a small decrease from the £1.26 million last year. The income raised from these activities in 2020/21 was £4.5 million; which is to say the net income from raising funds for our charitable activity in 2020/21 was £3.2 million.

Reserves

Total funds at 31 March 2021 stood at just under £6.0 million; of which £1.6 million is restricted by donors to fund specific projects, and £0.1 million is a long term endowment fund. Neither of these balances are available for general use.

Of the balance of £4.3 million unrestricted funds, £1.4 million has been designated and set aside by Trustees at the year-end as funding for specific future purposes. These designations are:

- The balance of the £925,000 unrestricted donation originally received in 2018/19 from one of our long standing donors stands at £250,000, which we will be applying against the 2021/22 budget.
- The amount of our overall funds invested in our tangible fixed assets, chiefly the value of fitting our service provision offices out for our specialist activities, comprises £571,000. This funding is set aside from general reserves to recognise that this value can only be realised by disposing of these assets, and assuming we retain them, to fund the depreciation we will incur on these assets over the life of the leases. The leases complete in and reserve will be used up in 2028.
- An allocation of a further £320,000 into our investment fund. £250,000 of the fund's balance has been set aside for IT and other investments that will generate efficiency savings for the organisation in the longer term. The remainder £133,000 will fund investments in our donor database, and fundraising acquisition.
- £146,000 funding designated as funding against specific services, which we expect to draw down to fund expenditure in 2021/22.

After these designations, our free unrestricted general reserves at 31 March 2021 stand at £2.9 million, an increase of £0.6 million from the £2.3 million held at the start of the year.

Reserve setting and reserve policy

The level of free unrestricted reserves maintained by the organisation is determined by balancing two competing objectives. On the one hand, we must make maximum and speedy use of resources provided by our funders to deliver real impact for refugees and asylum seekers; while on the other we must ensure that

we have adequate resources to continue to deliver our services through periods of financial challenge and uncertainty, so that we will be here for refugees and asylum seekers over the medium term.

The Trustees regularly assess the risks to which the Refugee Council is exposed, and determine a range for reserve levels in light of these risks. The principal financial risks include the requirement for unexpected additional expenditure, a sudden unexpected change in the level of our income, and a need to maintain services in the short term and allow a wind down in a phased manner as individual funding streams end.

While this process cannot come up with a precise figure for reserves, after taking these risks into consideration, and bearing in mind the generally increased risk environment and economics of a post-COVID world, Trustees believe the current appropriate level for free reserves is between £2.1m and £3.0m.

In assessing the level of reserves we ignore restricted reserves and endowments, where the funds have to be spent in accordance with the donors' intentions, the fixed asset reserve (because this cannot easily be realised to protect against risks) and other designated reserves where the trustees have already specifically set aside monies for expenditure in future periods.

At March 2021 the level of free unrestricted reserves is £2.9 million, towards the top of this target range for reserves.

Approach to Fundraising

The vast majority of the fundraising undertaken by the Refugee Council is done directly by our own staff, which means we are able to fully control the standards to which the work is carried out.

This year we worked with an agency to promote payroll giving and a telephone fundraising agency to promote regular giving. We expect all third parties who work with us to meet the same high standards as our own fundraisers and have contracts in place to ensure this. We do not currently undertake any street fundraising or door to door fundraising.

We use a mixture of consent and legitimate interest as our legal basis for processing supporters' personal data for marketing purposes. We ask all supporters how they would prefer us to communicate with them. We give them the option to let us know if they prefer less contact or no longer wish to hear from us, and we always respect their wishes. We do not sell or exchange lists of data with any other charities or companies. For further details please see our privacy policy at <https://www.refugeecouncil.org.uk/privacy-policy/>

Occasionally, supporters or businesses wish to undertake fundraising through methods which fall under the term of commercial participator. These are often small-scale ventures such as proceeds or profits from books or clothes. In all such cases we carry out due diligence and require that the other party complies with all relevant fundraising regulation, including, where applicable, how they will protect vulnerable people. During the year there was one such agreement in place, through which funds of £2,269 were raised for the organisation.

The Refugee Council has been registered with the Fundraising Regulator since its inception in July 2016 and with its predecessor, the Fundraising Standards Board, before then. We fully comply with the Code of Fundraising Regulations issued by the Fundraising Regulator. We take supporter complaints seriously and have established a process to handle, quantify and respond to complaints. This year we received four complaints, all of which were resolved to the complainant's satisfaction by our Supporter Care team. We review all complaints received to determine any changes we need to make, and we update our database whenever a donor requests this. Our Fundraising Complaints Procedure can be easily found on our website.

All of our staff follow best-practice guidelines for dealing with vulnerable people as outlined in our Acceptance and Refusal of Donations Policy and Procedures.

In July 2017 the Fundraising Regulator launched the Fundraising Preference Service (FPS) aimed at providing people with the means to stop direct marketing from specific charities without having to contact them directly. In this financial year, Refugee Council has received four such requests.

Structure, Governance and Management

This report covers the year to 31 March 2021.

Organisational Structure

The British Refugee Council ("the Refugee Council") is a company limited by guarantee and is registered as a charity with the Charity Commission. The Refugee Council's governing documents are its Memorandum and Articles of Association. As at 31 March 2021 there were 10 trustees who were also members, and who as required by the Memorandum and Articles of Association agree to contribute £1 in the event of the charity winding up. The Trustees perform their work on a voluntary and non-remunerated basis, and are only reimbursed for minor costs such as transport to meetings.

Appointment of Trustees

The Board of Trustees consists of up to thirteen members who are appointed on the basis of an open recruitment exercise. The Board undertakes a skills audit for existing trustees and matches that against the desired skills and experience before undertaking any new recruitment, in order to ensure that the Board remains well equipped to meet its governance function.

One third of the trustees must stand down at the Board meeting immediately preceding each AGM, with those standing down eligible for re-election subject to a maximum length of office of 9 years. The Board elects a Chair and Honorary Treasurer from among their members, who are able to serve in these posts for a maximum length of seven years.

One trustee resigned during 2020/21.

Trustee induction and training

All Trustees receive a full induction upon being appointed to the Board of Trustees. The induction includes an introductory session with the Senior Management Team and visits to see some of the service delivery work first hand. Through this they receive an overview of the work of the Refugee Council and grant arrangements with key funders. Trustees receive an induction pack which provides details of the charity's strategic plan, minutes of Board meetings for the previous year, financial information including budgets and procedures and more general information on the requirements of being a trustee. Trustees are kept up-to-date with legal and statutory requirements through circulation of materials, links to e-bulletins focusing on the voluntary sector, and where appropriate through attending external trustee training and networking events.

