

REFUGEE RESOURCE

England & Wales · Charity number 1098876

Details

Status	Registered
Legal form	Charitable company
Company number	04558542
Registered	2003-08-05
Register	View on the Charity Commission register

Contact

Address	Refugee Resource The Old Music Hall 106-108 Cowley Road Oxford OX4 1JE
Phone	08454580055
Email	info@refugeeresource.org
Website	www.refugeeresource.org

Activities

Objects: 1. TO PROVIDE RELIEF FOR REFUGEES, ASYLUM SEEKERS AND THEIR DEPENDANTS LIVING (TEMPORARILY OR PERMANENTLY) IN PARTICULAR BUT NOT EXCLUSIVELY IN OXFORDSHIRE WHO ARE IN CONDITIONS OF HARDSHIP OR DISTRESS; 2. TO PRESERVE AND PROTECT THE PHYSICAL AND MENTAL HEALTH OF REFUGEES, ASYLUM SEEKERS AND THEIR DEPENDANTS; 3. TO ADVANCE THE EDUCATION AND TRAINING OF REFUGEES, ASYLUM SEEKERS AND THEIR DEPENDANTS IN NEED THEREOF SO AS TO ENHANCE THEIR EMPLOYMENT OPPORTUNITIES AND ASSIST IN THEIR SETTLEMENT WITHIN A NEW COMMUNITY; 4. TO ADVANCE THE EDUCATION OF THE PUBLIC IN GENERAL ABOUT THE ISSUES RELATING TO REFUGEES AND ASYLUM SEEKERS; AND 5. THE PROVISION OF FACILITIES FOR RECREATION OR OTHER LEISURE TIME OCCUPATION FOR REFUGEES AND ASYLUM SEEKERS WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE OF THOSE PERSONS WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES.

Activities: To relieve distress, improve well-being and facilitate the integration of refugees, asylum seekers and vulnerable migrants primarily in Oxfordshire, through the provision of practical, social and psychological support.

Classification

- **How:** Makes Grants To Individuals, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE OXFORDSHIRE
- Oxfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£631,434	£748,057	£366,984	18
2024-03-31	£510,000	£561,000	£483,607	18
2023-03-31	£501,697	£460,524	£534,445	15
2022-03-31	£496,818	£467,130	-	-
2021-03-31	£503,891	£449,070	£463,584	13

Trustees

Name	Role	Appointed
Hannah Newth		2023-04-01
Katharine Harris		2023-04-01
Lorraine Hare		2024-03-25
Paul Sheehan		2023-11-20
Professor Donald Ridley		2023-04-01
Raymond James Pope		2022-11-28

Accounts

Refugee Resource

REFUGEE RESOURCE

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the year ended 31 March 2025

Registered Charity No. 1098876

Company No. 4558542

Resource

Annual Report and Financial Statements

For the year ending 31 March 2025

Refugee

Contents

Page	3	Reference and Administrative Information
Page	4-9	Report of the Board of Trustees
Page	10	Responsibilities of the Trustees
Page	11	Independent Examiner's Report
Page	12	Statement of Financial Activities
Page	13	Balance Sheet
page	14	Statement of Cash Flows

Page 15-24 Notes to the Accounts Reference and Administrative Information

Charity name: Refugee Resource

Charity registration number: 1098876

Company registration number: 4558542

Registered office and operational address: The Old Music Hall
106-108 Cowley Road
Oxford OX4 1JE

CEO: Jacqueline Adusei

Trustees

Paul Sheehan (Chair) (appointed November 2023)

Nuha Abdo (appointed September 2021)

Raymond Pope (Treasurer) (appointed November 2022)

Taz Greyling (appointed April 2023)

Kate Harris (appointed April 2023)

Professor Donald Ridley (appointed April 2023)

Hannah Newth (appointed June 2023)

Lorraine Hare (appointed March 2024)

Anne Cummings (appointed March 2024)

Independent examiners

Gravita Audit Oxford LLP
Park Central, 40-41 Hythe Bridge Street, OX1 1JD

Bankers

Triodos Bank N.V.
Brunei House, 11 The Promenade, Bristol BS8 3NN

Refugee Resource

Trustees Report for the year ended 31 March 2025

The Trustees are pleased to present their report together with the audited financial statements for the year ended 31 March 2025. This report highlights our achievements, challenges, priorities as we continue to support refugees, asylum seekers and vulnerable migrants across Oxfordshire.

Background

Refugee Resource exists to relieve distress and improve the mental health and wellbeing of displaced people. Through specialist therapeutic, psychosocial, and advocacy services we help people rebuild their lives following trauma and displacement. Our holistic, trauma-informed services include:

- Counselling and psychotherapy
- Mentoring and befriending
- Advice and advocacy
- A dedicated women's service
- Therapeutic football project
- Social inclusion and wellbeing activities

We also offer training and consultancy to other organisations supporting displaced and traumatised individuals and help clients access essential services related to education, housing, employment and health.

Our charitable objectives guided by five core objectives are:

- 1) To provide relief for refugees, asylum seekers, vulnerable migrants and their dependants living temporarily or permanently in particular but not exclusively in Oxfordshire who are in conditions of hardship or distress.
- 2) To preserve and protect the physical and mental health of refugees, asylum seekers, vulnerable migrants and their dependants.
- 3) To advance the education and training of refugees, asylum seekers, vulnerable migrants and their dependants in need thereof to enhance their employment opportunities and assist in their settlement within a new community.
- 4) To advance the education of the public in general about the issues relating to refugees, asylum seekers and vulnerable migrants.
- 5) The provision of facilities for recreation or other leisure time occupation for refugees, asylum seekers and vulnerable migrants with the object of improving the conditions of life of those persons who need such facilities because of their youth, age, infirmity or disablement, poverty, or social and economic circumstances.

Overview of impact 2024—2025 Key Service Achievements

Throughout this year we have supported 322 unique (individual) clients. We have had a total of 2,250 visits from clients during the year. The numbers below demonstrate the particular services that were accessed

- 165 clients received counselling and psychotherapy (including 18 young people)
- 67 clients matched with volunteer mentors — a 50% increase on last year
- 68 women took part in our women's service activities
- 54 clients accessed social inclusion services
- 50 young men engaged in therapeutic football
- 24 clients participated in Citizens Advice partnership workshops
- 22 clients joined outdoor wellbeing initiatives
- Approximately 188 walk-in clients received front-of-house support every month

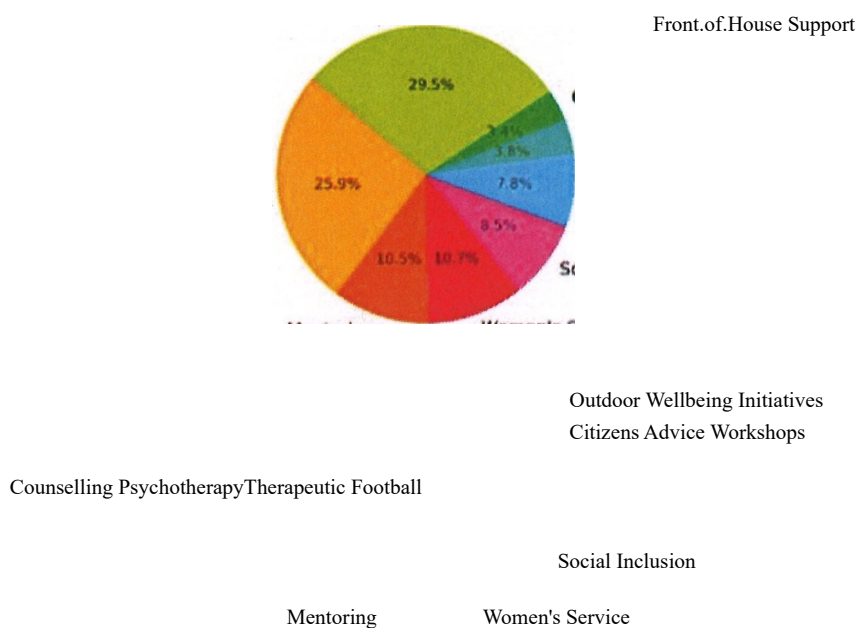
Refugee Resource

Trustees Report for the year ended 31 March 2025

- Development of our Refugee Advisory Group (RAG) continued, with six active members contributing to participatory research and service design

Impact at a glance

Client Engagement by Service (April 2024 - March 2025)



Operational and Strategic Highlights

Key achievements this year include:

- Charity Awards and Mayoral Recognition received for service excellence
- Completion of a revised Governance Induction Pack and enhanced board composition
- Launch of a training consultancy partnership with Oxford Brookes University
- Progress with policy reviews for privacy, whistleblowing, and complaints
- Successful community events, including a picnic, festive gathering, and a shared lunch
- IT upgrades including improved hardware and new mobile service provider
- Expansion of advocacy campaigns through social media, community events, and anniversary celebrations
- Delivery of advocacy training to frontline staff

Performance Against Strategic Objectives

Refugee Resource's 4 strategic objectives are:

Refugee Resource

Trustees Report for the year ended 31 March 2025

- 1) Quality Service Delivery
- 2) Partnerships / Collaboration
- 3) Sustainability
- 4) Advocacy

OBJECTIVE ONE - QUALITY SERVICE DELIVERY

We delivered quality, trauma-informed services, reflected in awards received and service feedback.

However, high demand led to capacity pressures, with a waiting list of 72 clients for counselling. Key data showed the following indicators:

Indicator	Value
Clients completing counselling within one year	66% (two thirds)
Referrals who were asylum seekers	64%
Referrals under 18	16%

While challenges remain, the positive impact of our services on the lives of those we support is evident.

OBJECTIVE TWO - PARTNERSHIPS/COLLABORATION

We expanded partnerships through our new consultancy with Oxford Brookes and increased mentor recruitment by 50%. However, we were unable to secure funding for a proposed Volunteer Coordinator role, an ongoing ambition critical to scaling volunteer recruitment and improving client signposting.

Emerging community needs included:

- Difficulties for newly granted refugees in accessing housing and benefits.
- A shortage of ESOL provision.
- Pressure on services to support traumatised individuals.
- The impact of a shorter asylum process timeline.

OBJECTIVE THREE - SUSTAINABILITY

Amidst a difficult funding landscape, income growth grew by 20% however this fell short of internal targets. Nevertheless, we:

- Secured 25 new donors
- Acquired additional office space
- Launched staff wellbeing initiatives and enhanced our external staff wellbeing offering
- Conducted a staff satisfaction survey in December 2024
 - Initiated a review of supplementary services, recognising their vital role in alleviating pressure on core counselling provision
 - Investments were made to strengthen IT systems, reduce operational costs and enhance CRM capabilities.

OBJECTIVE FOUR - ADVOCACY

We raised our profile through advocacy campaigns, media outreach and partnerships. Key initiatives included:

- Social media campaigns sharing client stories and advocacy messages
- o Public campaigns such as Fair Begins Here and Sponsor a Counsellor
- Collaborative animation project with Me Three
- o Community engagement stalls and school outreach
- o Strengthened stewardship with supporters

As shared above; despite achievements, demand for services and financial constraints remain significant risks.

Client case study

Please note some details have been changed to protect clients' identities.

Refugee Resource

Trustees Report for the year ended 31 March 2025

V was 19 years old, from Nigeria. She had lived a life of poverty at home but was part of a loving family. A British man visiting Nigeria wooed her with expensive gifts for her and her family, took her out for fun times, and proposed marriage to her. Her family and she were delighted that she had met such a generous and kind man. They were married and he took her to England on a spousal visa. Once she arrived, she found that she was a slave and had to have sex with lots of men who paid her husband. She also had to run the home, look after 4 teenage stepchildren and their mother, who all beat her when they felt like it. She had no bed, and her documents were taken away from her. She lived on the leftovers from the meals she cooked for the family. She came to RR feeling terrified and broken and wondered what she had done wrong that her husband 'had to' treat her this way. It took her some months to recognise that he was the criminal, and she had done nothing wrong but was a victim of modern slavery. She could not leave as her UK visa made her dependent on her husband. If she had gone back to Nigeria she would have been blamed for the failure of the marriage and be unmarriageable. She did not dare tell her family what she was experiencing. She also did not dare to contact the modern slavery team as her husband had told her that if she told anybody what was happening, she would be deported in disgrace and her family would be punished. He threatened to kill her father, whom she loved. It took a long time to convince V that she could access help. She came to counselling irregularly as she could not always get away, and did not call the modern slavery team, however she found that carrying their number in her pocket helped her to feel stronger.

Client feedback

These are some of the comments we have received from clients during the year

"It is very important for people to give to Refugee Resource. There are a lot of people out there who need help. People want to work, but they can't afford to pay for training, and they need help with that. Refugees don't want to claim benefits, they want to work and make progress. Refugee Resource does an excellent job of helping and makes a big difference to people's lives. "

"I would like to say thank you so much Refugee Resource you welcomed me in your house, and you supported me you are the reason I can sit today and say thank you so much. I was able to see another part of life, I was able to put myself together and be who I am today. "

"I did not know what therapy was when I started. Talking has been great — I am so thankful. I questioned myself whether to open up about my trauma or not, and when I did open up it made me feel relieved. It gave me hope in my life and I feel more free. "

Risk Management

The Trustees have identified the key risks and measures to mitigate them in a risk register document which is reviewed twice a year at Board meetings, the main areas of current focus are as follows:

- o Financial and operational uncertainty
- o High reliance on limited major funders
- o Fixed costs and dependency on reserves

Mitigation actions:

- o Set an income target in line with expenditure and tightened cost controls
- o Diversified funding streams
- o Expanded volunteer roles
- o Focused on adaptable project-based initiatives
- o Balanced short-term delivery with long-term planning

Future Priorities (2025/2026)

In a year marked by growing demand and financial challenges, Refugee Resource remained a vital lifeline for displaced people in Oxfordshire. Our Trustees are proud of the dedication shown by our staff, volunteers, and clients.

Refugee Resource

Trustees Report for the year ended 31 March 2025

Looking ahead, we remain committed to delivering quality, trauma-informed support while advocating for a fairer, more inclusive society for refugees, asylum seekers and vulnerable migrants. Amidst the current challenging climate within the sector Refugee Resource operates future priorities will include the following:

- Secure core service funding and address funding shortfall
- Strengthen client voice through expanded Refugee Advisory Group participation
- Recruit a Volunteer Coordinator and enhance volunteer recruitment strategy
- Implement a comprehensive training offer for mental health professionals
- Continue advocacy for improved local policies for displaced people
- Complete the End-to-End Service Review and develop a waitlist reduction strategy
- Build new partnerships and develop a women's service strategy
- Improve operational efficiency, cost-saving measures with emphasis on safeguarding ● Creation of an organisational/staff development training and wellbeing programme. ● Finalise CRM and IT system improvements
- Gather robust service impact data and client case studies to promote the work we do and increase support and partnerships.

Financial Review

Principal funding sources

The principal funding sources for the charity for 2024/25 were grants, including from the National Lottery, Homes for Ukraine, AB Charitable Trust The Henry Smith Charity, Children in Need, Oxfordshire Clinical Commissioning Group, Oxford City Council and Oxfordshire County Council, Equator Trust, and other valuable donors.

Reserves policy

The reserves policy for Refugee Resource aims to ensure the charity's financial stability and ability to meet its obligations whilst also allowing flexibility to respond to unexpected events.

The charity holds E366,984 in funds on 31 March 2025 (2024 E483,607), including E9,743 in restricted funds (2024 Enil), E3,797 represented by tangible fixed assets (2024 E3,115) with free reserves of E363,187 (2024 E480,492). The trustees have set a target of E300,000 (2024 E404,795) as the level of reserves being 3.6 months budgeted expenditure for 2025/2026 and are happy with the level of free reserves in light of the current economic environment.

Structure, Governance and Management

Refugee Resource is a charitable company limited by guarantee, incorporated on 9 October 2002 and registered as a charity on 5 August 2003. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding E 10.

Refugee Resource was previously known as Oxford Refugee Support Project, which was established by a Declaration of Trust dated 14 October 1999. On 1 April 2003, the Trustees transferred the assets and liabilities held under the Declaration of Trust into the company limited by guarantee and from that date the organisation's activities have been conducted through the company limited by guarantee.

The governance of the charity is the responsibility of the directors who are also trustees and the sole Members of the company. They are elected and co-opted under the terms of the Articles of Association which specify that a minimum of three trustees be appointed with no maximum number recommended. One-third of trustees step down by rotation at each annual general meeting and, if eligible, may offer themselves for re-election. Efforts are made to recruit a range of trustees who can provide the charity with a broad spectrum of relevant experience and knowledge. There is an induction process for new trustees designed to help them understand how the charity works. The trustees who served during the period of this report are set out on page 3.

The Board of trustees delegate the running of the organisation to a Chief Executive Officer and management team; the governance function is supported by quarterly Board meetings and an annual strategic planning meeting, as well

Refugee Resource

Trustees Report for the year ended 31 March 2025

as a Finance Committee comprising the Chair, the Treasurer and other Trustees. Trustees receive an induction pack upon engagement. A pay policy is in place and a benchmarking review was carried out in 2022; salaries are subject to an annual review process by the Board.

In January 2025, the Board of Trustees held their annual away day to discuss and consider the annual priorities for 2025-

26. The Trustees agreed on the key objectives summarised in the section above Future Priorities for 2025/2026.

Risk management

The Trustees have identified the key risks and measures to mitigate them in a risk register document which is reviewed twice a year at Board meetings, the main areas of current focus are as follows:

- Financial sustainability: the charity is currently overly dependent upon grants from trusts and foundations to maintain its operations; a focus in the strategic plan for 2024/25 was to diversify ways of raising revenue by developing the social enterprise trading initiatives and extending our community fundraising activities. Refugee Resource will continue to work on developing a bespoke training programme with Oxford Brookes University.
- Increased competition: the charity to consider closer working relationships with organisations where we share a similar client base. This is an area of work which will form part of the organisation's strategic plan towards seeking closer collaborative working with local key organisations.

Refugee Resource

Responsibilities of the Trustees for the preparation of the financial statements

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements 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 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; o make judgements and accounting estimates that are reasonable and prudent; o prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

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 at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the small Companies Regime under Section 419(2) of the Companies Act 2006.

Signed on behalf of the Trustees

Refugee Resource



Paul Sheehan
Chair

Date:

21/7/2025
2025

Independent examiner's report to the Trustees of Refugee Resource

I report to the charity trustees on my examination of the accounts of Refugee Resource (the Company) for the year ended 31 March 2025, which are set out on pages 12 to 24.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's report

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act;
or 2) the accounts do not accord with those accounting records; or

Refugee Resource

3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or 4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

E. Upjohn

Relevant Professional body: Address:

Date: 22 July 2025

Elinor Upjohn

Gravita Audit Oxford LLP

Institute of Chartered Accountants in England and Wales

Park Central, 40-41 Hythe Bridge Street, OXI 1JD

Name of examiner:

Name of firm:

		2025			2024		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		funds	funds	funds	funds	funds	funds
Refugee Resource							
Income and endowments from:							
Donations	2	228,217	332,480	560,697	157,433	302,851	460,284
Charitable activities	3	22,248	17,100	39,348	8,550	12,857	21,407
Other trading activities		281,854	349,580	631,434	194,729	315,708	510,437
		21,155	-	21,155	17,337	-	17,337
Investments		140,139	41,937	182,076	84,965	49,823	134,788
		287,081	297,900	584,981	146,372	280,115	426,487
		408,220	339,837	748,057	231,337	329,938	561,275
		(126,366)	9,743	(116,623)	(36,608)	(14,230)	(50,838)
		(126,366)	9,743	(116,623)	(36,608)	(14,230)	(50,838)
		483,607		483,607	520,215	14,230	534,445
		357,241	9,743	366,984	483,607		483,607

Statement of Financial Activities (including Income & Expenditure Account) For the Year Ended 31 March 2025

Expenditure on:

Raising funds 4 Charitable activities 5

Total

Net income/expenditure Transfers between funds

Refugee Resource

Net movement in funds

Reconciliation of funds:

Total funds brought forward

Total funds carried forward

The restricted funds balance at March 2025 was E9,743 (2024 Enil).

