



**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**

## **CONTENTS**

## **Page**

### **CHIEF EXECUTIVE'S INTRODUCTION**

1

### **STRATEGIC REPORT**

2

Objectives and Activities

2

Achievements and performance

7

Plans for the future

16

Principal risks & uncertainties

17

Financial review

19

Approach to fundraising

21

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

22

Organisational structure

22

Public benefit

23

Policies

23

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

25

### **AUDITOR'S REPORT**

26

### **FINANCIAL STATEMENTS**

### **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

|                      |   |
|----------------------|---|
| <b>Inclusion</b>     | We are <b>inclusive</b> . 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. |
| <b>Collaboration</b> | We are <b>collaborative</b> . Working with others is a priority in order to have the collective impact that is vital to achieve policy and practice reform.   |
| <b>Courage</b>       | We speak <b>truth to power</b> . 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.   |
| <b>Respect</b>       | We are <b>respectful</b> 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.

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### 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.*

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### **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.

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### 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.*

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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.

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### 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.*

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### **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.

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### 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.

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### **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 70<sup>th</sup> anniversary of the creation of the 1951 UN Convention on Refugees, and in turn the 70<sup>th</sup> 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 70<sup>th</sup> 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.

| <b>Risk</b>   | <b>Mitigation Actions</b>  |
|---|--|
| <p><b>Failure to sustain income levels at future levels required to fund our ambitions</b></p> <p>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.</p> <p>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.</p> | <p>We are maintaining close relations with all our funders in order to best respond with them to any changing levels in funding going forwards.</p> <p>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.</p> <p>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.</p> |

|  |   |
|--|---|
| <p>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.</p>  | <p>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.</p>   |
| <p><b>Significant Safeguarding Issue</b></p> <p>The risk of harm to our beneficiaries, staff, volunteers or other stakeholders, due to inadequacies of Safeguarding policies or practice at the Refugee Council.</p> <p>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.</p>  | <p>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.</p> <p>Quarterly reporting to trustees and the appointment of a safeguarding lead trustee on the Board will improve oversight and scrutiny on this area.</p>  |
| <p><b>Staff Wellbeing and Coronavirus</b></p> <p>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.</p> <p>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.</p> <p>Second order reputational risk also exists if the continued crisis is not seen to be handled well; including impact on staff &amp; volunteer relations, or the impact on our reputation with clients, funders, and partners.</p> | <p>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.</p> <p>Extensive work to support staff wellbeing continues, with multiple clear routes for communication and feedback on concerns.</p> <p>IT solutions have been provided to enable effective remote working, and these are being reviewed to provide more efficient platforms for the future.</p>   |
| <p><b>IT</b></p> <p>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.</p> <p>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.</p> <p>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.</p>   | <p>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.</p> <p>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.</p> <p>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.</p> |

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**

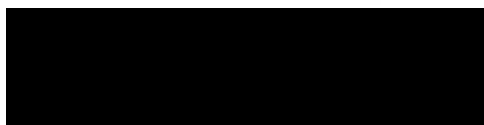
Each of the persons who is a trustee at the date of approval of this Report confirms that:

- 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;

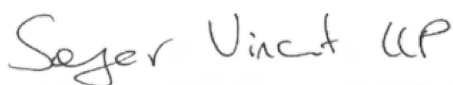
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with 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](http://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**

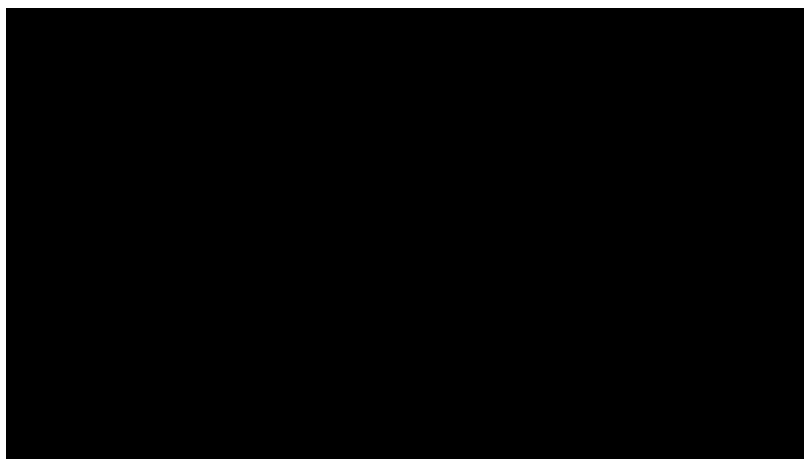
Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