Organisation

The Board of Trustees meets on a regular basis throughout the year, and met formally six times during the year. The main tasks of the Board are:

- Setting and maintaining the vision, mission and values of the organisation
- Agreeing major organisational policies and programmes
- Approving the strategic direction, annual plans and associated budgets
- Reviewing progress against these plans and financial performance
- Monitoring risks and the mitigation actions taken

The Board also has two sub-committees, the Resources Committee and the Nominations Committee. The Resources Committee comprises the Chair, Treasurer, and two other Trustees with relevant experience; it also met four times during the year. This sub-committee, which operates within guidelines set by the Board, gives a greater level of scrutiny on financial and operational issues, including meeting with the external auditors and approving expenditures where they exceed levels delegated to management but below levels reserved to the Board.

The Nominations Committee comprises the Chair and two other trustees under terms of reference agreed by the Board, which includes overseeing the recruitment and selection of new trustees and supporting the

Chair of the Board in ensuring effective Board performance.

Day-to-day management is the responsibility of the Chief Executive, who is appointed by the Trustees, and a Senior Management Team comprising Executive Directors of Services, Income Generation, Advocacy and Engagement, and Finance and Resources.

Public Benefit

The Charities Act 2011 requires charities to demonstrate that their work is of direct benefit to the public. When planning the Refugee Council's activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

Within the constraint of resources, and subject to any eligibility criteria for a specific service, the Refugee Council's services, described above, are available to all refugees and people claiming asylum. Services are offered in many of our clients' languages, without charging fees, and recognising the difficulties many face in meeting travelling costs. Our work on sector capacity building, refugee integration and education of the general public about refugee issues benefits the whole community by supporting community cohesion. Our work on policy, legislation and advocacy advances human rights and access to employment, education and health care, and combats destitution.

Policies

Investment policy

The charity has opted not to pursue a policy of investing surplus funds on the equities or bonds markets. Due to the short-term nature of these funds, it has chosen to place them on short-term cash deposit.

Remuneration Policy

The Refugee Council has a job grading system in place that, on the basis of a number of criteria, matches posts against the pay spine used by the National Joint Council for Local Government. This system is used for all posts in the organisation with the exception of executive staff. Employees normally join the organisation at the bottom of the scale for their post and move up the scale on an annual basis. In exceptional circumstances a market supplement may be paid in order to attract a candidate in a difficult to recruit to post. An annual cost of living award is paid to staff in line with that agreed by the National Joint Council. This resulted in an annual increase of 2.75% in April 2020. No bonuses are payable to any staff.

For executive staff the Refugee Council has to balance a number of factors, including the esteem and value of working for a charity, and the limited number of applicants for senior roles with experience and knowledge in some key functions. The Board are conscious that executive salaries need to remain competitive with the sector whilst ensuring that there is appropriate consistency on remuneration across the organisation. Therefore in determining levels of executive pay, the Refugee Council will usually reference pay data from employment agencies, charities of a comparable size and sector competitors, and will consider the ratio between executive and median employee data. Annual cost of living awards for executive staff are normally comparable to any increases paid to non-executive staff. Senior management received annual cost of living increases of 2.75% in April 2020. Benefits received by executive staff are in line with those available to all staff.

The Board is directly responsible for the annual setting of the salary level of the Chief Executive, who in turn has delegated responsibility for other executive staff. The Board usually reviews the level of executive salaries every two years based on benchmarking data, to ensure that salaries are still comparable to the median level of similar sized charities. Such an exercise was last taken in 2018/19, when the Board agreed that there was no requirement to adjust the salary of the Chief Executive other than the cost of living increase.

The ratio of the Refugee Council Chief Executive's salary to the median of staff salaries at March 2021 was 2.6 (March 2020 - 2.7).

Employees

The charity recognises the importance and commitment of its staff in the delivery of our plans and activities. Employees are kept up to date on matters affecting the charity through regular staff briefings and email updates. With staff spread over a number of offices, and onsite visiting constrained due to COVID-19, the Senior Management Team held regular all staff 'Question Time' sessions to maintain direct contact with the wider staff group, to supplement other formal communication channels.

The organisation usually holds an all-staff conference every two years, to which volunteers are also invited, to foster a spirit of sharing and co-operation. This conference was due to take place in 2021, but as we did not deem a remote conference to be an effective replacement, we have deferred this until such time as Coronavirus conditions allow.

We formally recognise the trade union Unison, and meet with union representatives quarterly in order to consult on issues affecting employees' interests, with the Chair of the Board also meeting the union once a year.

Volunteers

Volunteers are critical to the work we are able to achieve and their support makes the impact that we have so much greater. The contribution of 305 volunteers this year amounted to some 26,183 hours of support during the year. Whilst we do not account for the value of this time in our financial statements, we can note that if we were to value their support to our work at only £10 per hour, this would amount to £261,830 worth of time. Not only do staff appreciate their value but also our beneficiaries who are at the receiving end of their valuable time. We are grateful for the continuing support of our volunteers especially during the unprecedented challenges presented by the COVID-19 pandemic for refugees and people seeking asylum.

The number of volunteers reduced significantly due to the pandemic, 305 down from 649 in 2020, due to the difficulties recruiting and supporting volunteers under the constraints of working from home/remotely. Nevertheless we did recruit 30 new volunteers overall, and we are confident that we will attract more volunteers to support our work as we transition to our new strategy and hybrid way of working. It is evident that volunteers will continue to play a crucial role alongside our expert caseworkers and practitioners to inform, support and guide people on their refugee protection journey. Next year, we will review our volunteer management policy, systems, and structures to ensure that volunteers are getting the support that they require under our new strategy and hybrid service model.

Each year Brian Marsh, chair of the Marsh Christian Trust, sponsors awards for volunteering. We held several volunteer celebrations in the year and gave out twelve Marsh Awards for the best volunteer ideas to support refugees and people seeking asylum to meet new people, develop skills, and participate in their local community. Thank you Brian Marsh.

The Trustees and staff give a big thank you to all the very talented volunteers who work to support and help us improve the lives of refugees and people seeking asylum.

Statement of Trustees' responsibilities

The Trustees are responsible in accordance with applicable law and regulations for preparing the Annual Report of the Trustees and the Strategic Report, as well as the financial statements.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy the financial position of the charity at any time, 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein. The maintenance and integrity of the charity's website is the responsibility of the trustees.

Provision of information to auditor

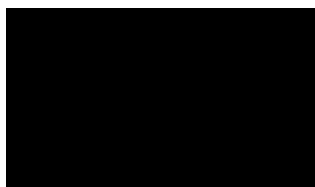
Each of the persons who is a trustee at the date of approval of this Report confirms that:

- so far as the trustee is aware, no relevant audit information has been withheld from the company's auditor; and
- the trustee has taken all the steps that he or she could reasonably be expected to have taken as a trustee in order to make himself or herself aware of any relevant audit information, and has established that this information has not been withheld from the auditor.

Auditor

A resolution to re-appoint Moore Kingston Smith LLP as the Company's auditor will be proposed at the forthcoming Annual General Meeting.