Balance Sheet

At 31 March 2025

Company number 04558542

		2025	2024
	Notes		
FIXED ASSETS			
Tangible Assets	7	3,797	3,115
CURRENT ASSETS			
Debtors	8	8,542	9,248
Cash at bank and in hand		363,939	490,108
		372,481	499,356
CREDITORS: Amounts falling due within one year	9	9,294	18,864

Refugee Resource

NET CURRENT ASSETS		363,187	480,492
INCOME FUNDS			
General funds	11	357,241	483,607
Restricted funds	11	9,743	-
TOTAL FUNDS		366,984	483,607
NET ASSETS		366,984	483,607

For the year ended 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board of Trustees
on and signed on its behalf by:

Refugee Resource

Paul Sheehan

Paul Sheehan
Chair

21/7/2025

Date:

Refugee Resource

March 2025

Statement of Cash Flows For the year ended 31

	Cash generated from investing activities	
	2025	2024
Notes		
13	—	(134,426)(31,531)
Cash (used in) / generated from operating activities	7	(1,977)(3,647)
Purchases of tangible fixed assets	10,234	11,409
Dividends and interest from investments	8,257	7,762
(Decrease)/increase in cash and cash equivalents in the year	(126,169)	(23,769)
Cash and cash equivalents at the beginning of the year	490,108	513,877
Total cash and cash equivalents at the end of the year	363,939	490,108

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

1. Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material to the accounts of Refugee Resource.

a) Basis of accounting

The financial statements have been prepared in accordance with FRS102 and the Charities Statement of Recommended Practice (FRS 102).

The trustees consider that the charity is a public benefit entity.

b) Fund accounting

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- Designated funds are created at the discretion of the Trustees for such purposes as they see fit.

c) Income

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Pension policy

Refugee Resource operates a pensions' policy in compliance with the requirements of autoenrollment. Employees may contribute and Refugee Resource contributes 4% of salary.

e) Expenditure

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

- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g., staff numbers, time allocation.

f) Fixed assets

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

Fixed assets are stated at cost less accumulated depreciation. The costs of minor additions or those costing below E250 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as

follows:

Computers	33% per annum
Office Equipment	25% per annum

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

2. Donations and Grants

		2025		2024
	Unrestricted funds	Restricted funds	Total funds	Total funds
National Lottery Community Fund		104,200	104,200	118,500
Equator Charitable Trust	50,286		50,286	25,000
Oxfordshire County Council		45,000	45,000	45,000
Henry Smith Charity	45,000		45,000	45,000
Oxford City Council		16,132	16,132	
Other grants	37,931	5,467	43,398	63,148
AB Charitable Trust	25,000	4,000	29,000	20,000
TVPA Police		20,269	20,269	20,788
Garfield Weston Foundation	20,000		20,000	20,000
Children in Need		7,498	7,498	29,995
Oxford City Council Comm Impact Fund		6,500	6,500	6,500
Oxford Community Foundation		1,600	1,600	15,911
Homes for Ukraine		66,000	66,000	
CAF Keystone	50,000		50,000	
OCF Football Group		21,000	21,000	
NHS Mental Health		15,000	15,000	
E Visa		14,973	14,973	
Science Together		4,841	4,841	
The Bromley Trust				15,000
Parochial Charity of St Clements				8,000
J A Pye				5,000
Feoffees				3,000
The Trust				3,000
	228,217	332,480	560,967	460,284

Refugee Resource
Notes to the Accounts
For the year ended 31 March
2025

				2024
3. Income from charitable activities				
		2025		
	Unrestricted funds	Restricted funds	Total funds	Total funds
Oxfordshire Clinical Commissioning Group		17,100	17,100	8,550
Other Income	22,248		22,248	12,857
	22,248			
	17,100			
	39,348			
	21 ,407			

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

Unrestricted fund		47,249	
Counselling Service	Women's Service		
Directly attributable costs	Directly attributable costs		-
77,220	12,128		
Support costs allocated	Support costs allocated		
72,243	11,347		
149,463			
Mentoring Service		23,4	
Directly attributable costs		75	
Support costs allocated	Advice, Advocacy and Outreach		

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

				2024
Service	Admin			
Directly	Manager,			
attributable	Services			
costs	Manager			
Support costs	Administrator			
allocated	Finance &			
32,333	Accountancy			
	General			
	running cost			
	Rent			
287,081	IS Support			
	Recruitment			
	Independent			
	Examination Fee			
	Event			
Support costs	Training			
include:	Total			
Proportion of				
salaries: CEO,				
Finance &				

	2023	2024	2025
Restricted funds	20,159	269,622	225,014
Total funds	10,624	55,095	58,991
	6,502	29,340	27,108
	37,126	84,375	85,699
	99,114	176,334	150,922
	21,045	93,288	74,894
Refugee Resource	10,613	22,741	16,730
Notes to the Accounts	2,255	13,600	8,589
For the year ended 31 March	2023	2024	2025
	297,900		
	584,981		
	105,374	139,935	56,577
	426,487	54,708	33,076
	22,375		
	127,749	194,643	89,653
2025	4,519		
2024	37,244		
Restricted	18,487		
Unrestricted	20,019		
	31,671		
Unrestricted	38,312		
	43,081	8,809	
	180		-
11,520	2,145		
111,606			
22,719		5,882	
77,152	1,000	275	
3,919		2,000	
	1,900		
	523		
	7,711		500

Refugee Resource
Notes to the Accounts
For the year ended 31 March
2025

			2024
	59,520	87,932	
	197,313	109,073	
6. Staff costs			
Wages and salaries		485,694	370,059
Employer's National Insurance contributions		31,727	27,038
Employer's pension contributions		15,971	13,229
Total		533,392	410,326
	2025		

	2025	2024
	FTE	FTE
Counselling	5.6	5.6
Mentoring	1.0	1.1
Women's Service	0.3	0.9
Advice and Advocacy	3.2	1.0

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

Administration and support	4.6	3.3
Director and Development	0.9	1.7
Total	13.8	11.8

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

One employee's emoluments exceeded E60,000 in the year (2024: None). The charity contributes 4% of salary to an autoenrolment compliant work-based pension scheme for all eligible staff.

Key management personnel remuneration including salary, employer's National Insurance and employer's pension totalled E60,606 (2024: £

Office

Refugee Resource
Notes to the Accounts
For the year ended 31 March
2025

	Computers	Equipment	2024 Total
Costs			
At 1 Apr 2024	11,347	3,201	14,548
Additions	1,977	-	1,977
7. Fixed Assets			
Accumulated depreciation			
At 1 Apr 2024	8,232	3,201	11,433
Charge for year	1,295	-	1,295
At 31 March 2025	9,527	3,201	12,728
At 31 March 2025	13,324		
3,201	16,525		
Net book value			
At 1 Apr 2024	3,115	-	3,115

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

At 31 March 2025		3,797
	<u>-</u>	<u><u>3,797</u></u>
	7	

Balance brought forward	5,067
Released in the year	(5,067)
Deferred in the year	
Carried forward	
8. Debtors	

	2025
2024	

Trade debtors	1,192	700	Other		
debtors	5,436	3,603	Accrued		
income	1,914	4,945	8,542		
	9,248				
				<u> </u>	<u> </u>
				<u> </u>	<u> </u>

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

		2024
9. Creditors		
	2025	2024
Trade creditors	2,595	1,679
Accruals	2,669	8,614
Deferred income		5,067
Taxation and social security	4,030	3,504
	9,294	
18,864		

Deferred income is represented by grants received before the year end where the grant period does not start until the following April.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

Analysis of movement in deferred income:

10. Commitments

2025

Expiring in less than one year	41 ,930
34,005	

At 31 March 2025 the charity had a non-cancellable commitment equal to 6 months' rent and service charges of E41 ,930

(2024: £34,005).

As at 1 Apr	Incoming	Outgoing	As at 31 March
-------------	----------	----------	----------------

Refugee Resource
Notes to the Accounts
For the year ended 31 March
2025

	2024	resources	resources	2025 E
Unrestricted funds:				
General funds	483,607	281 ,854	(408,220)	357,241
Restricted funds:				
Counselling, Mentoring, Women's Service, Advice, Advocacy and Outreach		349,580	(339,837)	9,743
11. Movement in funds				
Purposes of Restricted Funds				
The Counselling and psycho-social services offer therapeutic and				
	483,607	631 , 434	(748,057)	366,984

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

practical support to asylum seekers, refugees and vulnerable migrants via psychotherapy, counselling, an accredited one-to-one befriending scheme (Mentoring service), a Women's service and a social inclusion team offering advice and advocacy support.

The Women's Service provides a safe and supportive space for female clients to come together and undertake activities which promote their psychological; emotional and physical well-being. Like all our services, it aims to reduce social isolation and exclusion and break down barriers to the women integrating into the local community and life in Oxfordshire.

The Advice, Advocacy and Outreach Services support the work carried out

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

			2024
via our therapeutic services by enabling social integration as described above, and also by providing advice on a range of practical issues as well as signposting to other services. These include a bespoke Citizen's Advice Bureau service, support with accessing training, education and employment, a hardship fund and bursary funding. These activities are funded primarily by trusts and foundations including Children in Need and by Oxford City Council.			
	General	Restricted	
	funds	funds	Total
Tangible fixed assets	3,797		3,797

Refugee Resource
Notes to the Accounts
For the year ended 31 March
2025

Cash at bank and in hand	354,196	9,743	363,939
Debtors	8,542		8,542
Current liabilities	(9,294)	-	(9,294)
12. Analysis of Net Assets between funds 2025			

Analysis of Net Assets between funds 2024

	General funds	Restricted funds	Total
Tangible fixed assets	3,115		3,115
Cash at bank and in hand	490,108		490,108
Debtors	9,248		9,248
Current liabilities	(18,864)		(18,864)
	357,241		
9,743	366,984		
		-	(18,864)

Refugee Resource
Notes to the Accounts
For the year ended 31 March
2025

[illegible]

Refugee Resource

Notes to the Accounts

For the year ended 31 March

2025

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

(31,531)

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2025

14. Trustee Remuneration and related party transactions

Trustees received no remuneration during the year for their duties as trustees (2024: Enil).

No trustees were reimbursed for their expenses during the year (2024: Enil)

The aggregate total amount of donations received without conditions was E 100 (2024: Enil). There were no other related party transactions (2024: Enil).

15. Legal Status and Registered Office

Refugee Resource is a Charitable Company, limited by guarantee, incorporated in England. The registered office and principal place of business is:

The Old Music Hall
106-108 Cowley Road
Oxford

OX41JE

Accounts



REFUGEE RESOURCE

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the year ended 31 March 2024

Registered Charity No. 1098876

Company No. 4558542

Refugee Resource

Annual Report and Financial Statements

For the year ending 31 March 2024

Contents

Page	3	Reference and Administrative Information
Page	4-11	Report of the Board of Trustees
Page	12	Responsibilities of the Trustees
Page	13	Independent Examiner's Report
Page	14	Statement of Financial Activities
Page	15	Balance Sheet
Page	16	Statement of Cash Flows
Page	17-26	Notes to the Accounts

Refugee Resource

Reference and Administrative Information

Charity name: Refugee Resource

Charity registration number: 1098876

Company registration number: 4558542

Registered office and operational address: The Old Music Hall
106-108 Cowley Road
Oxford OX4 1JE

CEO: Jacqueline Adusei

Trustees

Belinda Coote (Chair) (resigned January 2024)
Michael Taylor (resigned March 2024)
Raymond Pope (Treasurer)
Naznin Ali (resigned November 2023)
Andrew Tyson (resigned September 2023)
Taz Greyling (appointed April 2023)
Kate Harris (appointed April 2023)
Hannah Newth (appointed June 2023)
Professor Donald Ridley (appointed April 2023)
Paul Sheehan (Chair) (appointed November 2023)
Nuha Abdo
Lorraine Hare (appointed March 2024)
Anne Cummings (appointed March 2024)

Independent examiners

Critchleys Audit LLP
Beaver House, Hythe Bridge Street, Oxford, OX1 2EP

Bankers

Triodos Bank N.V.
Brunel House, 11 The Promenade, Bristol BS8 3NN

Refugee Resource

Trustees Report for the year ended 31 March 2024

The Trustees are pleased to present their report together with the audited financial statements for the year ended 31 March 2024.

Background

Refugee Resource provides therapeutic services and specialist support for refugees, asylum seekers, and vulnerable migrants in Oxfordshire by uniquely offering a range of complementary services in support of their psychological, emotional, and social well-being, and long-term mental health needs. These include counselling and psychotherapy, mentoring, advice, advocacy, and outreach services, as well as a women's service and therapeutic football group. Refugee Resource also helps its clients to heal from trauma and integrate into the community by signposting them to other organisations that can help in response to their needs around education, employment, health, and housing.

Refugee Resource also provides training and consultancy services to other organisations working with refugee clients and those experiencing trauma.

The objectives of the charity are:

- 1) To provide relief for refugees, asylum seekers, vulnerable migrants and their dependants living temporarily or permanently in particular but not exclusively in Oxfordshire who are in conditions of hardship or distress.
- 2) To preserve and protect the physical and mental health of refugees, asylum seekers, vulnerable migrants and their dependants.
- 3) To advance the education and training of refugees, asylum seekers, vulnerable migrants and their dependants in need thereof to enhance their employment opportunities and assist in their settlement within a new community.
- 4) To advance the education of the public in general about the issues relating to refugees, asylum seekers and vulnerable migrants.
- 5) The provision of facilities for recreation or other leisure time occupation for refugees, asylum seekers and vulnerable migrants with the object of improving the conditions of life of those persons who need such facilities because of their youth, age, infirmity or disablement, poverty, or social and economic circumstances.

The activities are:

The services offered by Refugee Resource, which include counselling and psychotherapy, mentoring, advice, advocacy, and outreach are critical in addressing the complex needs of migrants and refugees, this includes services to support trauma and PTSD-related issues, personal development, integration and practical advice around housing, education, and employment for clients in need of support in these areas.

Our clients are referred to us by multiple partners, including the NHS and GPs, Social Services, solicitors, and other community organisations, as well as by friends or family, and via self-referrals.

Strategic Objectives

Refugee Resource's 4 strategic objectives are:

- 1) Quality Service Delivery
- 2) Partnerships / Collaboration
- 3) Sustainability
- 4) Advocacy

Refugee Resource

Trustees Report for the year ended 31 March 2024

Overview of the year ended 31 March 2024

From April 2023 to March 2024, Refugee Resource worked with 275 clients which include 32 receiving mentoring support, 165 receiving counselling support, 47 being involved in the women's service, 66 receiving advice and advocacy support, and 21 young people receiving support through the in-school counselling programme.

2023- 2024 - Achievements and performance against our 4 strategic objectives:

OBJECTIVE ONE - QUALITY SERVICE DELIVERY

To ensure Refugee Resource consistently delivers a wide range of funded services in line with its strategic plans, the organisation embarked on an expansion plan. This initiative led to a 30% increase in staffing resources, aimed at expanding and diversifying services while upskilling our team to effectively execute our business strategy. As a result, staff changes and the introduction of new services occurred throughout the year, resulting in reduced referral waiting times. Despite the majority of our staff being part-time, we remain committed to continuous improvement and will continue to review our resources.

During the reporting year, we witnessed a growing demand for our services, prompting us to establish new service hubs in areas where vulnerable asylum seekers and refugees are increasingly being housed, such as Banbury. Our client caseload comprised 63% asylum seekers, 26% refugees, and 10% vulnerable migrants, including survivors of trafficking, domestic violence, and forced marriage. The influx of new referrals, particularly in the early stages of asylum case processing, placed significant strain on our team of counsellors and front-line service staff.

To deliver client-centred services, we focus on cultivating opportunities for clients to increase social connections, develop skills and confidence, and improve mental and emotional well-being. Programs such as mentoring, women's services, and football groups provide avenues for clients to meet new people, strengthen support networks, and reduce feelings of isolation.

Our counselling and psychotherapy services played a vital role in supporting clients to build resilience and positive relationships. We continuously monitored, evaluated, and adjusted our programs in partnership with our clients to ensure our clients achieve positive outcomes, including:

- Improved wellbeing (physical and/or emotional)
- Decrease in symptoms of mental distress
- Improved social connections (decreased feelings of isolation)
- Improved ability to manage symptoms of mental health difficulties
- Supported in dealing with practical issues affecting their situation
- Supported in accessing employment, placements, education, training or voluntary
- More empowered to address issues affecting our own lives

During this budget year, 81% of our clients engaged in our social inclusion programmes reported one or more of the outcomes listed above. Notably, 89% of our women's group has reported 5-6 of these indicators, with the following projects being particularly impactful:

- Social Inclusion weekly advice appointments and drop-in service for clients with multiple complex needs, who struggle to access mainstream advice and support services due to PTSD and other trauma-related mental health issues.
- The Healing in the Outdoors project delivered in partnership with the International Tree Foundation. Together we have coordinated monthly and bi-monthly visits for Refugees and Asylum seekers to local nature sites in Oxfordshire, where they engage in woodland activity sessions and mindfulness. Reports thus far indicate improved physical and mental wellbeing, increased confidence in social interactions, and a great sense of peace through immersion in nature.
- Establishment of a Ukrainian women's group and incorporation into Healing in the Outdoors project. Curating special sessions for Ukrainians with Citizen's Advice Bureau to answer questions surrounding housing and the rules and regulations for rentals. Creation of a FAQ sheet in Ukrainian/Russian and distribution to the larger Ukrainian community.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Objective One continued

Our Women's Group continued to meet several times a week to engage in a range of activities (e.g. English classes, yoga, workshops, community projects) through which they build confidence, develop new connections and friendships, learn new things, and crucially provide each other emotional support.

At the group's request our women's services coordinator coordinated a variety of workshops and external speakers, including, sexual health workshops, run in partnership with the Terrence Higgins Trust; other health workshops delivered in partnership with the NHS; benefits and career support, with Aspire; and workshops on rights, and numeracy and literacy skills.

Our young men's football group renewed its therapeutic focus during the year; a closed group for which we only accept referrals (mostly these come from social services), and all the young people are refugees and migrants. The group is run in partnership with our sister charity Asylum Welcome and Oxford United in the Community (who provide a coach). We have had many Unaccompanied Asylum-Seeking Children (UASC), and new arrivals join of late. The group has helped clients to build confidence, social connections, and a sense of belonging for these young people, who are often new to the UK and are often struggling mentally and emotionally.

Our mentoring service continued to provide both practical and emotional support, enabling clients to fulfil their goals, feel less isolated, more confident, and more integrated into the community. The mentoring service is particularly crucial in providing a secure and supported environment where clients can develop personal action plans and move forward to achieve their goals. During the year, 100% of mentees reported feeling less isolated and 78% feel more empowered to address issues affecting their lives.

OBJECTIVE TWO – PARTNERSHIPS/COLLABORATION

Throughout the past year, we have witnessed significant shifts in our partnerships, resulting in the establishment of both new and revitalised partners. Actively expanding our network of contracts and partnerships has yielded a positive response, enabling Refugee Resource to effectively address emerging needs and engage with new clients. Notably, we have embarked on managing services for Ukrainian individuals in partnership with Connections Support.

In tandem with our commitment to client well-being, our women's services have organised a series of health and wellbeing workshops. These workshops have empowered 35 refugee women clients to overcome unequal access to health information and services, fostering greater awareness of community health resources.

Partnering with various organisations, we have delivered workshops covering topics such as nutrition, mental health first aid, exercise, and diet, complementing our regular yoga and mindfulness classes.

Furthering our dedication to social inclusion, we have facilitated workshops and discussions in collaboration with Oxfordshire County Council, Community Research Network, and other key stakeholders. These initiatives have provided platforms for refugees and asylum seekers to voice their experiences and address health inequalities within Oxfordshire.

Additionally, our mentoring and social inclusion services have been instrumental in connecting clients with vital support for health issues and concerns, from registering with healthcare providers to addressing housing uncertainties. Implementing a Refugee Employment Support Programme (RESP) in partnership with Aspire and EMBS and Asylum Welcome, we aim to empower at least 20 individuals on the Syrian Vulnerable Persons Resettlement Scheme to enter or advance in the workplace.

As we move forward, reinforcing partnerships and collaborative efforts remains a primary focus. Through talks, presentations, and engagements, we aim to amplify our message and expand our partnership network. Our ongoing collaboration with funders, partners, stakeholders, clients, volunteers, and staff aligns with our objective to enhance service provision and deliver excellent services to our current and future clients.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Objective Two continued

Some of the new partnerships forged are listed below:

- Collaborating with Aspire, Asylum Welcome, and EMBS to develop and implement a Refugee Employability Project.
- Partnering with The International Tree Foundation to organise a series of programs titled 'Healing in the Woods,' focusing on client services in outdoor rural areas.
- Participated in the Marmalade Festival in Oxford by highlighting exhibits and delivering talks, including discussions, film screenings, performances, and more.
- The delivery of a social inclusion service for Ukrainian Refugees.

Overall, the charity was fortunate to work with many partners, not all are named within this report; it would like to extend its gratitude to all its partners, donors and supporter that have continued to support the charity.

OBJECTIVE THREE – SUSTAINABILITY

This objective is key in ensuring Refugee Resource attains sustainable business efficiency and longevity.

To achieve this, we are actively diversifying our funding streams. With the recent addition of a Head of Fundraising, our development team now comprises three part-time staff. Led by the experienced Head of Fundraising, we have commenced the implementation of a robust fundraising strategy. A key component of this strategy is the expansion of our bespoke training and consultancy social enterprise.