**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<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Endowment<br>Funds<br>£'000 | 2021/22<br>Total<br>£'000 | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Endowment<br>Funds<br>£'000 | 2020/21<br>Total<br>£'000 |
|------------------------------------|---------------|--------------------------------|------------------------------|-----------------------------|---------------------------|--------------------------------|------------------------------|-----------------------------|---------------------------|
| <b>Income from:</b>                |               |                                |                              |                             |                           |                                |                              |                             |                           |
| 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                         |
| <b>Total Income</b>                |               | <b>5,090</b>                   | <b>10,702</b>                | <b>-</b>                    | <b>15,792</b>             | <b>2,780</b>                   | <b>9,822</b>                 | <b>-</b>                    | <b>12,602</b>             |
| <b>Expenditure on:</b>             |               |                                |                              |                             |                           |                                |                              |                             |                           |
| Raising Funds:                     |               |                                |                              |                             |                           |                                |                              |                             |                           |
| Fundraising                        |               | 1,698                          | -                            | -                           | 1,698                     | 1,060                          | 173                          | -                           | 1,233                     |
| Premises sublet                    |               | -                              | -                            | -                           | -                         | 6                              | -                            | -                           | 6                         |
| <b>Total Raising Funds</b>         |               | <b>1,698</b>                   | <b>-</b>                     | <b>-</b>                    | <b>1,698</b>              | <b>1,066</b>                   | <b>173</b>                   | <b>-</b>                    | <b>1,239</b>              |
| 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                        |
| <b>Total Charitable Activities</b> |               | <b>909</b>                     | <b>10,312</b>                | <b>-</b>                    | <b>11,221</b>             | <b>599</b>                     | <b>9,713</b>                 | <b>-</b>                    | <b>10,312</b>             |
| <b>Total Expenditure</b>           | <b>6a - d</b> | <b>2,607</b>                   | <b>10,312</b>                | <b>-</b>                    | <b>12,919</b>             | <b>1,665</b>                   | <b>9,886</b>                 | <b>-</b>                    | <b>11,551</b>             |
| <b>Net Income/(Expenditure)</b>    |               | <b>2,483</b>                   | <b>390</b>                   | <b>-</b>                    | <b>2,873</b>              | <b>1,115</b>                   | <b>(64)</b>                  | <b>-</b>                    | <b>1,051</b>              |
| Transfers between Funds            | 15            | (410)                          | 410                          | -                           | -                         | (630)                          | 630                          | -                           | -                         |
| <b>Net movement in funds</b>       |               | <b>2,073</b>                   | <b>800</b>                   | <b>-</b>                    | <b>2,873</b>              | <b>485</b>                     | <b>566</b>                   | <b>-</b>                    | <b>1,051</b>              |
| <b>Reconciliation of funds:</b>    |               |                                |                              |                             |                           |                                |                              |                             |                           |
| Total funds brought forward        |               | 4,274                          | 1,592                        | 110                         | 5,976                     | 3,789                          | 1,026                        | 110                         | 4,925                     |
| <b>Total funds carried forward</b> |               | <b>6,347</b>                   | <b>2,392</b>                 | <b>110</b>                  | <b>8,849</b>              | <b>4,274</b>                   | <b>1,592</b>                 | <b>110</b>                  | <b>5,976</b>              |

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).

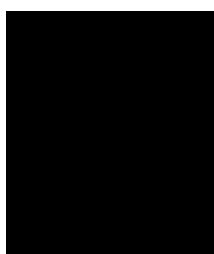
The accompanying notes form an integral part of this Statement of Financial Activities.

**BALANCE SHEET**

FOR THE YEAR ENDED 31 MARCH 2022  
 REGISTERED COMPANY NO: 2727514

|  | Notes          | 31 March<br>2022<br>£'000 | 31 March<br>2021<br>£'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             | 5,951                     | 5,098                     |
| 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             | (100)                     | (100)                     |
| <b>Total Net Assets</b>                        |                | <b><u>8,849</u></b>       | <b><u>5,976</u></b>       |
| <b>The funds of the charity</b>                |                |                           |                           |
| Unrestricted funds:                            |                |                           |                           |
| Designated funds                               |                | 1,729                     | 1,350                     |
| General Reserves                               |                | 4,618                     | 2,924                     |
| Total Unrestricted Funds                       |                | <u>6,347</u>              | <u>4,274</u>              |
| Restricted Income Funds                        |                | 2,392                     | 1,592                     |
| Endowment Funds                                |                | 110                       | 110                       |
| <b>Total charity funds</b>                     | <b>13 - 15</b> | <b><u>8,849</u></b>       | <b><u>5,976</u></b>       |