This Trustees' Report, incorporating the Strategic Report, was approved and authorised for issuance by the Council on 29 September 2021 and signed on its behalf by:



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH REFUGEE COUNCIL

Opinion

We have audited the financial statements of the British Refugee Council ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; [or]
- we have not received all the information and explanations we require for our audit.[or]
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests

with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....
Andrew Stickland (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date:

Devonshire House
60 Goswell Road
London
EC1M 7AD

STATEMENT OF FINANCIAL ACTIVITIES

Including Income and Expenditure Account

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2020/21 Total £'000	2019/20 Total £'000
Income from:						
Donations and Legacies	2 & 5	2,672	1,814	-	4,486	2,867
Charitable Activities	3 & 5	100	8,008	-	8,108	7,105
Other Trading Activities	4	6	-	-	6	258
Investments		2	-	-	2	14
Total Income		2,780	9,822	-	12,602	10,244
Expenditure on:						
Raising Funds:						
Fundraising		1,060	173	-	1,233	1,006
Premises rentals		6	-	-	6	255
Total Raising Funds		1,066	173	-	1,239	1,261
Charitable Activities:						
Resettlement		16	2,420	-	2,436	2,924
Children's Services		84	2,674	-	2,758	2,629
Integration		13	3,560	-	3,573	2,653
Advocacy and Awareness Raising		460	66	-	526	653
Therapeutic Services		26	898	-	924	629
Destitution		-	95	-	95	89
Total Charitable Activities		599	9,713	-	10,312	9,577
Total Expenditure	6a - d	1,665	9,886	-	11,551	10,838
Net Income/(Expenditure)		1,115	(64)	-	1,051	(594)
Transfers between Funds	15	(630)	630	-	-	-
Net movement in funds		485	566	-	1,051	(594)
Reconciliation of funds:						
Total funds brought forward		3,789	1,026	110	4,925	5,519
Total funds carried forward		4,274	1,592	110	5,976	4,925

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities.

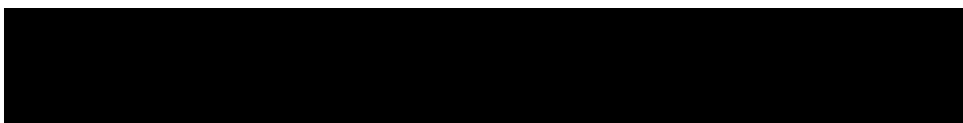
The accompanying notes form an integral part of this Statement of Financial Activities.

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2021
REGISTERED COMPANY NO: 2727514

	Notes	31 March 2021 £'000	31 March 2020 £'000
Fixed Assets:			
Tangible assets	8	634	704
Investments		4	4
Total Fixed Assets		<u>638</u>	<u>708</u>
Current assets:			
Debtors	9	2,197	2,683
Cash at bank and in hand	10	<u>5,098</u>	<u>3,049</u>
Total Current Assets		<u>7,295</u>	<u>5,732</u>
Creditors: Amounts falling due within one year	11	<u>(1,857)</u>	<u>(1,415)</u>
Net current assets		<u>5,438</u>	<u>4,317</u>
Total assets less current liabilities		6,076	5,025
Provision for liabilities	12	<u>(100)</u>	<u>(100)</u>
Total Net Assets		<u>5,976</u>	<u>4,925</u>
The funds of the charity			
Unrestricted funds:			
Designated funds		1,350	1,500
General Reserves		<u>2,924</u>	<u>2,289</u>
Total Unrestricted Funds		<u>4,274</u>	<u>3,789</u>
Restricted Income Funds		1,592	1,026
Endowment Funds		<u>110</u>	<u>110</u>
Total charity funds	13 - 15	<u>5,976</u>	<u>4,925</u>

These accounts, including this balance sheet and the notes on pages 32 to 48, were approved by the Board of Trustees of the British Refugee Council on 29 September 2021, and are signed on its behalf by:



STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2020/21 Total £'000	2019/20 Total £'000
Cash flows from operating activities:			
<i>Net cash provided by / (used in) operating activities</i>	(i)	<u>2,072</u>	<u>(467)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		2	14
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		(25)	(95)
<i>Net cash provided by / (used in) investing activities</i>		<u>(23)</u>	<u>(81)</u>
<i>Change in cash and cash equivalents in the year</i>		<u>2,049</u>	<u>(548)</u>
Cash and cash equivalents at the beginning of the year		3,049	3,597
Cash and cash equivalents at the end of the year	(ii)	<u>5,098</u>	<u>3,049</u>
(i) Reconciliation of net income/(expenditure) to net cash flow from operating activities			
Net income/(expenditure) for the year		1,051	(594)
Adjustments for:			
Depreciation charges		95	127
Loss on sale of fixed assets		-	163
Interest		(2)	(14)
(Increase)/decrease in debtors		486	(179)
Increase/(decrease) in creditors & provisions		442	30
Net cash provided by/(used in) operating activities		<u>2,072</u>	<u>(467)</u>
(ii) Analysis of cash and cash equivalents			
Cash in hand		3,732	1,684
Notice deposits (less than 3 months)		1,366	1,365
Total cash and cash equivalents		<u>5,098</u>	<u>3,049</u>

STATEMENT OF CASH FLOWS CONT'D**ANALYSIS OF CHANGES IN NET DEBT
FOR THE YEAR ENDED 31 MARCH 2021**

	At 01 April 2020	Cash-flows	At 31 March 2021
	£'000	£'000	£'000
Cash in hand	1,684	2,048	3,732
Cash equivalents	1,365	1	1,366
TOTAL	3,049	2,049	5,098

NOTES TO THE FINANCIAL STATEMENTS**1. ACCOUNTING POLICIES****(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2015) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are set out below.

The Refugee Council constitutes a public benefit entity as defined by FRS 102.

Going concern

The financial statements are prepared on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future. The trustees have assessed the appropriateness of the going concern basis for the preparation of the financial statements and have taken account of potential uncertainties, including the potential impact of the COVID-19 pandemic on the charitable company's financial position. Despite early concerns our key fundraising income streams have remained solid, additional costs of transitioning to a remote service model were met from grants or existing budgets, and savings were made on certain running costs.

The trustees have reviewed the charitable company's forecasts & projections for a period of at least twelve months from the date of approval of these financial statements and have set a balanced budget for 2021/22 based on reasonable assumptions on funding levels, and are confident that the charity has sufficient resources to deal with any further unexpected financial shocks arising.

Based on the above assessment and the charitable company's level of free reserves at the balance sheet date, the trustees consider that there are no material uncertainties about the Refugee Council's ability to continue as a going concern and meet its liabilities as they fall due for at least 12 months following approval of these financial statements. Accordingly the financial statements continue to be prepared on the going concern basis.

The functional currency of the charity is pounds Sterling.