In parallel, we are intensifying our efforts to bolster community and individual fundraising initiatives. Notably, 15 runners rallied behind us in the Oxford Half Marathon, raising an impressive £11,000. This, coupled with our ongoing community fundraising, has generated £16,255 in total. Moreover, our clients contribute to our fundraising endeavours, with our Women's Group selling recipe books they have created, with profits benefiting Refugee Resource.

Over the past six months, we have diligently pursued additional grant and trust funding, resulting in the successful confirmation of the following grants:

- £118,500 from the National Lottery for service programmes and core costs
- £40,000 Forrester Family Trust for core costs
- £25,000 Charities Aid Foundation Keystone Fund
- £17,100 from Buckinghamshire, Oxfordshire & Berkshire West Integrated Care Board for counselling services
- £25,000 from Equator Trust for women's services
- £20,000 from AB Charitable Trust for core costs
- £10,000 from Oxfordshire Community Foundation Community Capacity Fund for mentoring services
- £10,000 Swire Charitable Trust for core costs
- £9,000 from NHS Public Health Wider Workforce Fund
- £8,000 Parochial Charity of St. Clements for women's services
- £5,000 from Pye Charitable Trust for counselling services through July 2024
- £4,500 from M&C Trust for core costs
- £3,000 from St. Michael's and All Saints'

Training and Consultancy

Refugee Resource has partnered with Oxford Brookes University to deliver two cohorts of a Level 7 module titled 'Rehumanising People in Extreme Situations' during the year. After successfully delivering an in-person accredited course to 31 professionals and students over the past year, we aim to transition the course online by September 2024 to reach at least 50 field workers by May 2025.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Objective Three continued

Encouragingly, feedback from pilot modules indicates strong satisfaction, with over 90% of participants deeming the course "indispensable" to their work with refugees, asylum seekers, and vulnerable migrants affected by trauma and complex PTSD.

Additionally, our CEO, Capacity Building Lead, and Family Therapist have provided trainings and supervision to various organisations, including Sanctuary Hosting, University of North Carolina, West Oxfordshire District Council, Oxfordshire County Council, Aspire, and EMBS Community College, generating additional revenue during the year.

During the financial year, Refugee Resource has prioritised business sustainability to align with our long-term organisational strategy. This focus involved conducting a thorough review of our ICT systems, leading to the implementation of updated hardware and software, as well as a transition to SharePoint. Additionally, we conducted a comprehensive review and upgrade of our website to ensure it meets high-quality standards. As part of our sustainability efforts, we enhanced our resources within the fundraising team, aiming to increase our income by 10% in the upcoming fiscal year.

In terms of governance, Refugee Resource initiated a board renewal program as part of our succession plan. This included an open recruitment process to appoint a new chair, who assumed their role in January. The successful execution of this recruitment plan ensures that the organisation remains well-governed and financially sound. Furthermore, we conducted a review of key policies, including Safeguarding and others, and implemented a suite of training and development programs to support and enhance the skills of our board and workforce.

Throughout these developments, Refugee Resource has actively collaborated with clients, employees, and partners to effectively allocate resources, thereby best supporting our clients while maintaining financial viability. We remained committed to delivering training to staff and board members, with safeguarding training facilitated by an external safeguarding consultant, with the aim to deliver safe and positive services and impact.

We are deeply grateful for the continued financial support from both existing and new funders. Notably, we extend our thanks to the National Lottery for their commitment to an additional four years of funding, along with longstanding funders and contributions from over five new funders. Their generosity enables us to continue our vital work, and we express our heartfelt appreciation for their ongoing support.

Moreover, the charity has expanded its Counselling staffing team from 5 to 9 during the year. We continue to explore new income streams to support our sustainability objectives and are excited about building on new initiatives in the near future.

OBJECTIVE FOUR – ADVOCACY

This objective is to ensure that Refugee Resource actively engages in campaigning to support the clients it serves.

A crucial aspect of our mission involves identifying effective methods for advocating on behalf of our clients. Refugee Resource is dedicated to increasing its advocacy efforts and working closely with advocacy organisations, which has included the Refugee Council and associated lobby groups. To strengthen our advocacy capabilities, Refugee Resource will seek to implement robust processes and systems to proactively advocate for refugees and migrants.

In our commitment to establishing ourselves as an advocacy organisation, we have collaborated with key partners to amplify the voices of our clients through various platforms. This includes our involvement in the 'Keep Campsfield Closed' coalition group and the launch of a video aimed at raising awareness of the impact of our work on those we serve.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Client case study

Please note some details have been changed to protect clients' identities.

AT is a Pakistani female adult who first contacted RR in January 2024 by email to our general enquiries email inbox with the subject line 'Urgent help required'. Extracts from her email included:

I am writing to seek urgent support and assistance from your organization regarding the mental abuse that I have been subjected to by my husband. I am currently living in Banbury and have been unable to seek help due to being confined to my house and being forced to do things I do not like.

My husband has been accusing me of adultery and has made false allegations against me, which has resulted in my parents turning against me. They have even threatened me with an honour killing, which has forced me to escape from Pakistan to save my life.

The mental torture that I have faced has left me traumatized and unable to function normally. I fear for my life and am seeking help to escape this situation. I am writing to request your support and assistance in ensuring my safety and well-being.

This case study not only demonstrates the extremely challenging subject nature of even routine work at RR such as maintaining the general enquiries inbox, but also highlights a key safeguarding issue around whether someone is in immediate danger or not. This report was timely as it coincided with a re-drafting of the organisations safeguarding policy but also flowcharts which remind us to carefully review a situation (or at least what information we have available to us) before determining the immediacy and extent of response required.

In general, we are a referring agency rather than a safeguarding agency, but if someone is in immediate danger or at risk of imminent harm then urgent action must be taken in the form of contacting the emergency services.

Immediately upon receipt of AT's email we replied to her message to try to obtain a telephone number and consent to refer her to the local authority and/or police. She replied almost immediately to say that:

I am totally safe with my friend it's just seasonal flu. Can you call me now? There is no need to contact police because I am with my friend, and I am totally safe right now. I am saying for tomorrow because we can discuss everything in detail. Is it ok with you. Are you there I am totally safe can we arrange tomorrow call session There is no need to call police because I am with my friend its totally safe. [sic]

After several hours of time spent on communicating back and forth with AT, and the time of two separate counsellors due to their part time roles and the apparent urgency of the situation, we were able to complete a referral with her, invite her for an assessment, and ascertain that the harm that she feared was actually in her own country rather than here in the UK. She is now in counselling with RR.

The case study is provided here to demonstrate the many perceived situations of urgency that can arise across the board in an average day at Refugee Resource, and can take significant resources, simply to conclude that an individual is safe. Moreover, it highlights the need to avoid assumptions and to clarify details before rushing to conclusions about risk. Many of our clients face challenging situations, many need our help, but we need to be able to identify those small number who are in immediate danger and act accordingly.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Plans for 2024/2025

Refugee Resource will continue to work on its four strategic objectives, as set out below with a key emphasis on responding to the emerging for new and existing refugees, asylum seekers and migrants.

The key consideration in shaping our plans for 2024/5 is its 4 strategic objectives in line with the information shared above as follows:

- Broaden our service offerings
- Embark on Volunteer Engagement & Growth
- Increase our Advocacy Presence
- Capacity building and fundraising
- Scaling up in response to external factors
- Data driven advocacy
- Staff and resource optimization
- Collaborative development
- Refugee Advisory Group
- Infrastructure strengthening
- Staff wellbeing and development

We will:

- Expand services to encompass a wider range of client groups, communities, and geographical areas.
- Increase emphasis on volunteer recruitment and utilisation to support expansion and delivery of our services.
- Strengthen our advocacy efforts through increased partnerships, visibility, and associated initiatives.
- Focus on enhancing capacity in fundraising whilst maintaining a commitment to delivering high quality services and support staff using support initiatives.
- Prepare for scaling up operations in response to external challenges and opportunities.
- Use data and client stories as the basis for advocacy efforts, ensuring a client centred approach and effective leadership in advocacy initiatives.
- Address staffing and resource challenges to ensure operational efficiency and effectiveness.
- Foster collaboration with institutes and universities to leverage expertise and resources for mutual benefit.
- Use feedback from the Refugee Advisory Group to collaborate with clients to co-create and tailor services to meet their needs effectively to scope and co-create services for our client.
- Improve IT infrastructure, streamline processes, and enhance facilities and premises to support service delivery.
- Prioritise staff well-being through competitive pay, continuous professional development opportunities, and active listening.

Financial Review

Principal funding sources

The principal funding sources for the charity for 2023/24 were grants, including from the National Lottery, The Henry Smith Charity, Lloyds Bank Foundation, Children in Need, Oxfordshire Clinical Commissioning Group, Oxford City Council and Oxfordshire County Council, Bromley Trust, Equator Trust, Forrester Family Trust, and other valuable donors.

Reserves policy

Our reserves policy dictates that we keep a relatively high level of reserves due to both the nature of our work and our income cycle. Our counselling and psychotherapy work with vulnerable and traumatised clients are long-term and it could be unsafe to end this abruptly; we, therefore, need a 9-12-month period to wind down this service. The nature of the work also means we require premises with reception and counselling rooms; we must provide clinical supervision for staff, and interpreters are needed for service users. We are currently dependent on a few major funding sources - if any of these were lost it could place us in a precarious situation, and as our ability to generate unrestricted funds quickly is limited, we need to hold reserves to cover a lost grant until we can find alternative sources of funding. Our reserves policy is available on request.

The charity holds £483,607 in funds on 31 March 2024 (2023 £534,445), including £nil in restricted funds (2023 £14,230), £3,115 represented by tangible fixed assets (2023 £1,232) with free reserves of £480,492 (2023 £518,983). The trustees have set a target of £404,795 (2023 £353,666) as the level of reserves being 7 months budgeted expenditure for 2024/2025 and are happy with the level of free reserves in light of the current economic situation and the charity's ongoing dependence upon grant funding.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Structure, Governance and Management

Refugee Resource is a charitable company limited by guarantee, incorporated on 9 October 2002 and registered as a charity on 5 August 2003. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Refugee Resource was previously known as Oxford Refugee Support Project, which was established by a Declaration of Trust dated 14 October 1999. On 1 April 2003, the Trustees transferred the assets and liabilities held under the Declaration of Trust into the company limited by guarantee and from that date the organisation's activities have been conducted through the company limited by guarantee.

The governance of the charity is the responsibility of the directors who are also trustees and the sole Members of the company. They are elected and co-opted under the terms of the Articles of Association which specify that a minimum of three trustees be appointed with no maximum number recommended. One-third of trustees step down by rotation at each annual general meeting and, if eligible, may offer themselves for re-election. Efforts are made to recruit a range of trustees who can provide the charity with a broad spectrum of relevant experience and knowledge. There is an induction process for new trustees designed to help them understand how the charity works. The trustees who served during the period of this report are set out on page 3.

The Board of trustees delegate the running of the organisation to a Chief Executive Officer and management team; the governance function is supported by quarterly Board meetings and an annual strategic planning meeting, as well as a Finance Committee comprising the Chair, the Treasurer and the Vice-Chair. Trustees receive an induction pack upon engagement. A pay policy is in place and a benchmarking review was carried out in 2022; salaries are subject to an annual review process by the Board.

In January 2024, the Board of Trustees held their annual away day to discuss and consider the annual priorities for 2024-25. The Trustees agreed on the key objectives summarised in the section above **Plans for 2024/2025**.

Risk management

The Trustees have identified the key risks and measures to mitigate them in a risk register document which is reviewed twice a year at Board meetings, the main areas of current focus are as follows:

- Financial sustainability: the charity is currently overly dependent upon grants from trusts and foundations to maintain its operations; a focus in the strategic plan for 2024/25 is to diversify ways of raising revenue by developing the social enterprise trading initiatives and extending our community fundraising activities. Continue to work on developing a bespoke training programme with Oxford Brookes University is currently underway.
- Increased competition: the charity to consider closer working relationships with organisations where we share a similar client base. This is an area of work which will form part of the organisation's strategic plan towards seeking closer collaborative working with our key organisations, particularly Asylum Welcome.

Refugee Resource

Responsibilities of the Trustees for the preparation of the financial statements

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements 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 of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

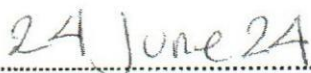
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the small Companies Regime under Section 419(2) of the Companies Act 2006.

Signed on behalf of the Trustees



Paul Sheehan
Chair



Date:

Refugee Resource

Independent examiner's report to the Trustees of Refugee Resource

I report to the charity trustees on my examination of the accounts of Refugee Resource (the Company) for the year ended 31 March 2024, which are set out on pages 14 to 26.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

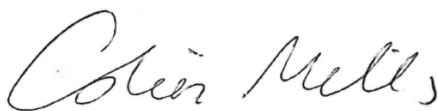
Independent examiner's report

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2) the accounts do not accord with those accounting records; or
- 3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- 4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Name of examiner:
Name of firm:
Relevant Professional body:
Address:

Colin Mills
Critchleys Audit LLP
Institute of Chartered Accountants in England and Wales
Beaver House, 23-28 Hythe Bridge Street, Oxford, OX1 2EP

Date:

2 July 2024

Refugee Resource
Statement of Financial Activities (including Income & Expenditure Account)
For the Year Ended 31 March 2024

		Unrestricted funds £	2024 Restricted funds £	Total funds £	Unrestricted funds £	2023 Restricted funds £	Total funds £
	Notes						
Income and endowments from:							
Donations	2	157,433	302,851	460,284	144,252	319,860	464,112
Charitable activities	3	8,550	12,857	21,407	22,336	3,821	26,157
Other trading activities		17,337	-	17,337	9,001	-	9,001
Investments		11,409	-	11,409	2,427	-	2,427
		194,729	315,708	510,437	178,016	323,681	501,697
Expenditure on:							
Raising funds	4	84,965	49,823	134,788	39,930	78,581	118,511
Charitable activities	5	146,372	280,115	426,487	110,492	231,521	342,013
Total		231,337	329,938	561,275	150,422	310,102	460,524
Net income/expenditure		(36,608)	(14,230)	(50,838)	27,594	13,579	41,173
Transfers between funds		-	-	-	56,090	(56,090)	-
Net movement in funds		(36,608)	(14,230)	(50,838)	83,684	(42,511)	41,173
Reconciliation of funds:							
Total funds brought forward		520,215	14,230	534,445	436,531	56,741	493,272
Total funds carried forward		483,607	-	483,607	520,215	14,230	534,445

The restricted funds balance at March 2024 was £Nil (2023 £14,230). Transfer from restricted to unrestricted funds in the year to March 2024 was £Nil (2023 £56,090). The prior year transfers related to reclassification of funds incorrectly classified in prior periods.

Refugee Resource Balance Sheet At 31 March 2024

Company number 04558542

		2024 £	2023 £
	Notes		
FIXED ASSETS			
Tangible Assets	7	3,115	1,232
CURRENT ASSETS			
Debtors	8	9,248	39,780
Cash at bank and in hand		490,108	513,877
		499,356	553,657
CREDITORS: Amounts falling due within one year	9	18,864	20,444
NET CURRENT ASSETS		480,492	533,213
NET ASSETS		483,607	534,445
INCOME FUNDS			
General funds	11	483,607	520,215
Restricted funds	11	-	14,230
TOTAL FUNDS		483,607	534,445

For the year ended 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

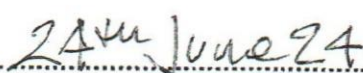
The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board of Trustees on
and signed on its behalf by:



Paul Sheehan
Chair


Date: 24th June 24.

**Refugee Resource
Statement of Cash Flows
For the year ended 31 March 2024**

		2024 £	2023 £
	Notes		
Cash (used in) / generated from operating activities	13	(31,531)	(5,975)
Purchases of tangible fixed assets	7	(3,647)	-
Dividends and interest from investments		11,409	2,427
Cash generated from investing activities		<u>7,762</u>	<u>2,427</u>
(Decrease)/increase in cash and cash equivalents in the year		(23,769)	(3,548)
Cash and cash equivalents at the beginning of the year		513,877	517,425
Total cash and cash equivalents at the end of the year		<u>490,108</u>	<u>513,877</u>

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

1. Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material to the accounts of Refugee Resource.

a) Basis of accounting

The financial statements have been prepared in accordance with FRS102 and the Charities Statement of Recommended Practice (FRS 102).

The trustees consider that the charity is a public benefit entity.

b) Fund accounting

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- Designated funds are created at the discretion of the Trustees for such purposes as they see fit.

c) Income

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Pension policy

Refugee Resource operates a pensions' policy in compliance with the requirements of autoenrollment. Employees may contribute and Refugee Resource contributes 4% of salary.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

e) Expenditure

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

- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g., staff numbers, time allocation.

f) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £250 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computers	33% per annum
Office Equipment	25% per annum

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2024

2. Donations and Grants

	2024			2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Other grants	54,433	8,715	63,148	51,656
Oxford Community Foundation	-	15,911	15,911	7,684
OCF Mentoring	-	-	-	10,000
OCF Football Group	-	-	-	4,984
The M&C Trust	3,000	-	3,000	4,500
Donations and Fundraising	-	-	-	10,117
AB Charitable Trust	20,000	-	20,000	-
TVPA Police	-	20,788	20,788	-
Feoffees	-	3,000	3,000	-
Equator Charitable Trust	-	25,000	25,000	18,000
Lloyds Bank Foundation	-	-	-	27,250
Children in Need	-	29,995	29,995	29,000
Henry Smith Charity	45,000	-	45,000	22,500
Oxfordshire County Council	-	45,000	45,000	45,000
Oxford City Council Comm Impact Fund	-	6,500	6,500	5,850
Oxford City Council	-	16,442	16,442	5,500
National Lottery Community Fund	-	118,500	118,500	113,071
Garfield Weston Foundation	20,000	-	20,000	20,000
J A Pye	-	5,000	5,000	5,000
Parochial Charity of St Clements	-	8,000	8,000	4,000
Swire Trust	-	-	-	10,000
Tambour Foundation	-	-	-	15,000
Forrester Family Trust	-	-	-	40,000
The Bromley Trust	15,000	-	15,000	15,000
	157,433	302,851	460,284	464,112

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2024

3. Income from charitable activities

	2024			2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Oxfordshire Clinical Commissioning Group	8,550	-	8,550	17,100
Other Income	-	12,857	12,857	9,057
	<u>8,550</u>	<u>12,857</u>	<u>21,407</u>	<u>26,157</u>

4. Expenditure on raising funds

	2024			2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Directly attributable costs	44,905	36,545	81,450	73,703
Support costs allocated	40,060	13,278	53,338	44,808
	<u>84,965</u>	<u>49,823</u>	<u>134,788</u>	<u>118,511</u>

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

5. Expenditure on charitable activities

	2024			2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Counselling Service				
Directly attributable costs	37,931	112,991	150,922	100,444
Support costs allocated	33,839	41,055	74,894	61,761
	<u>71,770</u>	<u>154,046</u>	<u>225,816</u>	<u>162,205</u>
Mentoring Service				
Directly attributable costs	11,004	47,587	58,591	56,209
Support costs allocated	9,817	17,291	27,108	34,517
	<u>20,821</u>	<u>64,878</u>	<u>85,699</u>	<u>90,726</u>
Women's Service				
Directly attributable costs	4,749	11,981	16,730	10,435
Support costs allocated	4,236	4,353	8,589	6,092
	<u>8,985</u>	<u>16,334</u>	<u>25,319</u>	<u>16,527</u>
Advice, Advocacy and Outreach Service				
Directly attributable costs	23,675	32,902	56,577	45,839
Support costs allocated	21,121	11,955	33,076	26,716
	<u>44,796</u>	<u>44,857</u>	<u>89,653</u>	<u>72,555</u>
	<u>146,372</u>	<u>280,115</u>	<u>426,487</u>	<u>342,013</u>

	2024		2023	
Support costs include:	Restricted £	Unrestricted £	Restricted £	Unrestricted £
Proportion of salaries: CEO, Finance & Admin Manager, Services Manager	22,719	77,152	29,982	40,939
Administrator	-	-	7,963	-
Consultancy	-	-	5,100	-
Finance & Accountancy	-	395	-	4,608
General running cost	18,487	20,019	11,554	3,505
Rent	43,081	8,809	48,732	1,076
HR	-	-	360	-
IS Support	2,145	-	4,202	-
Recruitment	1,000	275	2,368	6,228
Independent Examination Fee	-	1,900	-	1,740
Event	-	523	-	1,923
Training	500	-	1,994	-
Total	87,932	109,073	112,254	60,019

Refugee Resource **Notes to the Accounts** **For the year ended 31 March 2024**

6. Staff costs

	2024	2023
	£	£
Wages and salaries	370,059	284,445
Employer's National Insurance contributions	27,038	22,525
Employer's pension contributions	13,229	11,091
Total	410,326	318,061

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2024	2023
	FTE	FTE
Counselling	3.8	2.7
Mentoring	1.1	1.0
Women's Service	0.9	0.8
Advice and Advocacy	1.0	0.8
Administration and support	3.3	2.2
Director and Development	1.7	1.7
Total	11.8	9.2

No employee's emoluments exceed £60,000 in the year. The charity contributes 4% of salary to an auto-enrolment compliant work-based pension scheme for all eligible staff.