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<br>Total<br>£'000 | 2020/21<br>Total<br>£'000 |
|--|-------|---------------------------|---------------------------|
| <b>Cash flows from operating activities:</b>   |       |                           |                           |
| <i>Net cash provided by operating activities</i>   | (i)   | <u>854</u>                | <u>2,072</u>              |
| <b>Cash flows from investing activities:</b>   |       |                           |                           |
| 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>               |
| <b>Change in cash and cash equivalents in the year</b>   |       | <u>855</u>                | <u>2,049</u>              |
| Cash and cash equivalents at the beginning of the year   |       | 5,098                     | 3,049                     |
| <b>Cash and cash equivalents at the end of the year</b>  | (ii)  | <u>5,951</u>              | <u>5,098</u>              |
| <b>(i) Reconciliation of net income/(expenditure) to net cash flow from operating activities</b> |       |                           |                           |
| <b>Net income for the year</b>   |       | <b>2,873</b>              | <b>1,051</b>              |
| Adjustments for:   |       |                           |                           |
| Depreciation charges   |       | 95                        | 95                        |
| Interest   |       | (1)                       | (2)                       |
| (Increase)/decrease in debtors   |       | (2,417)                   | 486                       |
| Increase in creditors & provisions   |       | 304                       | 442                       |
| <b>Net cash provided by operating activities</b>   |       | <u>854</u>                | <u>2,072</u>              |
| <b>(ii) Analysis of cash and cash equivalents</b>  |       |                           |                           |
| Cash in hand   |       | 4,585                     | 3,732                     |
| Notice deposits (less than 3 months)   |       | <u>1,366</u>              | <u>1,366</u>              |
| <b>Total cash and cash equivalents</b>   |       | <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<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | 2021/22<br>Total<br>£'000 | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | 2020/21<br>Total<br>£'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                     |
| <b>Total</b>                         | <b>4,998</b>                   | <b>1,101</b>                 | <b>6,099</b>              | <b>2,672</b>                   | <b>1,814</b>                 | <b>4,486</b>              |

| 3. Charitable activities       | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | 2021/22<br>Total<br>£'000 | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | 2020/21<br>Total<br>£'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                       |
| <b>Total</b>                   | <b>82</b>                      | <b>9,601</b>                 | <b>9,683</b>              | <b>100</b>                     | <b>8,008</b>                 | <b>8,108</b>              |

| 4. Other Trading Activities  | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | 2021/22<br>Total<br>£'000 | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | 2020/21<br>Total<br>£'000 |
|------------------------------|--------------------------------|------------------------------|---------------------------|--------------------------------|------------------------------|---------------------------|
| Premises sublets and rentals | 9                              | -                            | 9                         | 6                              | -                            | 6                         |
| <b>Total</b>                 | <b>9</b>                       | <b>-</b>                     | <b>9</b>                  | <b>6</b>                       | <b>-</b>                     | <b>6</b>                  |

## NOTES TO THE FINANCIAL STATEMENTS

## 5a. Grants included within donations and legacies:

| Activity  | Funder                          | Grant For  | 2021/22<br>£'000 | 2020/21<br>£'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                    |                                 |  | <b>295</b>       | <b>1,969</b>     |
| Total Grants included within donations and legacies |                                 |  | <b>295</b>       | <b>1,969</b>     |

## 5b. Grants included within charitable activities:

| Activity             | Funder                                     | Grant For  | 2021/22<br>£'000 | 2020/21<br>£'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    |  |  | <b>8,218</b>     | <b>6,961</b>     |