(b) Income

Income is recognised in these accounts where there is entitlement to the income, where it is probable that the income will be received, and where the amount can be measured reliably. Income received in advance of these criteria being met is deferred as a liability.

Income from Donations and Legacies

Donations and legacies includes donations and gifts, legacies, and all other income that is in substance a gift made on a voluntary basis. It also includes grants of a general nature provided by government and charitable foundations which are not conditional on delivery of certain levels or volumes of a service. The donation may be made towards the general aims of the Refugee Council (unrestricted), or towards a specific service or aim (restricted). Donations are recognised on receipt of the donation, or if earlier, at the point where there is a written obligation for a donor to pay a specified donation. Legacies are recognised at the point of probate being granted and the estate value can be estimated reliably.

Income from Charitable Activities

Income from charitable activities includes income earned from the supply of services under contractual arrangements, and from grants that specify the provision of a particular charitable service.

NOTES TO THE FINANCIAL STATEMENTS

Income under contractual arrangements is recognised when the income falls due under the terms of the contract.

Income from grants that are subject to performance or other conditions are recognised when the conditions are deemed met. Where a grant agreement states that funding is conditional on eligible expenditure having been made, such as our provision of the Gateway Resettlement service, our entitlement to income matches expenditure incurred and so we recognise income when eligible expenditure is made. Where a performance related grant is given for charitable activity to be performed over a specified period of time, the entitlement arises and the income is recognised for the period of activity for which it is awarded. For example multi-year grants approved on the basis of annual budgets are recognised over the life of the multi-year charitable activity in line with the approved annual budgets.

Income from Other Trading Activities

Comprises primarily rental income received on renting out surplus office space. Rental income is recognised on a straight line basis over the term of the rental agreement..

(c) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under the related activity. The expenditure comprises direct expenditure including direct staff cost attributable, and allocated support cost. Support costs represent central operational overheads such as Finance, Human Resources, Information Technology, and central office costs (not including service premises costs which are accounted for as direct expenditure), and the costs of governing the organisation. Support costs are allocated to activities on the basis of a percent on top of the expenditure supported as this is deemed the most appropriate measure of how such resources are used.

Expenditure on raising funds are those costs incurred in attracting donations and legacies.

Charitable activities include grants payable and expenditure associated with the provision of service to the beneficiaries and stakeholders of the charity, and covers both direct cost and allocated support cost relating to these activities. Grants payable are accounted for when the directors have created a constructive obligation to make the grant. The value of grants approved and communicated but still to be paid are included in the balance sheet as current liabilities.

Charitable activities have been classified into the following main activities of the charity:

- Resettlement – where we work in partnership with local authorities in providing high quality services to integrate refugees in England;
- Children's Services – where we provide services to separated children, children who have been trafficked and or suffered traumatic experiences;
- Integration – where we support those with newly granted refugee status to move into mainstream support systems;
- Advocacy and Awareness Raising – where we promote the rights of refugees and to ensure that UK immigration legislation and European directives are responded to in a co-ordinated manner, including the use of research, public campaigns, policy influencing, parliamentary lobbying and media work;
- Therapeutic Services – where we offer a holistic response to the complex needs of refugees who have suffered traumatic experiences;
- Destitution – where we provide immediate personal support to those at risk of destitution and also access to advice.

NOTES TO THE FINANCIAL STATEMENTS

(d) Fund accounting

The charity maintains various types of funds as follows:

Unrestricted funds

General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity.

Designated funds are unrestricted funds transferred from general funds and set aside at the discretion of the Board of Trustees for particular purposes. The Trustees review the composition of the funds annually in order to assess their continued use and make new reserves in line with the future strategy of the charity.

The current status of designated and general funds is disclosed in note 15a.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors. The aim and use of key restricted funds are set out in note 15b to the financial statements.

Endowment funds

The charity holds one endowment fund which capital sum is to be held in perpetuity with the interest on the balance used to support refugees’ education. The aim and use of this endowment fund is set out in note 15c to the financial statements.

Transfers

Transfers in certain situations may be made between categories of funds. Funds may be transferred between Unrestricted and Designated funds at the discretion of the Board of Trustees to set aside resources for a particular purpose. Where expenditure against a primarily restricted funded project exceeds the restricted funding available from donors in the year, funding is transferred from unrestricted funds to meet the excess cost.

(e) Tangible fixed assets and depreciation

Tangible fixed assets purchased for the Refugee Council’s purposes and costing more than £2,000 are capitalised and included at cost, including any incidental expenses of acquisition. Depreciation is calculated so as to write off tangible assets on a straight line basis over the expected useful lives as follows:

Freehold buildings	50 years
Leasehold property improvements	lesser of 10 years from date of purchase or lease period
Computer equipment	3 years
Motor vehicles, furniture, fixtures and equipment	5 years

(f) Value added tax

Irrecoverable Value Added Tax is included in the relevant costs in the Statement of Financial Activities.

(g) Pensions

The organisation operates a defined contribution pension scheme for employees and the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year

NOTES TO THE FINANCIAL STATEMENTS

and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

(h) Finance and operating leases

Rentals applicable to operating leases, where substantially all the benefits and risk of ownership remain with the lessor, are charged to the Statement of Financial Activities over the period in which the cost is incurred. The Refugee Council has no assets under finance leases, which confer rights, and obligations similar to those attached to owned assets.

(i) Provision for liabilities

Provision for liabilities only arises where the charity has a legal or constructive obligation to meet future liabilities. The following liabilities have been recognised in the accounts:

Dilapidations

Provision is made for dilapidation works due to arise on leasehold properties. The Refugee Council has a contractual obligation to absorb such future costs.

(j) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

(k) Other financial instruments**i. Cash and cash equivalents**

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price.

NOTES TO THE FINANCIAL STATEMENTS

2. Donations and legacies	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total £'000
Donations and gifts from individuals	2,039	135	2,174	1,592	208	1,800
Legacies	551	-	551	401	-	401
Trust income & general grants	82	1,679	1,761	299	367	666
Total	2,672	1,814	4,486	2,292	575	2,867

3. Charitable activities	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total £'000
Resettlement	3	2,283	2,286	28	2,725	2,753
Children's Services	42	1,885	1,927	81	1,841	1,922
Integration	4	2,730	2,734	20	1,944	1,964
Advocacy and Awareness Raising	50	181	231	50	176	226
Therapeutic Services	1	929	930	2	238	240
Asylum Support	-	-	-	-	-	-
Total	100	8,008	8,108	181	6,924	7,105

4. Other Trading Activities	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total £'000
Premises sublets and rentals	6	-	6	258	-	258
Total	6	-	6	258	-	258

NOTES TO THE FINANCIAL STATEMENTS

5a. Grants included within donations and legacies:

Activity	Funder	Grant For	2020/21 £'000	2019/20 £'000
Covid Recovery Funding	National Emergencies Trust	Integration, Children's, Therapeutic, Central Support	1,520	-
Children's Services	Various trusts	Various Children's Projects	141	186
Various	HMRC Job Retention Scheme Grant	Resettlement, Integration, Children's	137	-
Integration	Starbucks	Employment	53	20
Covid Recovery Funding	Comic Relief	Various	40	-
Integration	Fresh Leaf Foundation	Refugees into Jobs	17	16
Children's Services	The Goldsmiths' Company Charity	Age Disputes project	15	-
Destitution	Various trusts	Destitution	12	3
Therapeutic Services	City Bridge Trust	London Community Response Fund	5	-
Resettlement	Reset Communities and Refugees	Capacity Building for Community	4	8
Integration	Various trusts	Employment, Refugee Advice Project,	-	51
Children's Services	The Austin and Hope Pilkington Trust	My View Birmingham	-	5
Children's Services	Croydon Council Community Grants	Youth Development	-	15
Children's Services	Schroder Charity Trust	Youth Development	-	8
Children's Services	Islamic Relief	Trafficked Children's Project	-	23
Therapeutic Services	Various trusts	Adults Therapeutic Services	-	5
Destitution	West Hackney Parochial Charity	Destitution	4	4
Various	Other funders	Other grants	21	24
Other Trust and Statutory Grants			1,969	368
Total Grants included within donations and legacies			1,969	368

5b. Grants included within charitable activities:

Activity	Funder	Grant For	2020/21 £'000	2019/20 £'000
Resettlement	Leeds City Council	Yorkshire & Humberside Syrian Vulnerable Persons Relocation Scheme	1,216	1,625
Children's Services	Home Office	Children's Panel and Kent Intake Unit	1,590	1,600
Integration	Asylum Migration & Integration Fund (AMIF)	New Roots	1,583	1,230
Resettlement	Sheffield City Council	Gateway Resettlement Programme	631	626
Therapeutic Services	East of England - SMP	Wellbeing for Work Programme	340	-
Integration	Health Education England	Building Bridges	340	340
Resettlement	Various Hertfordshire Councils	Hertfordshire Syrian Vulnerable Persons Resettlement Scheme	149	285
Resettlement	Lewisham Council	Lewisham Resettlement	258	141
Integration	National Lottery Community Fund	Health Access for Refugees Programme (HARP 2)	124	119
Therapeutic Services	Northeast Essex CCG	Wellbeing for Work Programme	90	-
Therapeutic Services	North & East Herts CCG	Wellbeing for Work Programme	78	-
Therapeutic Services	Herts Valley CCG	Wellbeing for Work Programme	78	-
Therapeutic Services	National Lottery Community Fund	Adults Therapeutic Services	71	-
Destitution	National Lottery Community Fund	Destitution	46	-
Integration	National Lottery Community Fund	Barnsley Refugee Advice Project	49	116
Integration	Barnsley MBC	Barnsley Refugee Advice Project	55	-
Therapeutic Services	Leeds City Council	VPRS South Yorkshire	77	75
Therapeutic Services	Cambridge & Peterborough CCGs	Wellbeing for Work Programme	100	-
Therapeutic Services	Cambridge & Peterborough CCGs	VPRS - Cambridge & Peterborough	-	55
Therapeutic Services	Birmingham CCG	Birmingham Therapeutic Services	30	48
Therapeutic Services	Migration Fund	My View Birmingham	-	40
Resettlement	Bassetlaw District Council	Syrian Vulnerable Persons Refugee Programme	31	33
Therapeutic Services	West Essex CCG	Wellbeing for Work Programme	25	-
All services	Sheffield CCG	Client Consultation	-	5
Therapeutic Services	Ipswich CCG	VPRS- Ipswich	-	8
Government Grants			6,961	6,346

NOTES TO THE FINANCIAL STATEMENTS

5b. Continued - Grants included within charitable activities:

Activity	Funder	Grant For	2020/21 £'000	2019/20 £'000
Children's Services	People's Postcode Lottery	From Surviving to Thriving	-	4
Integration	World Jewish Relief	Regional Employment Programme	151	125
Integration	City Bridge Trust	Refugee Community Organisation Capacity Building	71	83
Therapeutic Services	Comic Relief	Safer Refugee Women	-	21
Mixed	Comic Relief	Core Grant	100	100
Children's Services	Comic Relief	Refugee Cricket Project	101	92
Children's Services	Comic Relief	My View (London, Boys)	55	52
Children's Services	Children in Need	My View (London, Boys)	37	10
Children's Services	Children in Need	Youth Development	40	39
Therapeutic Services	City Bridge Trust	Adults Therapeutic Services London	40	-
Advocacy and Awareness Raising	Other Funders	Detention Forum	20	20
Advocacy and Awareness Raising	Paul Hamlyn Foundation	Detention Forum	40	-
Advocacy and Awareness Raising	Barrow Cadbury Trust	Detention Forum	15	23
Advocacy and Awareness Raising	The Bromley Trust	Detention Forum	-	5
Various	Others	Others	109	100
Other Trust and Statutory Grants			779	674
Total Grants included within charitable activities			7,740	7,020

There are no unfulfilled conditions and other contingencies attaching to government or other grants that have been recognised in income. There has not been any other forms of government assistance from which we have directly benefitted.

NOTES TO THE FINANCIAL STATEMENTS

6a. Expenditure comparitors	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total £'000	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total £'000
Raising Funds:						
Fundraising	1,060	173	1,233	1,006	-	1,006
Premises sublet	6	-	6	255	-	255
Total Raising Funds	1,066	173	1,239	1,261	-	1,261
Charitable Activities:						
Resettlement	16	2,420	2,436	140	2,784	2,924
Children's Services	84	2,674	2,758	209	2,420	2,629
Integration	13	3,560	3,573	131	2,522	2,653
Advocacy and Awareness Raising	460	66	526	479	174	653
Therapeutic Services	26	898	924	83	546	629
Destitution	-	95	95	2	87	89
Total Charitable Activities	599	9,713	10,312	1,044	8,533	9,577
Total Expenditure	1,665	9,886	11,551	2,305	8,533	10,838

6b. Expenditure analysis	Staff Costs £'000 Note 7(a)	Other Direct Costs £'000	Grant expenditure £'000 Note 6(d)	Subtotal £'000	Support Costs £'000 Note 6(c)	Total £'000
2020/21 Expenditure on:						
Raising Funds:						
Fundraising	542	566	-	1,108	125	1,233
Premises sublet	-	6	-	6	-	6
Total Raising Funds	542	572	-	1,114	125	1,239
Charitable Activities:						
Resettlement	1,822	369	31	2,222	214	2,436
Children's Services	1,912	533	-	2,445	313	2,758
Integration	1,742	565	922	3,229	344	3,573
Advocacy and Awareness Raising	346	98	21	465	61	526
Therapeutic Services	642	178	-	820	104	924
Destitution	57	26	-	83	12	95
Total Charitable Activities	6,521	1,769	974	9,264	1,048	10,312
Support Costs (Note 6(c))	921	252	-	1,173	(1,173)	-
Total	7,984	2,593	974	11,551	-	11,551