Key management personnel remuneration including salary, employer's National Insurance and employer's pension totalled £57,192 (2023: £48,552).

Refugee Resource **Notes to the Accounts** **For the year ended 31 March 2024**

7. Fixed Assets

	Computers £	Office Equipment £	Total £
Costs			
At 1 Apr 2023	7,700	3,201	10,901
Additions	<u>3,647</u>	<u>-</u>	<u>3,647</u>
At 31 March 2024	<u>11,347</u>	<u>3,201</u>	<u>14,548</u>
Accumulated depreciation			
At 1 Apr 2023	6,468	3,201	9,669
Charge for year	<u>1,764</u>	<u>-</u>	<u>1,764</u>
At 31 March 2024	<u>8,232</u>	<u>3,201</u>	<u>11,433</u>
Net book value			
At 1 Apr 2023	<u>1,232</u>	<u>-</u>	<u>1,232</u>
At 31 March 2024	<u>3,115</u>	<u>-</u>	<u>3,115</u>

8. Debtors

	2024 £	2023 £
Trade debtors	700	12,441
Other debtors	3,603	3,603
Accrued income	<u>4,945</u>	<u>23,736</u>
	<u>9,248</u>	<u>39,780</u>

9. Creditors

	2024 £	2023 £
Trade creditors	1,679	3,669
Accruals	8,614	9,441
Deferred income	5,067	5,067
Taxation and social security	<u>3,504</u>	<u>2,267</u>
	<u>18,864</u>	<u>20,444</u>

Deferred income is represented by grants received before the year end where the grant period does not start until the following April.

Analysis of movement in deferred income:

Balance brought forward	5,067
Released in the year	(5,067)
Deferred in the year	5,067
Carried forward	5,067

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

10. Commitments

	2024	2023
	£	£
Expiring in less than one year	<u>34,005</u>	<u>30,710</u>

At 31 March 2024 the charity had a non-cancellable commitment equal to 6 months' rent and service charges of £34,005 (2023: £30,710).

11. Movement in funds

	As at 1 Apr 2023	Incoming resources	Outgoing resources	As at 31 March 2024
	£	£	£	£
Unrestricted funds:				
General funds	520,215	194,729	(231,337)	483,607
Restricted funds:				
Counselling, Mentoring, Women's Service, Advice, Advocacy and Outreach	14,230	315,708	(329,938)	-
	<u>534,445</u>	<u>510,437</u>	<u>(561,275)</u>	<u>483,607</u>

Purposes of Restricted Funds

The Counselling and psycho-social services offer therapeutic and practical support to asylum seekers, refugees and vulnerable migrants via psychotherapy, counselling, an accredited one-to-one befriending scheme (Mentoring service), a Women's service and a social inclusion team offering advice and advocacy support.

The Women's Service provides a safe and supportive space for female clients to come together and undertake activities which promote their psychological, emotional and physical well-being. Like all our services, it aims to reduce social isolation and exclusion and break down barriers to the women integrating into the local community and life in Oxfordshire.

The Advice, Advocacy and Outreach Services support the work carried out via our therapeutic services by enabling social integration as described above, and also by providing advice on a range of practical issues as well as signposting to other services. These include a bespoke Citizen's Advice Bureau service, support with accessing training, education and employment, a hardship fund and bursary funding. These activities are funded primarily by trusts and foundations including Children in Need and by Oxford City Council.

Core funding has been primarily provided by the National Lottery Community Fund, Oxfordshire County Council, and The Henry Smith Charity.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

12. Analysis of Net Assets between funds 2024

	General funds £	Restricted funds £	Total £
Tangible fixed assets	3,115	-	3,115
Cash at bank and in hand	490,108	-	490,108
Debtors	9,248	-	9,248
Current liabilities	(18,864)	-	(18,864)
	<u>483,607</u>	<u>-</u>	<u>483,607</u>

Analysis of Net Assets between funds 2023

	General funds £	Restricted funds £	Total 2023 £
Tangible fixed assets	1,232	-	1,232
Cash at bank and in hand	499,647	14,230	513,877
Debtors	39,780	-	39,780
Current liabilities	(20,444)	-	(20,444)
	<u>520,215</u>	<u>14,230</u>	<u>534,445</u>

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

	2024 £	2023 £
Net income for the year (as per the Statement of Financial Activities)	(50,838)	41,173
Adjustments for:		
Depreciation charge	1,764	112
Investment income	(11,409)	(2,427)
Decrease/(increase) in debtors	30,532	(34,993)
(Decrease) in creditors	(1,580)	(9,840)
Net cash (used in)/generated from operating activities	<u>(31,531)</u>	<u>(5,975)</u>

Refugee Resource Notes to the Accounts For the year ended 31 March 2024

14. Trustees' Remuneration and related party transactions

Trustees received no remuneration during the year for their duties as trustees (2023: £nil).

No trustees were reimbursed for their expenses during the year (2023: £nil)

There were no related party transactions. (2023: £nil).

15. Legal Status and Registered Office

Refugee Resource is a Charitable Company, limited by guarantee, incorporated in England. The registered office and principal place of business is:

The Old Music Hall
106-108 Cowley Road
Oxford
OX4 1JE

Accounts



REFUGEE RESOURCE

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the year ended 31 March 2024

Registered Charity No. 1098876

Company No. 4558542

Refugee Resource

Annual Report and Financial Statements

For the year ending 31 March 2024

Contents

Page	3	Reference and Administrative Information
Page	4-11	Report of the Board of Trustees
Page	12	Responsibilities of the Trustees
Page	13	Independent Examiner's Report
Page	14	Statement of Financial Activities
Page	15	Balance Sheet
Page	16	Statement of Cash Flows
Page	17-26	Notes to the Accounts

Refugee Resource

Reference and Administrative Information

Charity name: Refugee Resource

Charity registration number: 1098876

Company registration number: 4558542

Registered office and operational address: The Old Music Hall
106-108 Cowley Road
Oxford OX4 1JE

CEO: Jacqueline Adusei

Trustees

Belinda Coote (Chair) (resigned January 2024)
Michael Taylor (resigned March 2024)
Raymond Pope (Treasurer)
Naznin Ali (resigned November 2023)
Andrew Tyson (resigned September 2023)
Taz Greyling (appointed April 2023)
Kate Harris (appointed April 2023)
Hannah Newth (appointed June 2023)
Professor Donald Ridley (appointed April 2023)
Paul Sheehan (Chair) (appointed November 2023)
Nuha Abdo
Lorraine Hare (appointed March 2024)
Anne Cummings (appointed March 2024)

Independent examiners

Critchleys Audit LLP
Beaver House, Hythe Bridge Street, Oxford, OX1 2EP

Bankers

Triodos Bank N.V.
Brunel House, 11 The Promenade, Bristol BS8 3NN

Refugee Resource

Trustees Report for the year ended 31 March 2024

The Trustees are pleased to present their report together with the audited financial statements for the year ended 31 March 2024.

Background

Refugee Resource provides therapeutic services and specialist support for refugees, asylum seekers, and vulnerable migrants in Oxfordshire by uniquely offering a range of complementary services in support of their psychological, emotional, and social well-being, and long-term mental health needs. These include counselling and psychotherapy, mentoring, advice, advocacy, and outreach services, as well as a women's service and therapeutic football group. Refugee Resource also helps its clients to heal from trauma and integrate into the community by signposting them to other organisations that can help in response to their needs around education, employment, health, and housing.

Refugee Resource also provides training and consultancy services to other organisations working with refugee clients and those experiencing trauma.

The objectives of the charity are:

- 1) To provide relief for refugees, asylum seekers, vulnerable migrants and their dependants living temporarily or permanently in particular but not exclusively in Oxfordshire who are in conditions of hardship or distress.
- 2) To preserve and protect the physical and mental health of refugees, asylum seekers, vulnerable migrants and their dependants.
- 3) To advance the education and training of refugees, asylum seekers, vulnerable migrants and their dependants in need thereof to enhance their employment opportunities and assist in their settlement within a new community.
- 4) To advance the education of the public in general about the issues relating to refugees, asylum seekers and vulnerable migrants.
- 5) The provision of facilities for recreation or other leisure time occupation for refugees, asylum seekers and vulnerable migrants with the object of improving the conditions of life of those persons who need such facilities because of their youth, age, infirmity or disablement, poverty, or social and economic circumstances.

The activities are:

The services offered by Refugee Resource, which include counselling and psychotherapy, mentoring, advice, advocacy, and outreach are critical in addressing the complex needs of migrants and refugees, this includes services to support trauma and PTSD-related issues, personal development, integration and practical advice around housing, education, and employment for clients in need of support in these areas.

Our clients are referred to us by multiple partners, including the NHS and GPs, Social Services, solicitors, and other community organisations, as well as by friends or family, and via self-referrals.

Strategic Objectives

Refugee Resource's 4 strategic objectives are:

- 1) Quality Service Delivery
- 2) Partnerships / Collaboration
- 3) Sustainability
- 4) Advocacy

Refugee Resource

Trustees Report for the year ended 31 March 2024

Overview of the year ended 31 March 2024

From April 2023 to March 2024, Refugee Resource worked with 275 clients which include 32 receiving mentoring support, 165 receiving counselling support, 47 being involved in the women's service, 66 receiving advice and advocacy support, and 21 young people receiving support through the in-school counselling programme.

2023- 2024 - Achievements and performance against our 4 strategic objectives:

OBJECTIVE ONE - QUALITY SERVICE DELIVERY

To ensure Refugee Resource consistently delivers a wide range of funded services in line with its strategic plans, the organisation embarked on an expansion plan. This initiative led to a 30% increase in staffing resources, aimed at expanding and diversifying services while upskilling our team to effectively execute our business strategy. As a result, staff changes and the introduction of new services occurred throughout the year, resulting in reduced referral waiting times. Despite the majority of our staff being part-time, we remain committed to continuous improvement and will continue to review our resources.

During the reporting year, we witnessed a growing demand for our services, prompting us to establish new service hubs in areas where vulnerable asylum seekers and refugees are increasingly being housed, such as Banbury. Our client caseload comprised 63% asylum seekers, 26% refugees, and 10% vulnerable migrants, including survivors of trafficking, domestic violence, and forced marriage. The influx of new referrals, particularly in the early stages of asylum case processing, placed significant strain on our team of counsellors and front-line service staff.

To deliver client-centred services, we focus on cultivating opportunities for clients to increase social connections, develop skills and confidence, and improve mental and emotional well-being. Programs such as mentoring, women's services, and football groups provide avenues for clients to meet new people, strengthen support networks, and reduce feelings of isolation.

Our counselling and psychotherapy services played a vital role in supporting clients to build resilience and positive relationships. We continuously monitored, evaluated, and adjusted our programs in partnership with our clients to ensure our clients achieve positive outcomes, including:

- Improved wellbeing (physical and/or emotional)
- Decrease in symptoms of mental distress
- Improved social connections (decreased feelings of isolation)
- Improved ability to manage symptoms of mental health difficulties
- Supported in dealing with practical issues affecting their situation
- Supported in accessing employment, placements, education, training or voluntary
- More empowered to address issues affecting our own lives

During this budget year, 81% of our clients engaged in our social inclusion programmes reported one or more of the outcomes listed above. Notably, 89% of our women's group has reported 5-6 of these indicators, with the following projects being particularly impactful:

- Social Inclusion weekly advice appointments and drop-in service for clients with multiple complex needs, who struggle to access mainstream advice and support services due to PTSD and other trauma-related mental health issues.
- The Healing in the Outdoors project delivered in partnership with the International Tree Foundation. Together we have coordinated monthly and bi-monthly visits for Refugees and Asylum seekers to local nature sites in Oxfordshire, where they engage in woodland activity sessions and mindfulness. Reports thus far indicate improved physical and mental wellbeing, increased confidence in social interactions, and a great sense of peace through immersion in nature.
- Establishment of a Ukrainian women's group and incorporation into Healing in the Outdoors project. Curating special sessions for Ukrainians with Citizen's Advice Bureau to answer questions surrounding housing and the rules and regulations for rentals. Creation of a FAQ sheet in Ukrainian/Russian and distribution to the larger Ukrainian community.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Objective One continued

Our Women's Group continued to meet several times a week to engage in a range of activities (e.g. English classes, yoga, workshops, community projects) through which they build confidence, develop new connections and friendships, learn new things, and crucially provide each other emotional support.

At the group's request our women's services coordinator coordinated a variety of workshops and external speakers, including, sexual health workshops, run in partnership with the Terrence Higgins Trust; other health workshops delivered in partnership with the NHS; benefits and career support, with Aspire; and workshops on rights, and numeracy and literacy skills.

Our young men's football group renewed its therapeutic focus during the year; a closed group for which we only accept referrals (mostly these come from social services), and all the young people are refugees and migrants. The group is run in partnership with our sister charity Asylum Welcome and Oxford United in the Community (who provide a coach). We have had many Unaccompanied Asylum-Seeking Children (UASC), and new arrivals join of late. The group has helped clients to build confidence, social connections, and a sense of belonging for these young people, who are often new to the UK and are often struggling mentally and emotionally.

Our mentoring service continued to provide both practical and emotional support, enabling clients to fulfil their goals, feel less isolated, more confident, and more integrated into the community. The mentoring service is particularly crucial in providing a secure and supported environment where clients can develop personal action plans and move forward to achieve their goals. During the year, 100% of mentees reported feeling less isolated and 78% feel more empowered to address issues affecting their lives.

OBJECTIVE TWO – PARTNERSHIPS/COLLABORATION

Throughout the past year, we have witnessed significant shifts in our partnerships, resulting in the establishment of both new and revitalised partners. Actively expanding our network of contracts and partnerships has yielded a positive response, enabling Refugee Resource to effectively address emerging needs and engage with new clients. Notably, we have embarked on managing services for Ukrainian individuals in partnership with Connections Support.

In tandem with our commitment to client well-being, our women's services have organised a series of health and wellbeing workshops. These workshops have empowered 35 refugee women clients to overcome unequal access to health information and services, fostering greater awareness of community health resources.

Partnering with various organisations, we have delivered workshops covering topics such as nutrition, mental health first aid, exercise, and diet, complementing our regular yoga and mindfulness classes.

Furthering our dedication to social inclusion, we have facilitated workshops and discussions in collaboration with Oxfordshire County Council, Community Research Network, and other key stakeholders. These initiatives have provided platforms for refugees and asylum seekers to voice their experiences and address health inequalities within Oxfordshire.

Additionally, our mentoring and social inclusion services have been instrumental in connecting clients with vital support for health issues and concerns, from registering with healthcare providers to addressing housing uncertainties. Implementing a Refugee Employment Support Programme (RESP) in partnership with Aspire and EMBS and Asylum Welcome, we aim to empower at least 20 individuals on the Syrian Vulnerable Persons Resettlement Scheme to enter or advance in the workplace.

As we move forward, reinforcing partnerships and collaborative efforts remains a primary focus. Through talks, presentations, and engagements, we aim to amplify our message and expand our partnership network. Our ongoing collaboration with funders, partners, stakeholders, clients, volunteers, and staff aligns with our objective to enhance service provision and deliver excellent services to our current and future clients.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Objective Two continued

Some of the new partnerships forged are listed below:

- Collaborating with Aspire, Asylum Welcome, and EMBS to develop and implement a Refugee Employability Project.
- Partnering with The International Tree Foundation to organise a series of programs titled 'Healing in the Woods,' focusing on client services in outdoor rural areas.
- Participated in the Marmalade Festival in Oxford by highlighting exhibits and delivering talks, including discussions, film screenings, performances, and more.
- The delivery of a social inclusion service for Ukrainian Refugees.

Overall, the charity was fortunate to work with many partners, not all are named within this report; it would like to extend its gratitude to all its partners, donors and supporter that have continued to support the charity.

OBJECTIVE THREE – SUSTAINABILITY

This objective is key in ensuring Refugee Resource attains sustainable business efficiency and longevity.

To achieve this, we are actively diversifying our funding streams. With the recent addition of a Head of Fundraising, our development team now comprises three part-time staff. Led by the experienced Head of Fundraising, we have commenced the implementation of a robust fundraising strategy. A key component of this strategy is the expansion of our bespoke training and consultancy social enterprise.

In parallel, we are intensifying our efforts to bolster community and individual fundraising initiatives. Notably, 15 runners rallied behind us in the Oxford Half Marathon, raising an impressive £11,000. This, coupled with our ongoing community fundraising, has generated £16,255 in total. Moreover, our clients contribute to our fundraising endeavours, with our Women's Group selling recipe books they have created, with profits benefiting Refugee Resource.

Over the past six months, we have diligently pursued additional grant and trust funding, resulting in the successful confirmation of the following grants:

- £118,500 from the National Lottery for service programmes and core costs
- £40,000 Forrester Family Trust for core costs
- £25,000 Charities Aid Foundation Keystone Fund
- £17,100 from Buckinghamshire, Oxfordshire & Berkshire West Integrated Care Board for counselling services
- £25,000 from Equator Trust for women's services
- £20,000 from AB Charitable Trust for core costs
- £10,000 from Oxfordshire Community Foundation Community Capacity Fund for mentoring services
- £10,000 Swire Charitable Trust for core costs
- £9,000 from NHS Public Health Wider Workforce Fund
- £8,000 Parochial Charity of St. Clements for women's services
- £5,000 from Pye Charitable Trust for counselling services through July 2024
- £4,500 from M&C Trust for core costs
- £3,000 from St. Michael's and All Saints'

Training and Consultancy

Refugee Resource has partnered with Oxford Brookes University to deliver two cohorts of a Level 7 module titled 'Rehumanising People in Extreme Situations' during the year. After successfully delivering an in-person accredited course to 31 professionals and students over the past year, we aim to transition the course online by September 2024 to reach at least 50 field workers by May 2025.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Objective Three continued

Encouragingly, feedback from pilot modules indicates strong satisfaction, with over 90% of participants deeming the course "indispensable" to their work with refugees, asylum seekers, and vulnerable migrants affected by trauma and complex PTSD.

Additionally, our CEO, Capacity Building Lead, and Family Therapist have provided trainings and supervision to various organisations, including Sanctuary Hosting, University of North Carolina, West Oxfordshire District Council, Oxfordshire County Council, Aspire, and EMBS Community College, generating additional revenue during the year.

During the financial year, Refugee Resource has prioritised business sustainability to align with our long-term organisational strategy. This focus involved conducting a thorough review of our ICT systems, leading to the implementation of updated hardware and software, as well as a transition to SharePoint. Additionally, we conducted a comprehensive review and upgrade of our website to ensure it meets high-quality standards. As part of our sustainability efforts, we enhanced our resources within the fundraising team, aiming to increase our income by 10% in the upcoming fiscal year.

In terms of governance, Refugee Resource initiated a board renewal program as part of our succession plan. This included an open recruitment process to appoint a new chair, who assumed their role in January. The successful execution of this recruitment plan ensures that the organisation remains well-governed and financially sound. Furthermore, we conducted a review of key policies, including Safeguarding and others, and implemented a suite of training and development programs to support and enhance the skills of our board and workforce.

Throughout these developments, Refugee Resource has actively collaborated with clients, employees, and partners to effectively allocate resources, thereby best supporting our clients while maintaining financial viability. We remained committed to delivering training to staff and board members, with safeguarding training facilitated by an external safeguarding consultant, with the aim to deliver safe and positive services and impact.

We are deeply grateful for the continued financial support from both existing and new funders. Notably, we extend our thanks to the National Lottery for their commitment to an additional four years of funding, along with longstanding funders and contributions from over five new funders. Their generosity enables us to continue our vital work, and we express our heartfelt appreciation for their ongoing support.

Moreover, the charity has expanded its Counselling staffing team from 5 to 9 during the year. We continue to explore new income streams to support our sustainability objectives and are excited about building on new initiatives in the near future.

OBJECTIVE FOUR – ADVOCACY

This objective is to ensure that Refugee Resource actively engages in campaigning to support the clients it serves.

A crucial aspect of our mission involves identifying effective methods for advocating on behalf of our clients. Refugee Resource is dedicated to increasing its advocacy efforts and working closely with advocacy organisations, which has included the Refugee Council and associated lobby groups. To strengthen our advocacy capabilities, Refugee Resource will seek to implement robust processes and systems to proactively advocate for refugees and migrants.