## NOTES TO THE FINANCIAL STATEMENTS

## 5b. Continued - Grants Included within charitable activities:

| Activity   | Funder                 | Grant For  | 2021/22<br>£'000 | 2020/21<br>£'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<br>£'000 | Restricted Funds<br>£'000 | 2021/22 Total<br>£'000 | Unrestricted Funds<br>£'000 | Restricted Funds<br>£'000 | 2020/21 Total<br>£'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                 |
| <b>Total Expenditure</b>       | <b>2,607</b>                | <b>10,312</b>             | <b>12,919</b>          | <b>1,665</b>                | <b>9,886</b>              | <b>11,551</b>          |

| 6b. Expenditure analysis       | Staff Costs<br>£'000 | Other Direct Costs<br>£'000 | Grant expenditure<br>£'000 | Subtotal<br>£'000 | Support Costs<br>£'000 | Total<br>£'000 |
|--------------------------------|----------------------|-----------------------------|----------------------------|-------------------|------------------------|----------------|
|                                | Note 7(a)            |                             | Note 6(d)                  |                   | Note 6(c)              |                |
| 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)                | -              |
| <b>Total</b>                   | <b>8,437</b>         | <b>3,317</b>                | <b>1,164</b>               | <b>12,919</b>     | <b>-</b>               | <b>12,919</b>  |
| 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)                | -              |
| <b>Total</b>                   | <b>7,984</b>         | <b>2,593</b>                | <b>974</b>                 | <b>11,551</b>     | <b>-</b>               | <b>11,551</b>  |



## NOTES TO THE FINANCIAL STATEMENTS

| 6c. Support Costs                      | 2021/22<br>£'000 | 2020/21<br>£'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               |
| <b>Total Support Costs</b>             | <b>1,923</b>     | <b>1,173</b>     |

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

| 6d. Grant Expenditure                           | For   | Activity                       | 2021/22<br>£'000 | 2020/21<br>£'000 |
|---|---|--------------------------------|------------------|------------------|
| <b>Institutional Grants to</b>                  |   |                                |                  |                  |
| 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               | -                |
| <b>i) Expenditure on Grants to Institutions</b> |   |                                | <b>1,164</b>     | <b>974</b>       |
| <b>Total Grant Expenditure</b>                  |   |                                | <b>1,164</b>     | <b>974</b>       |

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<br>£'000 | 2020/21<br>£'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              |
| <b>Salaried Employees</b>                               | <b>8,025</b>     | <b>7,598</b>     |
| Wages and salaries                                      | 394              | 367              |
| Social security costs (employer's National Insurance)   | 11               | 12               |
| Employer's contribution to defined contribution pension | 7                | 7                |
| <b>Sessional Workers</b>                                | <b>411</b>       | <b>386</b>       |
| <b>Total staff costs</b>                                | <b>8,437</b>     | <b>7,984</b>     |

## 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        | -        |
| <b>Total</b>      | <b>4</b> | <b>4</b> |

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<br>for Post<br>£ | Actual Salary<br>paid<br>£ | Employer's<br>NI paid<br>£ | Employer's<br>Pension paid<br>£ | Total<br>Remuneration<br>£ | Total<br>Remuneration<br>£ |
|--|-----------------------------|----------------------------|----------------------------|---------------------------------|----------------------------|----------------------------|
|  | 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                      | -                          |
| <b>Total Senior Executive Remuneration</b> |                             | <b>285,275</b>             | <b>34,435</b>              | <b>13,567</b>                   | <b>333,277</b>             | <b>332,292</b>             |

## 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          |
| <b>Total Charitable Activities</b> | <b>173</b> | <b>202</b> | <b>167</b> | <b>188</b> |
| Raising Funds                      | 12         | 14         | 12         | 13         |
| Support                            | 23         | 26         | 20         | 21         |
| <b>Total Staff Employed</b>        | <b>208</b> | <b>242</b> | <b>199</b> | <b>222</b> |

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<br>property<br>improvement<br>£'000 | Computer<br>equipment<br>£'000 | Furniture,<br>fixtures and<br>equipment<br>£'000 | Total<br>£'000                     |
|---|---|--------------------------------|--|------------------------------------|
| <b>Cost</b>   |   |                                |  |                                    |
| <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>                       |
| <b>Depreciation and impairments</b>   |   |                                |  |                                    |
| <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>                         |
| <b>9. Debtors</b>   |   |                                | <b>31 March<br/>2022<br/>£'000</b>               | <b>31 March<br/>2021<br/>£'000</b> |
| Accrued income  |   |                                | 2,287  | 1,666                              |
| Prepayments   |   |                                | 124  | 201                                |
| Trade Debtors   |   |                                | 2,142  | 257                                |
| Other debtors   |   |                                | 61   | 73                                 |
| <b>Total Debtors</b>  |   |                                | <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. |   |                                |  |                                    |
| <b>10. Cash at bank and in hand</b>   |   |                                | <b>31 March<br/>2022<br/>£'000</b>               | <b>31 March<br/>2021<br/>£'000</b> |
| Cash on short term deposit  |   |                                | 1,366  | 1,366                              |
| Cash at bank and in hand  |   |                                | 4,585  | 3,732                              |
| <b>Total Cash at bank and in hand</b>   |   |                                | <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          |
| <b>Total Creditors falling due within one year</b> | <b>2,161</b> | <b>1,857</b> |