2019/20 Expenditure on:	Staff Costs £'000	Other Direct Costs £'000	Grant expenditure £'000	Subtotal £'000	Support Costs £'000	Total £'000
Raising Funds:						
Fundraising	486	377	-	863	143	1,006
Premises sublet	-	255	-	255	-	255
Total Raising Funds	486	632	-	1,118	143	1,261
Charitable Activities:						
Resettlement	1,997	504	-	2,501	423	2,924
Children's Services	1,654	604	1	2,259	370	2,629
Integration	1,289	538	507	2,334	319	2,653
Advocacy and Awareness Raising	370	124	75	569	84	653
Therapeutic Services	365	178	-	543	86	629
Destitution	43	33	-	76	13	89
Total Charitable Activities	5,718	1,981	583	8,282	1,295	9,577
Support Costs (Note 6(c))	887	551	-	1,438	(1,438)	-
Total	7,091	3,164	583	10,838	-	10,838

NOTES TO THE FINANCIAL STATEMENTS

6c. Support Costs	2020/21 £'000	2019/20 £'000
Central Premises and Business Support	213	445
Finance and Payroll	343	306
Human Resources	316	295
Gredley House - Disposal Fit-Out Asset	-	102
Information & Communication Technology	104	122
Governance Costs	129	107
Digital & Web development	3	7
Senior Management	65	54
Total Support Costs	1,173	1,438

The above support costs are allocated pro-rata to the expenditure of activities supported (see Note 1c.)

6d. Grant Expenditure	For	Activity	2020/21 £'000	2019/20 £'000
Institutional Grants to				
London Metropolitan University	Building Bridges	Integration	139	139
Scottish Refugee Council	NET Covid Recovery fund	Integration	224	-
Bryson's Care	NET Covid Recovery fund	Integration	114	-
Goodwin Trust	New Roots	Integration	45	113
Refugee Education & Training Advice Service	New Roots	Integration	141	97
Student Action for Refugees	STAR grant	Advocacy and Awareness F	-	75
PATH Yorkshire	New Roots	Integration	92	67
Glowing Results	Building Bridges	Integration	49	34
Barnsley CVS	Refugee Advice Project	Integration	26	31
Welsh Refugee Council	NET Covid Recovery fund	Integration	46	-
Humber Community Advice Services	New Roots	Integration	46	26
Lewisham Refugee & Migrant Netwo	Lewisham Resettlement	Resettlement	31	-
British Red Cross	Asylum Reform Initiative	Advocacy and Awareness F	15	-
ECPAT	Trafficking Training	Childrens	-	1
Counterpoint Arts	Refugee Week	Advocacy and Awareness Raising	6	-
i) Expenditure on Grants to Institutions			974	583
Total Grant Expenditure			974	583

Support costs are incidental to the costs of making institutional grants and so there were no support costs allocated to institutional grants in the current or prior year. There were no grants made to individuals in 2020/21 or 2019/20.

7a. Staff costs and employee benefits	2020/21 £'000	2019/20 £'000
Wages and salaries	6,692	5,823
Social security costs (employer's National Insurance)	635	560
Employer's contribution to defined contribution pension	271	238
Salaried Employees	7,598	6,621
Wages and salaries	367	447
Social security costs (employer's National Insurance)	12	15
Employer's contribution to defined contribution pension	7	8
Sessional Workers	386	470
Total staff costs	7,984	7,091

NOTES TO THE FINANCIAL STATEMENTS

The number of employees whose remuneration as defined for taxation purposes amounted to £60,000 and upwards in the year was as follows:

	2020/21	2019/20
£60,000 - £69,999	4	3
£80,000 - £89,999	-	1
Total	4	4

Pensions payments in respect of the above in 2020/21 were £17k (2019/20: £16k).

The remuneration of the senior executives is set in accordance with the policy set out in the Trustees Report. In 2020/21 the below posts were classified as Senior Executive. The actual remuneration (including amounts paid in respect of employer's National Insurance and Pension contributions) paid for the individuals who were in post during the year is shown below, and the names of the post holders can be found on p49.

As some individuals were part time or only in post for part of the year, the Full Time Equivalent (FTE) full year salary on which their remuneration is based for the current year is also shown for comparison.

	FTE Salary for Post £	Actual Salary paid £	Employer's NI paid £	Employer's Pension paid £	Total Remuneration £	Total Remuneration £
	2020/21	2020/21	2020/21	2020/21	2020/21	2019/20
Chief Executive (to 31 November)	88,301	61,924	7,737	3,096	72,757	100,904
Chief Executive (From 1 December)	88,365	29,455	3,661	1,473	34,589	-
ED Services	68,962	59,105	6,944	2,955	69,004	68,179
ED Advocacy and Engagement	66,739	66,739	7,998	3,354	78,091	75,974
ED of Income Generation	66,279	66,279	7,934	2,651	76,864	74,796
ED Finance and Resources	66,551	66,551	7,972	3,328	77,851	75,757
Total Senior Executive Remuneration		350,052	42,246	16,856	409,156	395,610

7b. Average Staff Numbers

The average full time equivalent (FTE) and count of salaried employees within the year was as follows:

	2020/21		2019/20	
	FTE	Headcount	FTE	Headcount
Charitable Activities:				
Resettlement	49	58	51	58
Children's Services	44	46	42	46
Integration	46	48	35	40
Therapeutic Services	18	25	9	16
Advocacy & Engagement	9	10	8	9
Destitution	1	1	1	1
Total Charitable Activities	167	188	147	169
Raising Funds	12	13	13	14
Support	20	21	20	21
Total Staff Employed	199	222	180	204

In addition to salaried employees, the Refugee Council uses sessional workers on an ad hoc bookings basis, chiefly for the provision of interpretation. In 2020/21 we paid a total of 173 sessional workers (2019/20: 198).

NOTES TO THE FINANCIAL STATEMENTS

8. Tangible Fixed Assets	Leasehold property improvement	Computer equipment	Furniture, fixtures and equipment	Total
	£'000	£'000	£'000	£'000
Cost				
<i>At beginning of the year - 1 April 2020</i>	750	410	281	1,441
Additions	25	-	-	25
Disposals				-
At end of the year - 31 March 2021	<u>775</u>	<u>410</u>	<u>281</u>	<u>1,466</u>
Depreciation and impairments				
<i>At beginning of the year - 1 April 2020</i>	92	401	244	737
Depreciation	80	5	10	95
Depreciation on Disposals				-
At end of the year - 31 March 2021	<u>172</u>	<u>406</u>	<u>254</u>	<u>832</u>
<i>Net book value at beginning of the year</i>	658	9	37	704
Net book value at end of the year	<u>603</u>	<u>4</u>	<u>27</u>	<u>634</u>

9. Debtors	31 March 2021 £'000	31 March 2020 £'000
Accrued income	1,666	1,892
Prepayments	201	155
Trade Debtors	257	568
Other debtors	73	68
Total Debtors	<u>2,197</u>	<u>2,683</u>

Trade and other debtors are recognised at the settlement value due, net of any discounts offered or impairment provision.