In our commitment to establishing ourselves as an advocacy organisation, we have collaborated with key partners to amplify the voices of our clients through various platforms. This includes our involvement in the 'Keep Campsfield Closed' coalition group and the launch of a video aimed at raising awareness of the impact of our work on those we serve.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Client case study

Please note some details have been changed to protect clients' identities.

AT is a Pakistani female adult who first contacted RR in January 2024 by email to our general enquiries email inbox with the subject line 'Urgent help required'. Extracts from her email included:

I am writing to seek urgent support and assistance from your organization regarding the mental abuse that I have been subjected to by my husband. I am currently living in Banbury and have been unable to seek help due to being confined to my house and being forced to do things I do not like.

My husband has been accusing me of adultery and has made false allegations against me, which has resulted in my parents turning against me. They have even threatened me with an honour killing, which has forced me to escape from Pakistan to save my life.

The mental torture that I have faced has left me traumatized and unable to function normally. I fear for my life and am seeking help to escape this situation. I am writing to request your support and assistance in ensuring my safety and well-being.

This case study not only demonstrates the extremely challenging subject nature of even routine work at RR such as maintaining the general enquiries inbox, but also highlights a key safeguarding issue around whether someone is in immediate danger or not. This report was timely as it coincided with a re-drafting of the organisations safeguarding policy but also flowcharts which remind us to carefully review a situation (or at least what information we have available to us) before determining the immediacy and extent of response required.

In general, we are a referring agency rather than a safeguarding agency, but if someone is in immediate danger or at risk of imminent harm then urgent action must be taken in the form of contacting the emergency services.

Immediately upon receipt of AT's email we replied to her message to try to obtain a telephone number and consent to refer her to the local authority and/or police. She replied almost immediately to say that:

I am totally safe with my friend it's just seasonal flu. Can you call me now? There is no need to contact police because I am with my friend, and I am totally safe right now. I am saying for tomorrow because we can discuss everything in detail. Is it ok with you. Are you there I am totally safe can we arrange tomorrow call session There is no need to call police because I am with my friend its totally safe. [sic]

After several hours of time spent on communicating back and forth with AT, and the time of two separate counsellors due to their part time roles and the apparent urgency of the situation, we were able to complete a referral with her, invite her for an assessment, and ascertain that the harm that she feared was actually in her own country rather than here in the UK. She is now in counselling with RR.

The case study is provided here to demonstrate the many perceived situations of urgency that can arise across the board in an average day at Refugee Resource, and can take significant resources, simply to conclude that an individual is safe. Moreover, it highlights the need to avoid assumptions and to clarify details before rushing to conclusions about risk. Many of our clients face challenging situations, many need our help, but we need to be able to identify those small number who are in immediate danger and act accordingly.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Plans for 2024/2025

Refugee Resource will continue to work on its four strategic objectives, as set out below with a key emphasis on responding to the emerging for new and existing refugees, asylum seekers and migrants.

The key consideration in shaping our plans for 2024/5 is its 4 strategic objectives in line with the information shared above as follows:

- Broaden our service offerings
- Embark on Volunteer Engagement & Growth
- Increase our Advocacy Presence
- Capacity building and fundraising
- Scaling up in response to external factors
- Data driven advocacy
- Staff and resource optimization
- Collaborative development
- Refugee Advisory Group
- Infrastructure strengthening
- Staff wellbeing and development

We will:

- Expand services to encompass a wider range of client groups, communities, and geographical areas.
- Increase emphasis on volunteer recruitment and utilisation to support expansion and delivery of our services.
- Strengthen our advocacy efforts through increased partnerships, visibility, and associated initiatives.
- Focus on enhancing capacity in fundraising whilst maintaining a commitment to delivering high quality services and support staff using support initiatives.
- Prepare for scaling up operations in response to external challenges and opportunities.
- Use data and client stories as the basis for advocacy efforts, ensuring a client centred approach and effective leadership in advocacy initiatives.
- Address staffing and resource challenges to ensure operational efficiency and effectiveness.
- Foster collaboration with institutes and universities to leverage expertise and resources for mutual benefit.
- Use feedback from the Refugee Advisory Group to collaborate with clients to co-create and tailor services to meet their needs effectively to scope and co-create services for our client.
- Improve IT infrastructure, streamline processes, and enhance facilities and premises to support service delivery.
- Prioritise staff well-being through competitive pay, continuous professional development opportunities, and active listening.

Financial Review

Principal funding sources

The principal funding sources for the charity for 2023/24 were grants, including from the National Lottery, The Henry Smith Charity, Lloyds Bank Foundation, Children in Need, Oxfordshire Clinical Commissioning Group, Oxford City Council and Oxfordshire County Council, Bromley Trust, Equator Trust, Forrester Family Trust, and other valuable donors.

Reserves policy

Our reserves policy dictates that we keep a relatively high level of reserves due to both the nature of our work and our income cycle. Our counselling and psychotherapy work with vulnerable and traumatised clients are long-term and it could be unsafe to end this abruptly; we, therefore, need a 9-12-month period to wind down this service. The nature of the work also means we require premises with reception and counselling rooms; we must provide clinical supervision for staff, and interpreters are needed for service users. We are currently dependent on a few major funding sources - if any of these were lost it could place us in a precarious situation, and as our ability to generate unrestricted funds quickly is limited, we need to hold reserves to cover a lost grant until we can find alternative sources of funding. Our reserves policy is available on request.

The charity holds £483,607 in funds on 31 March 2024 (2023 £534,445), including £nil in restricted funds (2023 £14,230), £3,115 represented by tangible fixed assets (2023 £1,232) with free reserves of £480,492 (2023 £518,983). The trustees have set a target of £404,795 (2023 £353,666) as the level of reserves being 7 months budgeted expenditure for 2024/2025 and are happy with the level of free reserves in light of the current economic situation and the charity's ongoing dependence upon grant funding.

Refugee Resource

Trustees Report for the year ended 31 March 2024

Structure, Governance and Management

Refugee Resource is a charitable company limited by guarantee, incorporated on 9 October 2002 and registered as a charity on 5 August 2003. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Refugee Resource was previously known as Oxford Refugee Support Project, which was established by a Declaration of Trust dated 14 October 1999. On 1 April 2003, the Trustees transferred the assets and liabilities held under the Declaration of Trust into the company limited by guarantee and from that date the organisation's activities have been conducted through the company limited by guarantee.

The governance of the charity is the responsibility of the directors who are also trustees and the sole Members of the company. They are elected and co-opted under the terms of the Articles of Association which specify that a minimum of three trustees be appointed with no maximum number recommended. One-third of trustees step down by rotation at each annual general meeting and, if eligible, may offer themselves for re-election. Efforts are made to recruit a range of trustees who can provide the charity with a broad spectrum of relevant experience and knowledge. There is an induction process for new trustees designed to help them understand how the charity works. The trustees who served during the period of this report are set out on page 3.

The Board of trustees delegate the running of the organisation to a Chief Executive Officer and management team; the governance function is supported by quarterly Board meetings and an annual strategic planning meeting, as well as a Finance Committee comprising the Chair, the Treasurer and the Vice-Chair. Trustees receive an induction pack upon engagement. A pay policy is in place and a benchmarking review was carried out in 2022; salaries are subject to an annual review process by the Board.

In January 2024, the Board of Trustees held their annual away day to discuss and consider the annual priorities for 2024-25. The Trustees agreed on the key objectives summarised in the section above **Plans for 2024/2025**.

Risk management

The Trustees have identified the key risks and measures to mitigate them in a risk register document which is reviewed twice a year at Board meetings, the main areas of current focus are as follows:

- Financial sustainability: the charity is currently overly dependent upon grants from trusts and foundations to maintain its operations; a focus in the strategic plan for 2024/25 is to diversify ways of raising revenue by developing the social enterprise trading initiatives and extending our community fundraising activities. Continue to work on developing a bespoke training programme with Oxford Brookes University is currently underway.
- Increased competition: the charity to consider closer working relationships with organisations where we share a similar client base. This is an area of work which will form part of the organisation's strategic plan towards seeking closer collaborative working with our key organisations, particularly Asylum Welcome.

Refugee Resource

Responsibilities of the Trustees for the preparation of the financial statements

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements 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 of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

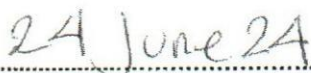
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the small Companies Regime under Section 419(2) of the Companies Act 2006.

Signed on behalf of the Trustees



Paul Sheehan
Chair



Date:

Refugee Resource

Independent examiner's report to the Trustees of Refugee Resource

I report to the charity trustees on my examination of the accounts of Refugee Resource (the Company) for the year ended 31 March 2024, which are set out on pages 14 to 26.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

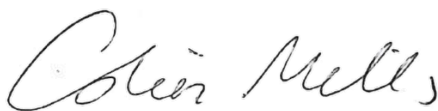
Independent examiner's report

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2) the accounts do not accord with those accounting records; or
- 3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- 4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Name of examiner:
Name of firm:
Relevant Professional body:
Address:

Colin Mills
Critchleys Audit LLP
Institute of Chartered Accountants in England and Wales
Beaver House, 23-28 Hythe Bridge Street, Oxford, OX1 2EP

Date:

2 July 2024

Refugee Resource
Statement of Financial Activities (including Income & Expenditure Account)
For the Year Ended 31 March 2024

		Unrestricted funds £	2024 Restricted funds £	Total funds £	Unrestricted funds £	2023 Restricted funds £	Total funds £
	Notes						
Income and endowments from:							
Donations	2	157,433	302,851	460,284	144,252	319,860	464,112
Charitable activities	3	8,550	12,857	21,407	22,336	3,821	26,157
Other trading activities		17,337	-	17,337	9,001	-	9,001
Investments		11,409	-	11,409	2,427	-	2,427
		194,729	315,708	510,437	178,016	323,681	501,697
Expenditure on:							
Raising funds	4	84,965	49,823	134,788	39,930	78,581	118,511
Charitable activities	5	146,372	280,115	426,487	110,492	231,521	342,013
Total		231,337	329,938	561,275	150,422	310,102	460,524
Net income/expenditure		(36,608)	(14,230)	(50,838)	27,594	13,579	41,173
Transfers between funds		-	-	-	56,090	(56,090)	-
Net movement in funds		(36,608)	(14,230)	(50,838)	83,684	(42,511)	41,173
Reconciliation of funds:							
Total funds brought forward		520,215	14,230	534,445	436,531	56,741	493,272
Total funds carried forward		483,607	-	483,607	520,215	14,230	534,445

The restricted funds balance at March 2024 was £Nil (2023 £14,230). Transfer from restricted to unrestricted funds in the year to March 2024 was £Nil (2023 £56,090). The prior year transfers related to reclassification of funds incorrectly classified in prior periods.

Refugee Resource Balance Sheet At 31 March 2024

Company number 04558542

		2024 £	2023 £
	Notes		
FIXED ASSETS			
Tangible Assets	7	3,115	1,232
CURRENT ASSETS			
Debtors	8	9,248	39,780
Cash at bank and in hand		490,108	513,877
		499,356	553,657
CREDITORS: Amounts falling due within one year	9	18,864	20,444
NET CURRENT ASSETS		480,492	533,213
NET ASSETS		483,607	534,445
INCOME FUNDS			
General funds	11	483,607	520,215
Restricted funds	11	-	14,230
TOTAL FUNDS		483,607	534,445

For the year ended 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

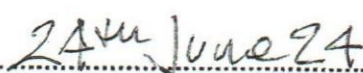
The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board of Trustees on
and signed on its behalf by:



Paul Sheehan
Chair


Date: 24th June 24.

**Refugee Resource
Statement of Cash Flows
For the year ended 31 March 2024**

		2024 £	2023 £
	Notes		
Cash (used in) / generated from operating activities	13	(31,531)	(5,975)
Purchases of tangible fixed assets	7	(3,647)	-
Dividends and interest from investments		11,409	2,427
Cash generated from investing activities		<u>7,762</u>	<u>2,427</u>
(Decrease)/increase in cash and cash equivalents in the year		(23,769)	(3,548)
Cash and cash equivalents at the beginning of the year		513,877	517,425
Total cash and cash equivalents at the end of the year		<u>490,108</u>	<u>513,877</u>

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

1. Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material to the accounts of Refugee Resource.

a) Basis of accounting

The financial statements have been prepared in accordance with FRS102 and the Charities Statement of Recommended Practice (FRS 102).

The trustees consider that the charity is a public benefit entity.

b) Fund accounting

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- Designated funds are created at the discretion of the Trustees for such purposes as they see fit.

c) Income

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Pension policy

Refugee Resource operates a pensions' policy in compliance with the requirements of autoenrollment. Employees may contribute and Refugee Resource contributes 4% of salary.

Refugee Resource Notes to the Accounts For the year ended 31 March 2024

e) Expenditure

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

- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g., staff numbers, time allocation.

f) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £250 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computers	33% per annum
Office Equipment	25% per annum

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2024

2. Donations and Grants

	2024			2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Other grants	54,433	8,715	63,148	51,656
Oxford Community Foundation	-	15,911	15,911	7,684
OCF Mentoring	-	-	-	10,000
OCF Football Group	-	-	-	4,984
The M&C Trust	3,000	-	3,000	4,500
Donations and Fundraising	-	-	-	10,117
AB Charitable Trust	20,000	-	20,000	-
TVPA Police	-	20,788	20,788	-
Feoffees	-	3,000	3,000	-
Equator Charitable Trust	-	25,000	25,000	18,000
Lloyds Bank Foundation	-	-	-	27,250
Children in Need	-	29,995	29,995	29,000
Henry Smith Charity	45,000	-	45,000	22,500
Oxfordshire County Council	-	45,000	45,000	45,000
Oxford City Council Comm Impact Fund	-	6,500	6,500	5,850
Oxford City Council	-	16,442	16,442	5,500
National Lottery Community Fund	-	118,500	118,500	113,071
Garfield Weston Foundation	20,000	-	20,000	20,000
J A Pye	-	5,000	5,000	5,000
Parochial Charity of St Clements	-	8,000	8,000	4,000
Swire Trust	-	-	-	10,000
Tambour Foundation	-	-	-	15,000
Forrester Family Trust	-	-	-	40,000
The Bromley Trust	15,000	-	15,000	15,000
	157,433	302,851	460,284	464,112

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2024

3. Income from charitable activities

	2024			2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Oxfordshire Clinical Commissioning Group	8,550	-	8,550	17,100
Other Income	-	12,857	12,857	9,057
	<u>8,550</u>	<u>12,857</u>	<u>21,407</u>	<u>26,157</u>

4. Expenditure on raising funds

	2024			2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Directly attributable costs	44,905	36,545	81,450	73,703
Support costs allocated	40,060	13,278	53,338	44,808
	<u>84,965</u>	<u>49,823</u>	<u>134,788</u>	<u>118,511</u>

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

5. Expenditure on charitable activities

	2024			2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Counselling Service				
Directly attributable costs	37,931	112,991	150,922	100,444
Support costs allocated	33,839	41,055	74,894	61,761
	<u>71,770</u>	<u>154,046</u>	<u>225,816</u>	<u>162,205</u>
Mentoring Service				
Directly attributable costs	11,004	47,587	58,591	56,209
Support costs allocated	9,817	17,291	27,108	34,517
	<u>20,821</u>	<u>64,878</u>	<u>85,699</u>	<u>90,726</u>
Women's Service				
Directly attributable costs	4,749	11,981	16,730	10,435
Support costs allocated	4,236	4,353	8,589	6,092
	<u>8,985</u>	<u>16,334</u>	<u>25,319</u>	<u>16,527</u>
Advice, Advocacy and Outreach Service				
Directly attributable costs	23,675	32,902	56,577	45,839
Support costs allocated	21,121	11,955	33,076	26,716
	<u>44,796</u>	<u>44,857</u>	<u>89,653</u>	<u>72,555</u>
	<u>146,372</u>	<u>280,115</u>	<u>426,487</u>	<u>342,013</u>

	2024		2023	
Support costs include:	Restricted £	Unrestricted £	Restricted £	Unrestricted £
Proportion of salaries: CEO, Finance & Admin Manager, Services Manager	22,719	77,152	29,982	40,939
Administrator	-	-	7,963	-
Consultancy	-	-	5,100	-
Finance & Accountancy	-	395	-	4,608
General running cost	18,487	20,019	11,554	3,505
Rent	43,081	8,809	48,732	1,076
HR	-	-	360	-
IS Support	2,145	-	4,202	-
Recruitment	1,000	275	2,368	6,228
Independent Examination Fee	-	1,900	-	1,740
Event	-	523	-	1,923
Training	500	-	1,994	-
Total	87,932	109,073	112,254	60,019

Refugee Resource Notes to the Accounts For the year ended 31 March 2024

6. Staff costs

	2024	2023
	£	£
Wages and salaries	370,059	284,445
Employer's National Insurance contributions	27,038	22,525
Employer's pension contributions	13,229	11,091
Total	410,326	318,061

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2024	2023
	FTE	FTE
Counselling	3.8	2.7
Mentoring	1.1	1.0
Women's Service	0.9	0.8
Advice and Advocacy	1.0	0.8
Administration and support	3.3	2.2
Director and Development	1.7	1.7
Total	11.8	9.2

No employee's emoluments exceed £60,000 in the year. The charity contributes 4% of salary to an auto-enrolment compliant work-based pension scheme for all eligible staff.

Key management personnel remuneration including salary, employer's National Insurance and employer's pension totalled £57,192 (2023: £48,552).

Refugee Resource **Notes to the Accounts** **For the year ended 31 March 2024**

7. Fixed Assets

	Computers £	Office Equipment £	Total £
Costs			
At 1 Apr 2023	7,700	3,201	10,901
Additions	<u>3,647</u>	<u>-</u>	<u>3,647</u>
At 31 March 2024	<u>11,347</u>	<u>3,201</u>	<u>14,548</u>
Accumulated depreciation			
At 1 Apr 2023	6,468	3,201	9,669
Charge for year	<u>1,764</u>	<u>-</u>	<u>1,764</u>
At 31 March 2024	<u>8,232</u>	<u>3,201</u>	<u>11,433</u>
Net book value			
At 1 Apr 2023	<u>1,232</u>	<u>-</u>	<u>1,232</u>
At 31 March 2024	<u>3,115</u>	<u>-</u>	<u>3,115</u>

8. Debtors

	2024 £	2023 £
Trade debtors	700	12,441
Other debtors	3,603	3,603
Accrued income	<u>4,945</u>	<u>23,736</u>
	<u>9,248</u>	<u>39,780</u>

9. Creditors

	2024 £	2023 £
Trade creditors	1,679	3,669
Accruals	8,614	9,441
Deferred income	5,067	5,067
Taxation and social security	<u>3,504</u>	<u>2,267</u>
	<u>18,864</u>	<u>20,444</u>

Deferred income is represented by grants received before the year end where the grant period does not start until the following April.

Analysis of movement in deferred income:

Balance brought forward	5,067
Released in the year	(5,067)
Deferred in the year	5,067
Carried forward	5,067

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

10. Commitments

	2024	2023
	£	£
Expiring in less than one year	<u>34,005</u>	<u>30,710</u>

At 31 March 2024 the charity had a non-cancellable commitment equal to 6 months' rent and service charges of £34,005 (2023: £30,710).

11. Movement in funds

	As at 1 Apr 2023	Incoming resources	Outgoing resources	As at 31 March 2024
	£	£	£	£
Unrestricted funds:				
General funds	520,215	194,729	(231,337)	483,607
Restricted funds:				
Counselling, Mentoring, Women's Service, Advice, Advocacy and Outreach	14,230	315,708	(329,938)	-
	<u>534,445</u>	<u>510,437</u>	<u>(561,275)</u>	<u>483,607</u>

Purposes of Restricted Funds

The Counselling and psycho-social services offer therapeutic and practical support to asylum seekers, refugees and vulnerable migrants via psychotherapy, counselling, an accredited one-to-one befriending scheme (Mentoring service), a Women's service and a social inclusion team offering advice and advocacy support.

The Women's Service provides a safe and supportive space for female clients to come together and undertake activities which promote their psychological, emotional and physical well-being. Like all our services, it aims to reduce social isolation and exclusion and break down barriers to the women integrating into the local community and life in Oxfordshire.

The Advice, Advocacy and Outreach Services support the work carried out via our therapeutic services by enabling social integration as described above, and also by providing advice on a range of practical issues as well as signposting to other services. These include a bespoke Citizen's Advice Bureau service, support with accessing training, education and employment, a hardship fund and bursary funding. These activities are funded primarily by trusts and foundations including Children in Need and by Oxford City Council.