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        |
| <b>Deferred income at 31 March</b>     | <b>972</b> | <b>743</b> |

## 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 |            |            |
| <b>Provided at 31 March</b>        | <b>100</b> | <b>100</b> |

## NOTES TO THE FINANCIAL STATEMENTS

| 13. Movement on Funds Summary           | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Endowment<br>Funds<br>£'000 | Total<br>Funds<br>£'000 |
|---|--------------------------------|------------------------------|-----------------------------|-------------------------|
| <b>2021/22</b>                          |                                |                              |                             |                         |
| 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                   |
| <b>2020/21</b>                          |                                |                              |                             |                         |
| 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                   |
| <b>14. Funds assets and liabilities</b> |                                |                              |                             |                         |
| <b>2021/22</b>                          |                                |                              |                             |                         |
| 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                   |
| <b>2020/21</b>                          |                                |                              |                             |                         |
| 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<br>1 April<br>2021<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net I&E<br>before<br>Transfers<br>£'000 | Transfers<br>£'000 | Balance at<br>31 March<br>2022<br>£'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<br>1 April<br>2021<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net I&E<br>before<br>Transfers<br>£'000 | Transfers<br>£'000 | Balance at<br>31 March<br>2022<br>£'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<br>1 April<br>2021<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net I&E<br>before<br>Transfers<br>£'000 | Transfers<br>£'000 | Balance at<br>31 March<br>2022<br>£'000 |
|-------------------------------|--|-----------------|----------------------|---|--------------------|---|
| (i) John Frank Fund           | 110                                    | -               | -                    | -                                       | -                  | 110                                     |
| <b>Total Restricted Funds</b> | <b>110</b>                             | <b>-</b>        | <b>-</b>             | <b>-</b>                                | <b>-</b>           | <b>110</b>                              |

(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<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net I&E<br>£'000 | Transfers<br>£'000 | Balance at<br>£'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               |
| <b>Total Unrestricted Funds</b> | <b>3,789</b>        | <b>2,780</b>    | <b>(1,665)</b>       | <b>1,115</b>     | <b>(630)</b>       | <b>4,274</b>        |

(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<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net I&E<br>£'000 | Transfers<br>£'000 | Balance at<br>£'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          |
| <b>Total Restricted Funds</b> | <b>1,026</b> | <b>9,822</b> | <b>(9,886)</b> | <b>(64)</b> | <b>630</b> | <b>1,592</b> |

(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.

| <b>15f. Endowment Funds Movement (Prior Year)</b> | <b>Balance at<br/>£'000</b> | <b>Income<br/>£'000</b> | <b>Expenditure<br/>£'000</b> | <b>Net I&amp;E<br/>£'000</b> | <b>Transfers<br/>£'000</b> | <b>Balance at<br/>£'000</b> |
|---|-----------------------------|-------------------------|------------------------------|------------------------------|----------------------------|-----------------------------|
| (i) John Frank Fund                               | 110                         | -                       | -                            | -                            | -                          | 110                         |
| <b>Total Restricted Funds</b>                     | <b>110</b>                  | <b>0</b>                | <b>0</b>                     | <b>0</b>                     | <b>0</b>                   | <b>110</b>                  |

(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<br>£ | 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<br>£'000 | 2020/21<br>£'000 |
|---------------------|------------------|------------------|
| Statutory audit fee | 16               | 15               |
| <b>Total</b>        | <b>16</b>        | <b>15</b>        |

## NOTES TO THE FINANCIAL STATEMENTS

## 19. Operating leases

## 19a. Expenditure under operating leases

|                             | 2021/22<br>£'000 | 2020/21<br>£'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<br>2022<br>£'000 | 31 March<br>2021<br>£'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

| <b>20. Net income / (expenditure) for the year</b>                   | <b>2021/22</b> | <b>2020/21</b> |
|--|----------------|----------------|
|  | <b>£</b>       | <b>£</b>       |
| 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                                     | -              | -              |
| <b>Total</b>   | <b>503</b>     | <b>410</b>     |

**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.