10. Cash at bank and in hand	31 March 2021 £'000	31 March 2020 £'000
Cash on short term deposit	1,366	1,365
Cash at bank and in hand	3,732	1,684
Total Cash at bank and in hand	<u>5,098</u>	<u>3,049</u>

NOTES TO THE FINANCIAL STATEMENTS

11. Creditors: Amounts falling due within one year	31 March 2021 £'000	31 March 2020 £'000
Trade creditors	464	98
Other creditors	221	178
Taxation and social security	136	369
Accruals	293	274
Deferred income (i)	743	496
Total Creditors falling due within one year	<u>1,857</u>	<u>1,415</u>

Creditors are recognized 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 can be measured or estimated reliably.

Deferred income includes funding received in advance of funding conditions being met, and contract payments received in advance.

(i) Movement on Deferred Income	2020/21 £'000	2019/20 £'000
Deferred income at 1 April	496	482
Income released from the previous year	(496)	(482)
Funding received and deferred	743	496
Deferred income at 31 March	<u>743</u>	<u>496</u>

12. Provisions

Dilapidations provisions result from constructive obligations arising under leaseholder agreements.

Dilapidations Provisions	2020/21 £'000	2019/20 £'000
Provided at 1 April	100	243
Movement in provisions in the year	-	(143)
Provided at 31 March	<u>100</u>	<u>100</u>

NOTES TO THE FINANCIAL STATEMENTS

13. Movement on Funds Summary

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
2020/21				
Balance at 1st April	3,789	1,026	110	4,925
Income	2,780	9,822	-	12,602
Expenditure	(1,665)	(9,886)	-	(11,551)
Net Income / (Expenditure)	1,115	(64)	-	1,051
Transfers	(630)	630	-	-
Net Movements in funds	485	566	-	1,051
Balance at 31st March	4,274	1,592	110	5,976

2019/20

Balance at 1st April	4,228	1,181	110	5,519
Income	2,744	7,500	-	10,244
Expenditure	(2,305)	(8,533)	-	(10,838)
Net Income / (Expenditure)	439	(1,033)	-	(594)
Transfers	(878)	878	-	-
Net Movements in funds	(439)	(155)	-	(594)
Balance at 31st March	3,789	1,026	110	4,925

14. Funds assets and liabilities

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
2020/21				
Fixed Assets & Investments	638	-	-	638
Debtors	770	1,427	-	2,197
Cash at bank and in hand	3,074	1,914	110	5,098
Total Assets	4,482	3,341	110	7,933
Creditors	(108)	(1,749)	-	(1,857)
Provision for liabilities	(100)	-	-	(100)
Liabilities	(208)	(1,749)	-	(1,957)
Net Assets and Funds Total	4,274	1,592	110	5,976

2019/20

Fixed Assets & Investments	708	-	-	708
Debtors	748	1,935	-	2,683
Cash at bank and in hand	2,742	197	110	3,049
Total Assets	4,198	2,132	110	6,440
Creditors	(154)	(1,261)	-	(1,415)
Provision for liabilities	(100)	-	-	(100)
Liabilities	(254)	(1,261)	-	(1,515)
Net Assets and Funds Total	3,789	1,026	110	4,925

NOTES TO THE FINANCIAL STATEMENTS

15. Funds Details

15a. Unrestricted Funds	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2021 £'000
General Fund	2,288	2,780	(1,578)	1,202	(566)	2,924
Designated Funds:						
(i) Fixed Asset Reserve	633		(87)	(87)	25	571
(ii) Investment Fund	63			-	320	383
(iii) Major Trust Services Fund	230			-	(84)	146
(iv) Major Donor Services Fund	575			-	(325)	250
Total Designated Funds	1,501	0	(87)	(87)	(64)	1,350
Total Unrestricted Funds	3,789	2,780	(1,665)	1,115	(630)	4,274

(i) The Fixed Asset Reserve represents unrestricted funds invested in tangible fixed assets for use by the charity, which are not available for other purposes. Fixed asset depreciation is charged to these balances. The transfer in represents funding set aside on capital expenditure in the year.

(ii) The investment fund programme on our previous strategy has been substantially spent down. In 2020-21, in preparation for a new strategy period we have allocated a further £70k into the fund for investment in fundraising, which we expect to spend in 2021-22. We have also designated a further £250k into an 'Invest to Save' fund which will fund investment needs on the new strategy period to 2025.

(iii) In 2019/20 the Ajahma Charitable Trust closed and granted £230k towards services in future years. The gift was made as an unrestricted donation, but as we had planned to use this against specific services, trustees ring-fenced this against those services by creation of a designated reserve.

(iv) The Major Donor Services Fund represents the balance of the generous gift of one of our supporters originally received in 2018/19. We have applied £325k to fund expenditure in 2020/21 and the balance of £250k is planned to fund children's services in 2021/22.

The net £630k (2019/20: £878k) transfer out of unrestricted and into restricted funds represents our use of unrestricted resources to part fund restricted charitable expenditure. For the most part this is in the case where we have planned for an activity to be funded from a mix of unrestricted and restricted income, but can also arise where funder rules preclude their funding of the full cost of the activity.

15b. Restricted Funds:	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2021 £'000
(i) Children's Advice Service	68	1,590	(1,592)	(2)	19	85
(ii) Other Children's Services	107	518	(860)	(342)	286	51
(iii) NET Covid Response Fund	-	1,520	(1,230)	290		290
(iv) Gateway Resettlement	101	631	(619)	12		113
(v) Syrian VPRS Resettlement - Y&H	117	1,215	(1,225)	(10)	40	147
(vi) Syrian VPRS Resettlement - Hertfordshire	238	152	(180)	(28)		210
(vii) Syrian Grant Fund (GSG)	94		(62)	(62)	(32)	-
(viii) Employment Programme (WJR)	-	151	(168)	(17)	17	-
(ix) Integration including New Roots	50	1,682	(1,769)	(87)	39	2
(x) Building Bridges	19	340	(321)	19		38
(xi) Barnsley Refugee Advice Project (BLF)	13	49	(62)	(13)		-
(xii) Therapeutic Services	3	914	(675)	239	90	332
(xiii) Other	216	1,060	(1,123)	(63)	171	324
Total Restricted Funds	1,026	9,822	(9,886)	(64)	630	1,592

(i) The Children's Advice Service (previously referred to as Children's Panel) works mainly with unaccompanied children. The service helps children access education, training, health care and legal advice, as well as providing independent advocacy on their behalf. This activity is funded by the Home Office, with the transfer in representing unrestricted funding of the small balance of costs. The balance carried forward represents funding set aside to match increases in redundancy rights accrued by staff in the delivery of the service.