Core funding has been primarily provided by the National Lottery Community Fund, Oxfordshire County Council, and The Henry Smith Charity.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2024

12. Analysis of Net Assets between funds 2024

	General funds £	Restricted funds £	Total £
Tangible fixed assets	3,115	-	3,115
Cash at bank and in hand	490,108	-	490,108
Debtors	9,248	-	9,248
Current liabilities	(18,864)	-	(18,864)
	<u>483,607</u>	<u>-</u>	<u>483,607</u>

Analysis of Net Assets between funds 2023

	General funds £	Restricted funds £	Total 2023 £
Tangible fixed assets	1,232	-	1,232
Cash at bank and in hand	499,647	14,230	513,877
Debtors	39,780	-	39,780
Current liabilities	(20,444)	-	(20,444)
	<u>520,215</u>	<u>14,230</u>	<u>534,445</u>

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

	2024 £	2023 £
Net income for the year (as per the Statement of Financial Activities)	(50,838)	41,173
Adjustments for:		
Depreciation charge	1,764	112
Investment income	(11,409)	(2,427)
Decrease/(increase) in debtors	30,532	(34,993)
(Decrease) in creditors	(1,580)	(9,840)
Net cash (used in)/generated from operating activities	<u>(31,531)</u>	<u>(5,975)</u>

Refugee Resource Notes to the Accounts For the year ended 31 March 2024

14. Trustees' Remuneration and related party transactions

Trustees received no remuneration during the year for their duties as trustees (2023: £nil).

No trustees were reimbursed for their expenses during the year (2023: £nil)

There were no related party transactions. (2023: £nil).

15. Legal Status and Registered Office

Refugee Resource is a Charitable Company, limited by guarantee, incorporated in England. The registered office and principal place of business is:

The Old Music Hall
106-108 Cowley Road
Oxford
OX4 1JE

Accounts



REFUGEE RESOURCE

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the year ended 31 March 2023

Registered Charity No. 1098876

Company No. 4558542



Refugee Resource

Annual Report and Financial Statements

For the year ending 31 March 2023

Contents

Page	3	Reference and Administrative Information
Page	4-10	Report of the Board of Trustees
Page	11	Responsibilities of the Trustees
Page	12	Independent Examiner's Report
Page	13	Statement of Financial Activities
Page	14	Balance Sheet
Page	15	Statement of Cash Flows
Page	16-25	Notes to the Accounts

Refugee Resource

Reference and Administrative Information

Charity name: Refugee Resource

Charity registration number: 1098876

Company registration number: 4558542

Registered office and operational address: The Old Music Hall
106-108 Cowley Road
Oxford OX4 1JE

CEO: Jacqueline Adusei

Trustees

Nuha Abdo (resigned March 2023)
Naznin Ali
Belinda Coote (Chair)
Taz Greyling (appointed April 2023)
Kate Harris (appointed April 2023)
Ken King (Treasurer) (resigned November 2022)
Dr Adiba Malo (resigned March 2023)
Hannah Newth (appointed June 2023)
Raymond Pope (Treasurer) (appointed November 2022)
Donald Ridley (appointed April 2023)
Michael Taylor (Vice-chair)
Andrew Tyson
David Waller (resigned January 2023)

Independent examiners

Critchleys Audit LLP
Beaver House, Hythe Bridge Street, Oxford, OX1 2EP

Bankers

Triodos Bank N.V.
Brunel House, 11 The Promenade, Bristol BS8 3NN

Refugee Resource

Trustees Report for the year ended 31 March 2023

The Trustees are pleased to present their report together with the audited financial statements for the year ended 31 March 2023.

Background

Refugee Resource provides therapeutic services and specialist support for refugees, asylum seekers, and vulnerable migrants in Oxfordshire by uniquely offering a range of complementary services in support of their psychological, emotional and social well-being, and long-term mental health needs. These include counselling and psychotherapy, mentoring, advice, advocacy and outreach services, as well as a women's service and therapeutic football group. Refugee Resource also helps its clients to heal from trauma and integrate into the community by signposting them to other organisations that can help in response to their needs around education, employment, health and housing.

Refugee Resource also provides training and consultancy services to other organisations working with refugee clients and those experiencing trauma.

The objects of the charity are:

- 1) To provide relief for refugees, asylum seekers, vulnerable migrants and their dependants living temporarily or permanently in particular but not exclusively in Oxfordshire who are in conditions of hardship or distress;
- 2) To preserve and protect the physical and mental health of refugees, asylum seekers, vulnerable migrants and their dependents;
- 3) To advance the education and training of refugees, asylum seekers, vulnerable migrants and their dependents in need thereof to enhance their employment opportunities and assist in their settlement within a new community;
- 4) To advance the education of the public in general about the issues relating to refugees, asylum seekers and vulnerable migrants;
- 5) The provision of facilities for recreation or other leisure time occupation for refugees, asylum seekers and vulnerable migrants with the object of improving the conditions of life of those persons who need such facilities because of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The activities are:

The services offered by Refugee Resource, which include counselling and psychotherapy, mentoring, advice, advocacy, and outreach are critical in addressing the complex needs of migrants and refugees, this includes services to support trauma and PTSD-related issues, personal development, integration and practical advice around housing, education, and employment for clients in need of support in these areas.

Our clients are referred to us by multiple partners, including the NHS and GPs, Social Services, solicitors and other community organisations, as well as by friends or family, and via self-referrals.

Strategic Objectives

Refugee Resource's 4 strategic objectives are:

- 1) The direct delivery of quality services for our clients;
- 2) Working in partnership and collaboration with other organisations to extend and enhance the range of services available to them;
- 3) Ensuring the future sustainability of our organisation
- 4) Advocating for change as appropriate in support of our clients.

Refugee Resource

Trustees Report for the year ended 31 March 2023

Overview of the year ended 31 March 2023

From April 2022 to March 2023, Refugee Resource worked with 227 clients which include 29 receiving mentoring support, 123 receiving counselling support, 49 being involved in the women's service, 84 receiving advice and advocacy support, and 20 young people receiving support through the in-school counselling programme.

2022- 2023 - Achievements and performance against our 4 strategic objectives:

OBJECTIVE ONE - QUALITY SERVICE DELIVERY

This objective is to ensure Refugee Resource delivers continuous and diverse funded services in line with its strategic plans.

During the year we undertook a desktop review of our staff structure to align with our business strategy to deliver quality services that meet our client's needs. This year has seen a 30-40% increase in referrals as more and more people and organisations turn to Refugee Resource for psychological support with NHS services significantly overstretched. We are conscious that alongside this increase, clients are facing compounding needs as they face long-term negative impacts from the pandemic, the impact from rising cost of living; an ever-increasing hostile environment, in addition to experiencing complex trauma.

We reinstated the Refugee Advisory Group (RAG) and formed a Practice & Safeguarding Sub Committee to support the quality service objective. In consultation with the RAG created services to meet their requested needs which this year has seen new and fully funded projects being brought into management that include the Albanian women's group, the Community Health Champions project, the first run of a mentoring training programme accredited by the International School of Coaching & Mentoring, Healing in the Art, funding for a therapist project and a Ukrainian support drop-in service.

With the crises in Afghanistan and Ukraine, we are conscious that the need for longer-term support is likely as clients face re-traumatisation, as well as new clients likely to come forward following resettlement.

We will position our service offer to enable us to build on our strategy and deliver continuous improvements in line with our Quality Service Delivery Objective. This will include an independent end-to-end review of our services during 2023/24.

OBJECTIVE TWO – PARTNERSHIPS/COLLABORATION

This objective is to ensure Refugee Resource strengthens its partnership and collaborative working initiatives with other Groups and organisations.

Developing new contracts/partnerships is a key objective. Refugee Resource delivered a range of talks, training and clinical supervision to regional and national charities and NGOs with existing and new partners. This included services to local solicitors in the provision of psychological reports/assessments on behalf of their clients.

Refugee Resource continues to seek partnerships that align with its mission and make a positive impact on the work it does whilst working innovatively with partners to explore new and exciting opportunities that fulfil its strategic objectives and vision.

In response to the Ukrainian crisis, we worked with Asylum Welcome to offer weekly online and face-to-face therapeutic support for Ukrainian host families, which supported 60 hosts across the county.

Refugee Resource continued its work with Oxford Brookes University to design a Level 7 introductory course titled 'Rehumanising People in Extreme Situations' aimed at professionals, students and volunteers who need to understand more about working with refugees, asylum seekers and vulnerable migrants affected by trauma and complex PTSD.

Refugee Resource

Trustees Report for the year ended 31 March 2023

New partners –

- We partnered with Oxford Brookes University Social Work programme to place a social work student with RR from September 2022 – January 2023.
- Launch of “Healing in Art” programme in partnership with Making Space Safe.
- Refugee Resource engaged with the Refugee Studies Centre, Jesuit Refugee Centre, Migrant Help, University of North Carolina and other partners which has increased its profile within the sector. This includes participating in an on-form exhibition at Asthall Manor with several organisations, which led to Refugee Resource delivering a series of summer trips to Woodpecker Farm for its clients in partnership with the hosts, Syrian Sisters, Wychwood Trust and Friends of the Earth.

The trips were a hugely positive experience for the Women's Service members and their children, who ranged from one month up to 16 years old. The trips offered lots of opportunities to connect to nature, get exercise and fresh air in a big open space, interact and take part in art activities.

- As part of its 'Ex(change)rs Programme', Refugee Resource hosted a paid session during Refugee Week with an online presentation to tenants and associates of Ethical Properties.
- Other successful partnerships involved working with the Terrence Higgins Trust to deliver a programme on sexual health with the Women's Group, and from November-December, will be running sessions in partnership with Oxfordshire Mind to focus on mental health.
- We joined a roundtable discussion with local partner organisations and academics, speaking about the impact of trauma on our client's lives and the local issues around modern-day slavery as part of a one-day Symposium at Oxford Brookes University titled 'The Zero-sum game of economic migration: Integration through Rights?' Refugee Resource attended the city-wide conversations in September 2022 to discuss with key stakeholders how Oxford's diverse communities and organisations can be better equipped, supported and enabled to tackle inequality and ensure everyone can play a full part in the life of our city.

Partnership recognition –

We were commended for our excellent and highly regarded approach to working with volunteers in the OCVA Volunteer Celebration Awards. It stated that Refugee Resource had been *“recognised... as having made a significant contribution to the community and, in particular, management of volunteers”*.

Work with funders, partners, stakeholders, clients, volunteers, and staff is ongoing and in line with our objective to improve partnerships and collaborative working to best provide excellent services to our current and future clients.

Some forthcoming partnerships in the pipeline include:

- Work is being scoped up in partnership with Aspire, Asylum Welcome and EMBS to deliver a Refugee Employability Project.
- Working with The International Tree Foundation to deliver a series of programmes themed 'Healing in the woods' client service within outdoor rural local space.
- Exhibiting and a talk at the Marmalade Festive in Oxford. The festival will host over 90 events from discussions, film screenings, performances and more.
- The delivery of a social inclusion service for Ukrainian Refugees and a friendship circle for the same.

Overall, the charity was fortunate to work with many partners, not all are named within this report; it would like to extend its gratitude to all its partners, donors and supporter that have continued to support the charity.

Refugee Resource

Trustees Report for the year ended 31 March 2023

OBJECTIVE THREE – SUSTAINABILITY

This objective is to ensure Refugee Resource achieves long-term business efficiency and longevity.

Refugee Resource worked with its clients, employees and partners to effectively deploy its dedicated resources to best support its clients; maintain a financially viable business and also deliver corporate social responsibility offers to do well whilst doing good.

Refugee Resource is grateful to have benefitted from financial support from existing and new funders to whom we express our heartfelt thanks. This included the National Lottery funder commitment for a further 4 years and commitments for other longstanding funders plus funding from over 5 new funders.

During the year the charity;

- launched a crowd fundraising campaign for our football group which has raised £2,035 to date.
- partnered with the 'on form' exhibition at Asthall Manor, which included a wonderful private viewing event in partnership with Wychwood Forest during Refugee Week which raised £1940 for Refugee Resource which led to a new partnership with Woodpecker Farm who are also planning to host a fundraising in-kind event on in support of Refugee Resource's mission.
- took part in the Oxford Half Marathon where 11 runners represented Refugee Resource, raising £5,573, raised by the runner's collective 140 supporters.

The charity is rolling out plans to increase its Counselling staffing team, and plan to explore new income streams to support our sustainability objective and build on new and exciting initiatives soon.

OBJECTIVE FOUR – ADVOCACY

This objective is to ensure Refugee Resource actively campaigns in support of the clients it serves.

Refugee Resource represented at Multaka Steering Committee, City Council Refugee and Asylum Co-ordination Group, and Oxford Brookes Zero Sum Symposium on Modern Day Slavery. Refugee Resource also took part in the OCC discussions with children and families, the Community & Health Champions launch and the Big Ideas grantees Network event.

A critical part of our work continues to explore effective avenues to advocate in support of the clients. Refugee Resource exists to serve by increasing its profile as an advocacy charity and through working closely with advocacy & associated lobby organisations. To enhance our offer Refugee Resource will implement sound processes/systems to support proactively advocating on behalf of refugees and migrants.

Refugee Resource

Trustees Report for the year ended 31 March 2023

Client case study

Please note some details have been changed to protect clients' identities.

Family therapy was offered to a refugee family from a conflict zone, consisting of two parents and their children. The referral was made when a teenage son had been experiencing difficulties with school attendance. It emerged that a number of incidents at school had precipitated this. The son had withdrawn from school, but he had not been willing to talk about what had happened, either to family members or school staff. He had refused to go to school after being sent to detention on several occasions, sometimes for walking out of the classroom, at another time for being involved in an angry exchange with another student.

The parents were concerned for their son's welfare and that his education was being affected. They were also experiencing anxiety about the risk of being fined and 'being in trouble' with the authorities for failing to ensure their son attends school. At home the parents said their son was mostly alone in his room, that he said he found his siblings annoying and had stopped participating in family life. At the same time, both parents were very worried about events in their country of origin and the safety of relatives living there. They were also preoccupied with practical aspects of life in a new country.

Short-term family therapy with the parents and sometimes other family members led to them reporting a number of improvements. Through careful exploration of their son's account of events, and curiosity about the difficulties which had led to him becoming involved in conflict with a particular group of pupils, it became clear that the son had removed himself from school to get away from conflict and from bullying which appeared to have a racial element. The parents were then able to talk about and explore aspects of their past experience of suffering severe discrimination and abuse in their country of origin, which had led to their flight to the UK to seek asylum.

They had tended to avoid speaking with their children about their past struggles before, but through the family therapy process they started to describe the values, beliefs and strengths which sustain them now, and of which they are proud, and to link these values to a sense of having survived suffering and loss as a family. They were also able to identify and talk to the son about the ways in which he too was exhibiting these values, for example in his standing up to racist bullying at school. Some work was done with the parents on recognising 'threat responses' ('fight, flight, freeze') in their own and their children's behaviour and on ways of managing and soothing these responses once activated.

Also covered in the family therapy, were a number of behavioural tools for parents dealing with normal but sometimes difficult teenage behaviour. The mother commented at the end of the work that interactions at home were calmer than they had been, that she had enjoyed 'allowing son and other children to be valued as experts' in some areas appropriate for their age. The parents also commented on the usefulness of seeking to aid children's development by giving them appropriate choices rather than a categorical no. The family also reported that it was helpful to have the experience of their family being listened to and respected without judgement, by an outsider, but also by each other. Their son's difficulties with school had led to a sense of being 'in trouble' as a family which was unhelpfully reminiscent to them of events in the past where they had been under the scrutiny of the authorities and had been at risk in their country of origin.

Refugee Resource

Trustees Report for the year ended 31 March 2023

Plans for 2023/2024

Refugee Resource will continue to work on our four strategic objectives, as set out below with a key emphasis on responding to the emerging for new and existing refugees, asylum seekers and migrants.

The key consideration in shaping our plans for 2023/4 is our 4 strategic objectives in line with the information shared above we will continue to:

- Sustain, develop and create quality services for our existing, new and emerging client groups.
- Deliver effective services through sound collaboration and partnerships with partners that share our vision.
- Support our clients and their family's mental health and well-being to support them to reach their full potential.
- Enhance our organisation, and its profile as an advocacy organisation, promote its work and knowledge transfer.
- Maintain financial viability.
- Be a place of work where people feel, respected, safe and treated fairly.
- Create working environments that provide the opportunity for people with talent and commitment to supporting to deliver our mission.
- Provide great services to Refugees and migrants from diverse communities.
- Be an example of a well-run charity.
- Keep listening to the views of the clients; to respond with positive outcomes.

We will:

- Work with our clients to better understand current and emerging needs, so that we provide relevant services in accordance with clients' needs.
- Ensure our clients' voices are clearly heard so that services are co-created with them.
- Provide the platforms and transparency for clients to give us feedback, raise concerns, and tell us if we're getting things wrong.
- Be a client advocacy organisation, working continuously to improve services and make things easier for our clients.
- Use technology that will enable clients to access services in a faster, simpler, and more personalised way.
- Provide high-quality and safe services that people are proud to use.

Financial Review

Principal funding sources

The principal funding sources for the charity for 2022/23 were grants, including from the National Lottery, The Henry Smith Charity, Lloyds Bank Foundation, Children in Need, Oxfordshire Clinical Commissioning Group, Oxford City Council and Oxfordshire County Council, Bromley Trust, Equator Trust, Forrester Family Trust and other valuable donors.

Reserves policy

Our reserves policy dictates that we keep a relatively high level of reserves due to both the nature of our work and our income cycle. Our counselling and psychotherapy work with vulnerable and traumatised clients are long-term and it could be unsafe to end this abruptly; we, therefore, need a 9-12-month period to wind down this service. The nature of the work also means we require premises with reception and counselling rooms; we must provide clinical supervision for staff, and interpreters are needed for service users. We are currently dependent on a few major funding sources - if any of these were lost it could place us in a precarious situation, and as our ability to generate unrestricted funds quickly is limited, we need to hold reserves to cover a lost grant until we can find alternative sources of funding. Our reserves policy is available on request.

The charity holds £534,445 in funds on 31 March 2023 (2022 £493,272), including £14,230 in restricted funds (2022 £56,741), £1,232 represented by tangible fixed assets (2022 £1,344) with free reserves of £518,983 (2022 £435,187). The trustees have set a target of £353,666 as the level of reserves being 7 months budgeted expenditure for 2023/2024 and are happy with the level of free reserves in light of the current economic situation and the charity's ongoing dependence upon grant funding.

Refugee Resource

Trustees Report for the year ended 31 March 2023

Structure, Governance and Management

Refugee Resource is a charitable company limited by guarantee, incorporated on 9 October 2002 and registered as a charity on 5 August 2003. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Refugee Resource was previously known as Oxford Refugee Support Project, which was established by a Declaration of Trust dated 14 October 1999. On 1 April 2003, the Trustees transferred the assets and liabilities held under the Declaration of Trust into the company limited by guarantee and from that date the organisation's activities have been conducted through the company limited by guarantee.

The governance of the charity is the responsibility of the directors who are also trustees and the sole Members of the company. They are elected and co-opted under the terms of the Articles of Association which specify that a minimum of three trustees be appointed with no maximum number recommended. One-third of trustees step down by rotation at each annual general meeting and, if eligible, may offer themselves for re-election. Efforts are made to recruit a range of trustees who can provide the charity with a broad spectrum of relevant experience and knowledge. There is an induction process for new trustees designed to help them understand how the charity works. The trustees who served during the period of this report are set out on page 3.

The Board of trustees delegate the running of the organisation to a Chief Executive Officer and management team; the governance function is supported by quarterly Board meetings and an annual strategic planning meeting, as well as a Finance Committee comprising the Chair, the Treasurer and the Vice-Chair. Trustees receive an induction pack upon engagement. A pay policy is in place and a benchmarking review was carried out in 2022; salaries are subject to an annual review process by the Board.

In January 2023, the Board of Trustees held their annual away day to discuss and consider the annual priorities for 2023-24. The Trustees agreed on the key objectives as being to continue to deliver and maintain existing services under the following strategic priority areas:

1. **Quality Services** – to foster continuous and client centred services.
2. **Partnerships / Collaboration** – to enhance partnership and collaborative working initiatives.
3. **Business sustainability** – to support long term business efficiency and viability.
4. **Advocacy** – to actively campaign in support of the clients it serves.

Risk management

The Trustees have identified the key risks and measures to mitigate them in a risk register document which is reviewed twice a year at Board meetings, the main areas of current focus are as follows:

The Risk Register enabled the charity to identify risk and take steps to address them with a focus on improving governance and implementing a board renewal and succession plan. In addition, the charity implemented a three-year strategy aimed at future-proofing the organisation and meeting increased demand for its services, including a focus on partnerships and collaborations. The charity also prioritised financial sustainability by diversifying its funding streams and placing emphasis on developing its Training & Consultancy brand. Overall, these actions demonstrate the charity's commitment to addressing risks and ensuring its continued success.

Refugee Resource

Responsibilities of the Trustees for the preparation of the financial statements

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

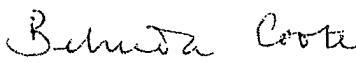
Company law requires the trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under 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 of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

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 at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the small Companies Regime under Section 419(2) of the Companies Act 2006.

Signed on behalf of the Trustees


.....
Belinda Coote
Chair

Date: 19.06.2023
.....

Refugee Resource

Independent examiner's report to the Trustees of Refugee Resource

I report to the charity trustees on my examination of the accounts of Refugee Resource (the Company) for the year ended 31 March 2023, which are set out on pages 13 to 25.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

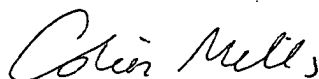
Independent examiner's report

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2) the accounts do not accord with those accounting records; or
- 3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- 4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Name of examiner:

Colin Mills

Name of firm:

Critchleys Audit LLP

Relevant Professional body:

Institute of Chartered Accountants in England and Wales

Address:

Beaver House, 23-28 Hythe Bridge Street, Oxford, OX1 2EP

Date:

21 June 2023

Refugee Resource
Statement of Financial Activities (including Income & Expenditure Account)
For the Year Ended 31 March 2023

		Unrestricted funds £	2023 Restricted funds £	Total funds £	Unrestricted funds £	2022 Restricted funds £	Total funds £
	Notes						
Income and endowments from:							
Donations	2	144,252	319,860	464,112	56,476	415,191	471,666
Charitable activities	3	22,336	3,821	26,157	6,442	9,133	15,575
Other trading activities		9,001	-	9,001	8,751	554	9,306
Investments		2,427	-	2,427	271	-	271
		178,016	323,681	501,697	71,940	424,878	496,818
Expenditure on:							
Raising funds	4	39,930	78,581	118,511	1,657	104,066	105,723
Charitable activities	5	110,492	231,521	342,013	23,318	338,089	361,407
Total		150,422	310,102	460,524	24,975	442,155	467,130
Net income/expenditure		27,594	13,579	41,173	46,965	(17,277)	29,688
Transfers between funds		56,090	(56,090)	-	26,255	(26,255)	-
Net movement in funds		83,684	(42,511)	41,173	73,190	(43,502)	29,688
Reconciliation of funds:							
Total funds brought forward		436,531	56,741	493,272	363,341	100,243	463,584
Total funds carried forward		520,215	14,230	534,445	436,531	56,741	493,272

The restricted funds balance of £56,741 at March 2022 included one fund to the value of £23,027 which had been incorrectly classified. This fund should have been classified as unrestricted. In addition expenditure to the value of £33,063 had been incorrectly classified as unrestricted in prior year accounts. The above fund balances totalling £56,090 were reclassified from restricted to unrestricted at the balance sheet date.

**Refugee Resource
Balance Sheet
At 31 March 2023**

Company number 04558542

		2023 £	2022 £
	Notes		
FIXED ASSETS			
Tangible Assets	7	1,232	1,344
CURRENT ASSETS			
Debtors	8	39,780	4,787
Cash at bank and in hand		513,877	517,425
		<u>553,657</u>	<u>522,211</u>
CREDITORS: Amounts falling due within one year	9	20,444	30,284
		<u>533,213</u>	<u>491,928</u>
NET CURRENT ASSETS			
		<u>534,445</u>	<u>493,272</u>
NET ASSETS			
		<u>534,445</u>	<u>493,272</u>
INCOME FUNDS			
General funds	11	520,215	229,531
Designated funds	11	-	207,000
Restricted funds	11	14,230	56,741
TOTAL FUNDS		<u>534,445</u>	<u>493,272</u>

For the year ended 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board of Trustees on
and signed on its behalf by:

Belinda Coote

Belinda Coote
Chair

Date:

19.06.2023

**Refugee Resource
Statement of Cash Flows
For the year ended 31 March 2023**

	2023	2022
	£	£
Cash (used in)/ generated from operating activities	(5,975)	7,539
Dividends and interest from investments	2,427	271
Cash generated from investing activities	2,427	271
(Decrease)/increase in cash and cash equivalents in the year	(3,548)	7,810
Cash and cash equivalents at the beginning of the year	517,425	509,615
Total cash and cash equivalents at the end of the year	513,877	517,425

Refugee Resource Notes to the Accounts For the year ended 31 March 2023

1. Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material to the accounts of Refugee Resource.

a) Basis of accounting

The financial statements have been prepared in accordance with FRS102 and the Charities Statement of Recommended Practice (FRS 102).

The trustees consider that the charity is a public benefit entity.

b) Fund accounting

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- Designated funds are created at the discretion of the Trustees for such purposes as they see fit.

c) Income

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Pension policy

Refugee Resource operates a pensions' policy in compliance with the requirements of autoenrollment. Employees may contribute and Refugee Resource contributes 4% of salary.

Refugee Resource Notes to the Accounts For the year ended 31 March 2023

e) Expenditure

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

- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g., staff numbers, time allocation.

f) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £250 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computers	33% per annum
Office Equipment	25% per annum

**Refugee Resource
Notes to the Accounts
For the year ended 31 March 2023**

2. Donations and Grants

	2023			2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Other grants	50,000	1,656	51,656	30,790
Oxford Community Foundation	-	7,684	7,684	5,000
OCF Mentoring	-	10,000	10,000	-
OCF Football Group	-	4,984	4,984	-
Society of the Holy Child Jesus	-	-	-	24,500
The M&C Trust	4,500	-	4,500	4,500
Donations and Fundraising	9,752	365	10,117	17,453
Oxford CAB	-	-	-	1,264
St Michael's and All Saints Charity	-	-	-	2,500
Legacy	-	-	-	3,000
Equator Charitable Trust	-	18,000	18,000	17,000
Lloyds Bank Foundation	-	27,250	27,250	25,000
Children in Need	-	29,000	29,000	31,259
Henry Smith Charity	-	22,500	22,500	39,000
Oxfordshire County Council	-	45,000	45,000	45,000
Oxford City Council Comm Impact Fund Big Big Ideas Grant 2022/23-2024/25	-	5,850	5,850	-
Oxford City Council	-	5,500	5,500	-
Comic Relief	-	-	-	3,993
National Lottery Community Fund	-	113,071	113,071	131,984
Community First Oxfordshire	-	-	-	9,978
Garfield Weston Foundation	-	20,000	20,000	25,000
Good Food Oxfordshire	-	-	-	4,500
J A Pye	-	5,000	5,000	5,000
Network For Social Change	-	-	-	7,445
Oxford City Council Household Grant	-	-	-	5,000
Parochial Charity of St Clements	-	4,000	4,000	-
St. James's P Char Found	-	-	-	2,500
Swire Trust	10,000	-	10,000	-
Tambour Foundation	15,000	-	15,000	-
Forrester Family Trust	40,000	-	40,000	-
The Bromley Trust	15,000	-	15,000	15,000
The Cotmore Trust	-	-	-	15,000
	144,252	319,860	464,112	471,666

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2023

3. Income from charitable activities

	Unrestricted funds	2023 Restricted funds	Total funds	2022 Total funds
	£	£	£	£
Oxfordshire Clinical Commissioning Group	17,100	-	17,100	8,550
Other Income	5,236	3,821	9,057	7,025
	22,336	3,821	26,157	15,575

4. Expenditure on raising funds

	Unrestricted funds	2023 Restricted funds	Total funds	2022 Total funds
	£	£	£	£
Directly attributable costs	23,568	50,135	73,703	67,958
Support costs allocated	16,362	28,446	44,808	37,765
	39,930	78,581	118,511	105,723

Refugee Resource Notes to the Accounts For the year ended 31 March 2023

5. Expenditure on charitable activities

	2023			2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Counselling Service				
Directly attributable costs	37,608	62,836	100,444	114,278
Support costs allocated	26,109	35,652	61,761	61,056
	<u>63,717</u>	<u>98,488</u>	<u>162,205</u>	<u>175,334</u>
Mentoring Service				
Directly attributable costs	20,686	35,523	56,209	62,844
Support costs allocated	14,361	20,156	34,517	33,558
	<u>35,047</u>	<u>55,679</u>	<u>90,726</u>	<u>96,402</u>
Women's Service				
Directly attributable costs	1,348	9,087	10,435	17,857
Support costs allocated	936	5,156	6,092	9,352
	<u>2,284</u>	<u>14,243</u>	<u>16,527</u>	<u>27,209</u>
Advice, Advocacy and Outreach Service				
Directly attributable costs	5,574	40,265	45,839	41,053
Support costs allocated	3,870	22,846	26,716	21,410
	<u>9,444</u>	<u>63,111</u>	<u>72,555</u>	<u>62,463</u>
	<u>110,492</u>	<u>231,521</u>	<u>342,013</u>	<u>361,407</u>

	2023		2022	
Support costs include:	Restricted £	Unrestricted £	Restricted £	Unrestricted £
Proportion of salaries: CEO, Finance & Admin Manager, Services Manager	29,982	40,939	53,197	2,238
Administrator	7,963	-	13,521	-
Consultancy	5,100	-	5,000	-
Finance & Accountancy	-	4,608	-	-
General running cost	11,554	3,505	16,373	-
Rent	48,732	1,076	49,000	-
HR	360	-	13,824	-
IS Support	4,202	-	4,302	-
Recruitment	2,368	6,228	2,192	-
Independent Examination Fee	-	1,740	-	1,500
Event	-	1,923	-	-
Training	1,994	-	1,994	-
Total	112,254	60,019	159,403	3,738

**Refugee Resource
Notes to the Accounts
For the year ended 31 March 2023**

6. Staff costs

	2023	2022
	£	£
Wages and salaries	284,445	271,765
Employer's National Insurance contributions	22,525	21,248
Employer's pension contributions	11,091	10,440
Total	318,061	303,453

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2023	2022
	FTE	FTE
Counselling	2.70	2.21
Mentoring	1.00	1.00
Women's Service	0.80	0.89
Advice and Advocacy	0.80	0.80
Administration and support	2.20	2.10
Director and Development	1.70	1.62
Total	9.20	8.62

No employee's emoluments exceed £60,000 in the year. The charity contributes 4% of salary to an auto-enrolment compliant work-based pension scheme for all eligible staff.

Key management personnel remuneration including salary, employer's National Insurance and employer's pension totalled £48,552 (2022: £45,374).

Refugee Resource **Notes to the Accounts** **For the year ended 31 March 2023**

7. Fixed Assets

	Computers	Office Equipment	Total
	£	£	£
Costs			
At 1 Apr 2022	7,700	3,201	10,901
At 31 March 2023	7,700	3,201	10,901
Accumulated depreciation			
At 1 Apr 2022	6,356	3,201	9,557
Charge for year	112	-	112
At 31 March 2023	6,468	3,201	9,669
Net book value			
At 1 Apr 2022	1,344	-	1,344
At 31 March 2023	1,232	-	1,232

8. Debtors

	2023	2022
	£	£
Trade debtors	12,441	1,184
Other debtors	3,603	3,603
Accrued income	23,736	-
	39,780	4,787

9. Creditors

	2023	2022
	£	£
Trade creditors	3,669	4,096
Accruals	9,441	4,168
Deferred income	5,067	20,000
Taxation and social security	2,267	2,020
	20,444	30,284

Deferred income is represented by grants received before the year end where the grant period does not start until the following April.

Analysis of movement in deferred income:

Balance brought forward	20,000
Released in the year	(20,000)
Deferred in the year	5,067
Carried forward	5,067

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2023

10. Commitments

	2023	2022
	£	£
Expiring in less than one year	30,710	15,284

At 31 March 2023 the charity had a non-cancellable commitment equal to 6 months' rent and service charges of £30,710 (2022: £15,284).

11. Movement in funds

	As at 1 Apr 2022	Incoming resources	Outgoing resources	Transfers	As at 31 March 2023
	£	£	£	£	£
Unrestricted funds:					
General funds	229,531	178,016	(150,422)	263,090	520,215
Designated funds	207,000			(207,000)	-
Restricted funds:					
Counselling, Mentoring, Women's Service, Advice, Advocacy and Outreach	56,741	323,681	(310,102)	(56,090)	14,230
	493,272	501,697	(460,524)	-	534,445

Purposes of Restricted Funds

The Counselling and psycho-social services offer therapeutic and practical support to asylum seekers, refugees and vulnerable migrants via psychotherapy, counselling, an accredited one-to-one befriending scheme (Mentoring service), a Women's service and a social inclusion team offering advice and advocacy support.

The Women's Service provides a safe and supportive space for female clients to come together and undertake activities which promote their psychological, emotional and physical well-being. Like all our services, it aims to reduce social isolation and exclusion and break down barriers to the women integrating into the local community and life in Oxfordshire.

The Advice, Advocacy and Outreach Services support the work carried out via our therapeutic services by enabling social integration as described above, and also by providing advice on a range of practical issues as well as signposting to other services. These include a bespoke Citizen's Advice Bureau service, support with accessing training, education and employment, a hardship fund and bursary funding. These activities are funded primarily by trusts and foundations including Children in Need and by Oxford City Council.

Core funding has been primarily provided by the National Lottery Community Fund, Oxfordshire County Council, Lloyds Bank Foundation and The Henry Smith Charity.

Purpose of Designated Funds

The prior year designated fund was held in line with the reserves policy in order to ensure the stability of the mission, programmes, employment and ongoing operations of the organisation and has now been transferred to the general fund.

Refugee Resource **Notes to the Accounts** **For the year ended 31 March 2023**

12. Analysis of Net Assets between funds 2023

	General funds £	Restricted funds £	Total £
Tangible fixed assets	1,232	-	1,232
Cash at bank and in hand	499,647	14,230	513,877
Debtors	39,780	-	39,780
Current liabilities	(20,444)	-	(20,444)
	<u>520,215</u>	<u>14,230</u>	<u>534,445</u>

Analysis of Net Assets between funds 2022

	General funds £	Restricted funds £	Total 2021 £
Tangible fixed assets	1,344	-	1,344
Cash at bank and in hand	460,684	56,741	517,425
Debtors	4,787	-	4,787
Current liabilities	(30,284)	-	(30,284)
	<u>436,531</u>	<u>56,741</u>	<u>493,272</u>

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

	2023 £	2022 £
Net income for the year (as per the Statement of Financial Activities)	41,173	29,688
Adjustments for:		
Depreciation charge	112	2,567
Investment income	(2,427)	(271)
Decrease/(increase) in debtors	(34,993)	11,986
Increase/(decrease) in creditors	(9,840)	(36,431)
Net cash (used in)/generated from operating activities	<u>(5,975)</u>	<u>7,539</u>

Refugee Resource Notes to the Accounts For the year ended 31 March 2023

14. Trustees' Remuneration and related party transactions

Trustees received no remuneration during the year for their duties as trustees (2022: £nil).

No trustees were reimbursed for their expenses during the year (2022: £nil)

There were no related party transactions. (2022: £nil).

15. Legal Status and Registered Office

Refugee Resource is a Charitable Company, limited by guarantee, incorporated in England. The registered office and principal place of business is:

The Old Music Hall
106-108 Cowley Road
Oxford
OX4 1JE

Accounts



REFUGEE RESOURCE

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the year ended 31 March 2021

Registered Charity No. 1098876

Company No. 4558542

Refugee Resource

Annual Report and Financial Statements

For the year ending 31 March 2021

Contents

Page	3-8	Report of the Board of Trustees
Page	9	Responsibilities of the Trustees
Page	10	Independent Examiner's Report
Page	11	Statement of Financial Activities
Page	12	Balance Sheet
Page	13	Statement of Cash Flows
Page	14-23	Notes to the Accounts

Refugee Resource

The Trustees are pleased to present their report together with the audited financial statements for the year ended 31 March 2021.

Reference and Administrative Information

Charity name: Refugee Resource

Charity registration number: 1098876

Company registration number: 4558542

Registered office and
operational address: The Old Music Hall
106-108 Cowley Road
Oxford OX4 1JE

Chief Executive Officer: Kate Hood

Trustees

Belinda Coote (Chair)

Louisa Daubney

Ray Fishbourne (resigned 21 Sept 2020)

Elizabeth Jones (appointed 22 June 2020)

Ken King

Dr Adiba Malo

Dr Caroline Roseveare (resigned 21 Sept 2020)

Michael Taylor

Andrew Tyson (appointed 22 June 2020)

Independent examiners

Critchleys Audit LLP

Beaver House, Hythe Bridge Street, Oxford, OX1 2EP

Bankers

Triodos Bank N.V.

Brunel House, 11 The Promenade, Bristol BS8 3NN

Objectives and activities

The objects of the charity are:

- 1) To provide relief for refugees, asylum seekers, vulnerable migrants and their dependants living temporarily or permanently in particular but not exclusively in Oxfordshire who are in conditions of hardship or distress;
- 2) To preserve and protect the physical and mental health of refugees, asylum seekers, vulnerable migrants and their dependants;
- 3) To advance the education and training of refugees, asylum seekers, vulnerable migrants and their dependants in need thereof so as to enhance their employment opportunities and assist in their settlement within a new community; AND
- 4) To advance the education of the public in general about the issues relating to refugees, asylum seekers and vulnerable migrants;
- 5) The provision of facilities for recreation or other leisure time occupation for refugees, asylum seekers and vulnerable migrants with the object of improving the conditions of life of those persons who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

The activities employed to achieve the charity's objectives are:

- A counselling service, offering transcultural counselling and psychotherapy, aimed at relieving distress arising from the after-effects of conflict, persecution or violence, and building confidence and empowering refugees, asylum seekers and vulnerable migrants.
- A service for women to provide support and network with others through a programme of educational, creative or recreational activities.
- Activities for men to provide support and network with others through a programme of educational, creative or recreational activities.
- A mentoring and coaching service to provide social support and to help with both mental health and employment needs as appropriate.
- An employment service, supported by bursary funding, to identify and extend the skills of refugees and facilitate access to employment, training and business opportunities in order to reduce dependency, promote mental health and facilitate integration with local communities.
- A training and consultation service to develop the capacity of other agencies, service providers and social services to respond appropriately and effectively to the mental health needs of refugees and asylum seekers who are at risk of isolation and social exclusion.
- Work with the media/ other agencies to present positive images of refugees and asylum seekers and to enable clients to share their experiences and opinions where desired.
- The sharing and promotion of good practice in relation to the psychosocial and integration needs of refugees and asylum seekers, through qualitative and quantitative evaluation of our activities.

Overview of the year ended 31 March 2021

The corporate objectives which the Trustees agreed for 2020/21 were to:

- Develop and deliver our range of high-quality therapeutic services with a view to empowering clients, and improving their resilience and well-being;
- Continue to consolidate and build on recent growth by improving business management and communications systems to aid efficiency and effective working;
- Build our internal capacity by focussing on the professional development, and safeguarding the well-being, of our staff, trustees, volunteers and associates.
- Continue to diversify our funding streams and help ensure the organisation's sustainability and relevance in an increasingly challenging external environment;

- Meet the outcomes set for different services and embed our new system of monitoring and evaluating our work, including eliciting regular feedback from our clients, in order to more effectively evaluate, report on and develop these;
- Consolidate strategic partnerships with other key organisations in order to develop and extend our range of client services and identify possible joint initiatives, while avoiding duplication of services and maintaining focus on our core aims.
- Develop new business activities which are in line with our core remit, in order to generate unrestricted funding to safeguard the provision of our services in the future, e.g. by using our expertise to build capacity in other agencies.

Overview of the year 2020/21

Refugee Resource is the only service in Oxfordshire to offer a range of complementary services to support the psychological, emotional and social well-being, and long-term mental health needs of refugees, asylum seekers and vulnerable migrants in the area. Clients are referred to us from multiple partners, including the NHS and GPs, Social Services, solicitors and other community organisations, as well as by friends or family, and via self-referrals.

The past year was particularly difficult for those who were already facing trauma and displacement on their journeys seeking asylum. The pandemic meant further isolation and uncertainty and people who were making progress, perhaps accessing local volunteer or employment opportunities and building friendships, faced further loss of engagement and community that adversely impacted their wellbeing. For many clients, hardships, such as financial struggles, destitution, homelessness, domestic abuse, significant mental distress and re-traumatisation increased.

In spite of these challenges, we were also reminded how resilient our clients are, and how much they continue to bear and overcome. At the outset of the pandemic the Refugee Resource team rapidly adapted services to be delivered remotely, and many clients were flexible and quick to adapt, demonstrating how much they value RR's support – particularly our counselling programme, which is built around trust and a familiar, safe space to work through complex trauma. With a particular focus on safeguarding and maintaining trust and boundaries, clients were keen to continue seeing their counsellors remotely, and adjustments were made for shorter/flexible sessions where necessary.