(ii) Other Children's services include support to trafficked young boys and girls, assistance to age disputed children, and youth development and activities including our Refugee Cricket Project. The income is from a variety of individual and institutional donors.

(iii) Funded by the National Emergencies Trust, 'NET Covid Response' is a partnership project between Refugee Council, Scottish Refugee Council, Welsh Refugee Council and Brysons Care (Northern Ireland) that provides emergency support to refugees that have been affected by the Covid-19 pandemic. This funding enabled the set up of a national Covid helpline for refugees and to support clients housed in hotels amongst other projects.

(iv) The Gateway resettlement project provides integration support to refugees resettled through the Gateway programme in the Yorkshire & Humberside region.

(v) and (vi) The Refugee Council helps with the integration support to refugees resettled into the UK under the Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme, operating in Yorkshire and Humberside and in Hertfordshire.

(vii) Goldman Sachs Gives provided grant support to set up the Syrian Refugees Fund, a fund which made small grants to Syrian households resettled to the UK through the Vulnerable Persons Resettlement Scheme, towards education and employment aims. The grant also funds a project to support refugee employment in Hertfordshire & Hull.

(viii) World Jewish Relief have provided funding for us to deliver the Regional Employment programme, which will help Syrian Refugees in Leeds and Sheffield progress towards employment.

(ix) The Refugee Council provides support to newly granted refugees to integrate into the UK. We support refugees at every stage in their integration, including helping secure access to housing and other rights on initial grant of refugee status, through to social integration activities, to supporting settled refugees find employment. In 2018/19 the Refugee Council secured significant funding from the EC Asylum Migration and Integration Fund (AMIF) for this work, and used it to set up the 'New Roots' project, which has allowed us to expand this work in London, and working in collaboration with delivery partners, extend it to Hull and Leeds.

(x) Building Bridges helps refugee doctors and other health professionals qualify for working in the NHS.

(xi) The Barnsley Refugee Advice Project supports advice and integration to refugees and asylum seekers in Barnsley

(xii) The Refugee Council runs a number of projects providing therapy and psycho-social support to refugees and asylum seekers. Funding for this work comes from a mix of voluntary grants, commissioning contracts from CCGs, and unrestricted funding.

(xiii) Other restricted funds represent a large number of smaller streams of income or balances (each individual income stream or balance below £100k), restricted to a range of our specialist service and advocacy projects. Many of these activities are planned to be funded by a mix of restricted and unrestricted income, with the transfer in representing the allocation of unrestricted funds against these activities.

15c. Endowment Funds	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	Net I&E before Transfers £'000	Transfers £'000	Balance at 31 March 2021 £'000
(i) John Frank Fund	110	-	-	-	-	110
Total Restricted Funds	110	0	0	0	0	110

(i) The John Frank Fund is used to provide assistance to refugees who need to gain further qualifications and training to enhance their employment prospects in the United Kingdom. The capital element of the fund is invested in a low risk cash deposit and the interest arising from it is used to meet grant requests.

NOTES TO THE FINANCIAL STATEMENTS

16. Trustees Expenses

None of the Trustees of the Charity received any remuneration during the current or prior year.

No travel and subsistence expenses were incurred by trustees in the course of carrying out their duties, and so no reimbursements were made in year (in 2019/20 £94.60 was claimed in total by 2 trustees.)

	2020/21	2019/20
	£	£
Total expenses	-	95

	2020/21	2019/20
Number of trustees claiming expenses	0	2

17. Related parties

The Refugee Council Trustee Anne McLoughlin was the Chair of the Board of Management of Innisfree Housing Association until September 2019. In February 2019 The Refugee Council entered into a service level agreement with Innisfree for the provision of support services to clients nominated by ourselves and housed by Innisfree at one of their properties. In 2020/21 there was income from Innisfree of £13k in respect of this SLA of which £4k was outstanding at 31 March 2021 (2019/20: £10k income, £3k outstanding at 31 March 2020.)

In November 2018 Executive Director of Advocacy and Engagement Lisa Doyle was elected to the Board of the European Council Refugees and Exiles (ECRE). The Refugee Council works with ECRE on their Asylum Information Database (AIDA) project, for which there was income and receipt of £3k in 2020/21 (2019/20: £3k.)

The Refugee Council received a total of £3,700 unrestricted donations from its trustees in 2020/21 (2019/20: £1,710)

18. Fees payable to auditor

	2020/21	2019/20
	£'000	£'000
Statutory audit fee	16	15
Total	16	15

NOTES TO THE FINANCIAL STATEMENTS

19. Operating leases

19a. Expenditure under operating leases	2020/21 £'000	2019/20 £'000
Operating lease expenditure	<u>300</u>	<u>544</u>

19b. Expenditure commitments under operating leases

The Refugee Council is committed to paying the following amounts in respect of non-cancellable operating leases for each of the following periods following the balance sheet date:

	31 March 2021 £'000	31 March 2020 £'000
Within one year	287	336
Between two and five years	1,155	1,360
Over five years	664	940
Total future minimum lease payments	<u>2,106</u>	<u>2,636</u>

The Refugee Council had no capital commitments as at 31 March 2021 (2019/20: none).

19c. Operating lease income

The Refugee Council had two sublets for rental of surplus head office space in 19/20, the terms and amounts of the leases exactly match that of the head lease.

There are no future payments receivable under these non-cancellable operating leases as the lease was assigned to Mind in 19/20.

	31 March 2021 £'000	31 March 2020 £'000
Within one year	-	219
Between two and five years	-	441
Over five years	-	-
Total future minimum lease payments	<u>0</u>	<u>660</u>

Reference and Administrative Details of the Charity, its Trustees and Advisors

Charity number 1014576

Chief Executive

[REDACTED]

Company Secretary

[REDACTED]

Executive Director of Services

[REDACTED]

Executive Director of Advocacy and Engagement

[REDACTED]

Executive Director of Income Generation

[REDACTED]

Executive Director of Finance and Resources

[REDACTED]

Principal and Registered Office

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Company number 2727514

Auditor

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EC1M 7AD

Bankers

National Westminster Bank plc
Piccadilly & New Bond Street
63 Piccadilly
London
W1J 0AJ

Solicitors

Stone King LLP
Boundary House
91 Charterhouse Street
London
EC1M 6HR

Pension Advisers

Creative Benefits
2 Cherry Orchard Road
Croydon,
Surrey
CR0 6BA

Trustees of the company

The Refugee Council Trustees serve as the directors of the company and members of the Board of Trustees. The following were members of the Board of Trustees at the date the report was signed, or served during the year 2020/21:

[REDACTED]