We saw a drop in overall numbers of clients during the year, for several reasons:

- The closure of our offices means that we did not have the usual drop-ins and footfall from clients we would normally see.
- More people were moved into counselling for intensive work, rather than casual, one-off engagement, because of their exacerbated needs
- Clients typically engaged for longer with services; we had less clients 'moving on' and the waiting list for our counselling service grew to more than six months, and resulted in us closing for referrals for the first time in our history of operations.
- We had to reduce some services, for example we had to temporarily stop some of our group work due to the pandemic, which was unsuitable to transition online at this stage like our football group. However, some longer-running, well-established groups have continued – e.g. our women's group and parenting groups.

Despite an overall drop in client numbers, all of our services maintained or exceeded their targets with many providing more intensive casework support to clients who were facing new or more severe challenges in the wake of the pandemic. Part of our strategic direction for the next 3-5 years, agreed before the pandemic began, is to focus our services on supporting the most vulnerable clients more intensively, so a potential drop in client numbers was already anticipated to allow for this work, though the pandemic did have an impact.

There was an increase in inter-agency communication and partnership work to ensure join-up and collaboration, particularly closer working with local community organisation, Asylum Welcome (AW) as we share the same client group.

From 1st April 2020 to 31st March 2021, we worked with 238 people:

- 45 clients received mentoring support
- 129 clients received counselling support
- 56 clients were involved with our women's service
- 74 clients received advice & advocacy support
- 18 young people received support through our in-school counselling programme

Impact of COVID-19 pandemic

The pandemic has had a significant negative impact on both our clients and our services. The complexity, severity and numbers of client issues has increased and unfortunately the negative impacts are likely to be felt by our client group for a long time to come. As outlined previously, many clients have experienced setbacks and felt 'stuck' as a result of various challenges, e.g. financial struggles, loss of social/economic opportunities, challenges around housing, domestic and economic abuse and high levels of severe anxiety or other mental health issues exacerbated by the isolation, uncertainty and other struggles many are facing.

Although Refugee Resource managed to maintain its services and deliver these remotely and/or with safe, social distancing in place, a strain was put on our services and some areas of our work were unable to make as much progress as planned, e.g. group activities. Additionally, our staff and volunteers have had to navigate through significant disruption, liaising remotely and increasing their communications between partners to ensure clients have been able to receive basic essentials such as food and medicine, in addition to their delivery of therapeutic services.

The impact on our staff and volunteers has been a challenge too, with several factors affecting our team, including the isolation of homeworking; communication issues without the support of colleagues in the office and more ad-hoc conversations; as well as an increase in difficult safeguarding cases making work much more demanding. We have begun addressing these challenges through adjustments to staff meetings (shorter but more regular all team sessions, with time for all colleagues to bring their own questions, topics, areas of concern, etc.); more training on issues such as vicarious trauma and relevant topics to help with work challenges, such as unconscious bias; and additional support for frontline staff with supervision and coaching. Staff wellbeing is a core strategic focus, and we ensure we review this in close consultation with the team.

Another significant challenge for the organisation is our financial position for 2021/22 and outlying years. We have found that a number of organisations who had previously supported us, and who offered multi-year grants, have had to reduce funding and some are moving to single year grants whilst they review their own processes and policies, and wait to see how the pandemic evolves. We will continue to address this by investing in additional staff capacity to support our fundraising/marketing and social enterprise activities.

Financial Review

Principal funding sources

The principal funding sources for the charity for 2020/21 were grants, including from the National Lottery, The Henry Smith Charity, Lloyds Bank Foundation, Comic Relief, Children in Need, Oxfordshire Clinical Commissioning Group, People's Postcode Lottery, Oxford City Council and Oxfordshire County Council. Funding was down slightly on 2019/20 due to several grants finishing during the year and not being replaced.

Reserves policy

Our reserves policy dictates that we keep a relatively high level of reserves due to both the nature of our work and our income cycle. Our counselling and psychotherapy work with vulnerable and traumatised clients is long-term and it could be unsafe to end this abruptly; we therefore need a 9-12 month period to wind-down this service. The nature of the work also means we require premises with a reception and counselling rooms; we must provide clinical supervision for staff; and interpreters are needed for service users. We are currently dependent on a few major funding sources - if any of these were lost it could place us in a precarious situation, and as our ability to generate unrestricted funds quickly is limited, we need to hold reserves to cover a lost grant until we can find alternative sources of funding. Our reserves policy is available on request.

The charity holds £463,584 in funds at 31 March 2021, including £100,243 in restricted funds, £3,911 represented by tangible fixed assets with free reserves of £359,430. The trustees have set the level of designated reserves at £207,000 for 2021/22 and are happy with the level of free reserves in light of the current economic situation, possible impacts of coronavirus and the charity's ongoing dependence upon grant funding. In addition, as mentioned above, the nature of the work means that the organisation's activities cannot be wound down too quickly as this would be detrimental to its clients' mental health; a relatively high level of reserves funding is therefore held.

Areas of focus in 2021/22

- We will review our ways of working and core business in light of the coronavirus epidemic, i.e. our ability to adjust our service delivery to accommodate more virtual working and our technological systems to do this;
- We will continue to develop our approach to financial and business development and management, including extending our offer of capacity building services for other agencies working with our client groups;
- We will ensure high quality, wrap around services where current and new clients can feel safe, valued and empowered, via longer-term interventions with clear planned pathways, including casework;
- We will focus on staff health and well-being and carry out a review into culture and working practice.
- We will continue to focus on developing alternative fundraising streams, for example by piloting community fundraising initiatives and growing our social enterprise activities.
- We will continue to improve upon our back-office support and infrastructure, especially in the area of financial management and review our needs regarding working space post-pandemic.
- We will ensure all our work is based upon feedback from our client group, including by developing and improving our Refugee Advisory Group activities;
- Further to increasing cases of modern slavery and domestic violence, we will continue our focus on ensuring all our systems and processes around safeguarding are robust.

Structure, Governance and Management

Refugee Resource is a charitable company limited by guarantee, incorporated on 9 October 2002 and registered as a charity on 5 August 2003. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Refugee Resource was previously known as Oxford Refugee Support Project, which was established by a Declaration of Trust dated 14 October 1999. On 1 April 2003, the Trustees transferred the assets and liabilities held under the Declaration of Trust into the company limited by guarantee and from that date the organisation's activities have been conducted through the company limited by guarantee.

The governance of the charity is the responsibility of the directors who are also trustees and the sole Members of the company. They are elected and co-opted under the terms of the Articles of Association which specify that a minimum of three trustees be appointed with no maximum number recommended. One third of trustees step down by rotation at each annual general meeting and, if eligible, may offer themselves for re-election. Efforts are made to recruit a range of trustees who can provide the charity with a broad spectrum of relevant experience and knowledge. There is an induction process for new trustees designed to help them understand how the charity works. The trustees who served during the period of this report are set out on page 3.

The Board of trustees delegate the running of the organisation to a Chief Executive Officer and management team; the governance function is supported by quarterly Board meetings and an annual strategic planning meeting, as well as a Finance Committee comprising the Chair, the Treasurer and the Vice Chair. Trustees receive an induction pack upon engagement. A pay policy is in place and a full benchmarking review was carried out in 2017; salaries are subject to an annual review process by the Board.

Risk management

The Trustees have identified the key risks and measures to mitigate them in a risk register document which is reviewed twice a year at Board meetings, the main areas of current focus are as follows:

- Financial sustainability: the charity is currently overly dependent upon grants from trusts and foundations to maintain its operations; a focus in the strategic plan for 2021/24 is to diversify ways of raising revenue by continuing to develop the social enterprise trading initiatives and extend our community fundraising activities.
- Issues of stress among the staff team which adversely impact culture, arising within the organisation due to the nature of the work and impact of lock down and living with the coronavirus. Steps have been taken and will continue to be taken to address these including training in vicarious trauma and resilience.

Responsibilities of the Trustees for the preparation of the financial statements

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements 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 of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

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 at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the small Companies Regime under Section 419(2) of the Companies Act 2006.

Signed on behalf of the Trustees

Belinda Coote

.....
Belinda Coote
Chair

11th October 2020

.....
Date:

Independent examiner's report to the Trustees of Refugee Resource

I report to the charity trustees on my examination of the accounts of Refugee Resource (the Company) for the year ended 31 March 2021, which are set out on pages 11 to 23.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's report

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2) the accounts do not accord with those accounting records; or
- 3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- 4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Name of examiner: Colin Mills

Name of firm: Critchleys Audit LLP

Relevant professional body: Institute of Chartered Accountants in England and Wales

Address: Beaver House, 23-38 Hythe Bridge Street, Oxford, OX1 2EP

Date: 22 October 2021

Refugee Resource
Statement of Financial Activities (including Income & Expenditure Account)
For the Year Ended 31 March 2021

		2021			2020		
		Unrestricted funds £	Restricted funds £	Total funds £	Unrestricted funds £	Restricted funds £	Total funds £
Income and endowments from:	Note						
Donations	2	13,810	437,287	451,097	9,887	442,898	452,785
Charitable activities	3	21,085	23,209	44,294	28,520	19,342	47,862
Other trading activities		7,581	-	7,581	18,571	-	18,571
Investments		919	-	919	181	-	181
Other		-	-	-	-	-	-
Total		43,395	460,496	503,891	57,159	462,240	519,399
Expenditure on:							
Raising funds	4	1,017	63,808	64,825	5,486	59,955	65,441
Charitable activities	5	14,173	370,072	384,245	40,797	354,483	395,280
Total		15,190	433,880	449,070	46,283	414,438	460,721
Net income / expenditure		28,205	26,616	54,821	10,876	47,802	58,678
Transfers between funds		93	- 93	-	1,540	- 1,540	-
Net movement in funds		28,298	26,523	54,821	12,416	46,262	58,678
Reconciliation of funds:							
Total funds brought forward		335,043	73,720	408,763	322,627	27,458	350,085
Total funds carried forward		363,341	100,243	463,584	335,043	73,720	408,763

Refugee Resource Balance Sheet At 31 March 2021

Company number 04558542

	Notes	2021 £	£	2020 £	£
FIXED ASSETS					
Tangible Assets	7		3,911		2,444
CURRENT ASSETS					
Debtors	8	16,773		32,327	
Cash at bank and in hand		509,615		391,522	
		<u>526,388</u>		<u>423,849</u>	
CREDITORS: Amounts falling due within one year	9	66,715		17,530	
		<u></u>		<u></u>	
NET CURRENT ASSETS			459,673		406,319
NET ASSETS			<u>463,584</u>		<u>408,763</u>
INCOME FUNDS					
General funds	11		160,341		214,043
Designated funds	11		203,000		121,000
Restricted funds	11		100,243		73,720
TOTAL FUNDS			<u>463,584</u>		<u>408,763</u>

For the year ended 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board of Trustees on
and approved on its behalf by:

Belinda Coote
.....
Belinda Coote
Chair

11th October 2021
.....
Date:

Refugee Resource
Statement of Cash Flows
For the Year Ended 31 March 2021

		2021 £	2020 £
	Notes		
Cash used in operating activities	13	<u>121,209</u>	<u>10,021</u>
Cash flows from investing activities			
Dividends and interest from investments		919	181
Purchase of fixed assets		- 4,034	- 3,666
Cash provided by (used in) investing activities		<u>- 3,115</u>	<u>- 3,485</u>
Increase (decrease) in cash and cash equivalents in the year		118,093	6,536
Cash and cash equivalents at the beginning of the year		391,522	384,986
Total cash and cash equivalents at the end of the year		<u><u>509,615</u></u>	<u><u>391,522</u></u>

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2021

1. Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material to the accounts of Refugee Resource.

a) Basis of accounting

The financial statements have been prepared in accordance with FRS102 and the Charities Statement of Recommended Practice (FRS 102).

The trustees consider that the charity is a public benefit entity.

b) Fund accounting

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- Designated funds are created at the discretion of the Trustees for such purposes as they see fit.

c) Income

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Pension policy

Refugee Resource operates a pensions' policy in compliance with the requirements of autoenrollment. Employees may contribute and Refugee Resource contributes 4% of salary.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2021

e) Expenditure

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

- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. staff numbers, time allocation.

f) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £250 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computers	33% per annum
Office Equipment	25% per annum

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2021

2. Donations and Grants

	2021		2020
	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Big Lottery Fund	-	130,024	130,024
Children in Need	-	28,925	28,925
Comic Relief	-	62,442	62,442
County Council UASC programme	-	11,747	11,747
Legacy	-	14,000	14,000
Oxford PGMDE	-	-	-
Oxford City Council	-	53,553	53,553
Oxfordshire County Council	-	45,000	45,000
St Michael's and All Saints Charity	-	5,000	5,000
Oxford Community Foundation	-	-	-
Donations and Fundraising	11,881	1,000	12,881
Oxford CAB	-	1,896	1,896
Henry Smith Charity	-	39,200	39,200
Equator Fund	-	16,000	16,000
Lloyds Bank Foundation	-	25,000	25,000
Postcode Lottery	-	-	-
Shanly Foundation	-	-	-
Society of the Holy Child Jesus	-	-	-
The M&C Trust	-	3,500	3,500
Other grants	1,929	-	1,929
	13,810	437,287	451,097
			452,785

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2021

3. Income from charitable activities

	2021			2020
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Hardship	-	1,500	1,500	-
Oxford Clinical Commissioning Group	-	17,100	17,100	17,100
PCC Victims First	5,100	-	5,100	4,140
Oxford City Council VPRS	11,280	-	11,280	16,560
Other Income	4,705	4,609	9,314	10,062
	21,085	23,209	44,294	47,862

4. Expenditure on raising funds

	2021			2020
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Directly attributable costs	749	49,592	50,341	53,862
Support costs allocated	268	14,216	14,484	11,579
	1,017	63,808	64,825	65,441

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2021

5. Expenditure on charitable activities

	2021			2020
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Counselling Service				
Directly attributable costs	11,187	136,684	147,871	113,846
Support costs allocated	787	41,759	42,546	24,475
	<u>11,974</u>	<u>178,443</u>	<u>190,417</u>	<u>138,321</u>
Mentoring Service				
Directly attributable costs	-	45,269	45,269	47,423
Support costs allocated	241	12,784	13,025	10,195
	<u>241</u>	<u>58,053</u>	<u>58,294</u>	<u>57,618</u>
Women's Service				
Directly attributable costs	1,089	35,124	36,213	46,947
Support costs allocated	193	10,227	10,419	10,092
	<u>1,282</u>	<u>45,351</u>	<u>46,632</u>	<u>57,039</u>
Advice, Advocacy and Outreach Service				
Directly attributable costs	308	68,729	69,037	117,123
Support costs allocated	368	19,496	19,863	25,179
	<u>676</u>	<u>88,225</u>	<u>88,900</u>	<u>142,302</u>
	<u>14,173</u>	<u>370,072</u>	<u>384,245</u>	<u>395,280</u>

Support costs include governance costs of £1500,00 in respect of Independent Examination fees (2020: £1,500).

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2021

6. Staff costs

	2021	2020
	£	£
Wages and salaries	275,137	260,506
Employer's National Insurance contributions	22,311	17,897
Employer's pension contributions	10,574	10,091
Total	<u>308,022</u>	<u>288,494</u>

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2021	2020
	FTE	FTE
Counselling	2.26	2.32
Mentoring	1.00	1.00
Women's Service	0.89	0.89
Advice and Advocacy	1.80	2.02
Administration and support	1.40	0.70
Director and Development	1.90	2.02
Total	<u>9.25</u>	<u>8.95</u>

No employee's emoluments exceed £60,000 in the year. The charity contributes 4% of salary to an auto-enrolment compliant work-based pension scheme for all eligible staff.

Key management personnel remuneration including salary, employer's National Insurance and employer's pension totalled £50,938 (2020: £49,233).

Refugee Resource **Notes to the Accounts** **For the year ended 31 March 2021**

7. Fixed Assets

	Computers	Office Equipment £	Total £
Costs			
At 1 Apr 2020	5,747	3,201	8,948
Additions	4,034	-	4,034
Disposals	-	-	-
At 31 March 2021	<u>9,781</u>	<u>3,201</u>	<u>12,982</u>
Accumulated depreciation			
At 1 Apr 2020	3,303	3,201	6,504
Charge for year	2,567	-	2,567
Disposals	-	-	-
At 31 March 2021	<u>5,870</u>	<u>3,201</u>	<u>9,071</u>
Net book value			
At 1 Apr 2020	<u>2,444</u>	<u>-</u>	<u>2,444</u>
At 31 March 2021	<u>3,911</u>	<u>-</u>	<u>3,911</u>

8. Debtors

	2021 £	2020 £
Trade debtors	9,153	16,535
Other debtors	<u>7,620</u>	<u>15,792</u>
	<u>16,773</u>	<u>32,327</u>

9. Creditors

	2021 £	2020 £
Trade creditors	1,842	1,644
Accruals	3,563	8,466
Deferred income	59,745	-
Taxation and social security	-	5,766
Other creditors	<u>1,565</u>	<u>1,654</u>
	<u>66,715</u>	<u>17,530</u>

Deferred income is represented by grants received before the year end where the grant period does not start until the following April.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2021

10. Commitments

	2021	2020
	£	£
Expiring in less than one year	<u>15,284</u>	<u>15,284</u>

At 31 March 2021 the charity had a non-cancellable commitment equal to 4 months' rent of £15,284 (2020: £15,284).

11. Movement in funds

	As at 1 Apr 2020	Incoming resources	Outgoing resources	Transfers	As at 31 March 2021
	£	£	£	£	£
Unrestricted funds:					
General funds	214,043	43,395	- 15,190	- 81,907	160,341
Designated funds	121,000	-	-	82,000	203,000
Restricted funds:					
Counselling, Mentoring, Women's Service, Advice, Advocacy and Outreach	73,720	460,496	- 433,880	- 93	100,243
	<u>408,763</u>	<u>503,891</u>	<u>- 449,070</u>	<u>-</u>	<u>463,584</u>

Purposes of Restricted Funds

The Counselling and psycho-social services offer therapeutic and practical support to asylum seekers, refugees and vulnerable migrants via psychotherapy, counselling, an accredited one-to-one befriending scheme (Mentoring service), a Women's service and a social inclusion team offering advice and advocacy support.

The Women's Service provides a safe and supportive space for female clients to come together and undertake activities which promote their psychological, emotional and physical well-being. Like all our services, it aims to reduce social isolation and exclusion and break down barriers to the women integrating into the local community and life in Oxfordshire.

The Advice, Advocacy and Outreach Services support the work carried out via our therapeutic services by enabling social integration as described above, and also by providing advice on a range of practical issues as well as signposting to other services. These include a bespoke Citizen's Advice Bureau service, support with accessing training, education and employment, a hardship fund and bursary funding. These activities are funded primarily by trusts and foundations including Children in Need and Comic Relief, and by Oxford City Council.

Core funding has been primarily provided by the National Lottery Community Fund, Oxfordshire County Council, Lloyds Bank Foundation and The Henry Smith Charity.

Purpose of Designated Funds

The designated fund is held in line with the reserves policy in order to ensure the stability of the mission, programmes, employment and ongoing operations of the organisation.

Refugee Resource

Notes to the Accounts

For the year ended 31 March 2021

Movement in funds 2020

	As at 1 Apr 2019	Incoming resources	Outgoing resources	Transfers	As at 31 March 2020
	£	£	£	£	£
Unrestricted funds:					
General funds	201,627	57,159	- 46,283	1,540	214,043
Designated funds	121,000	-	-	-	121,000
Restricted funds:					
Counselling, Mentoring, Women's Service, Advice, Advocacy and Outreach	27,458	462,240	- 414,438	- 1,540	73,720
	<u>350,085</u>	<u>519,399</u>	<u>- 460,722</u>	<u>-</u>	<u>408,763</u>

12. Analysis of Net Assets between funds

	General funds	Restricted funds	Total 2021
	£	£	£
Tangible fixed assets	3,911	-	3,911
Cash at bank and in hand	409,372	100,243	509,615
Debtors	16,772	-	16,772
Current liabilities	- 66,714	-	- 66,714
	<u>363,342</u>	<u>100,243</u>	<u>463,585</u>

Analysis of Net Assets between funds 2020

	General funds	Restricted funds	Total 2020
	£	£	£
Tangible fixed assets	2,444	-	2,444
Cash at bank and in hand	317,802	73,720	391,522
Debtors	32,327	-	32,327
Current liabilities	- 17,530	-	- 17,530
	<u>335,043</u>	<u>73,720</u>	<u>408,763</u>

Refugee Resource
Notes to the Accounts
For the year ended 31 March 2021

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

	2021	2020
Net income / expenditure for the year (as per the Statement of Financial Activities)	54,821	58,677
Add back depreciation charge	2,567	1,222
Investment income	- 919	- 181
Decrease (increase) in debtors	15,555	-
		12,351
Increase (decrease) in creditors	49,185	-
		37,346
Net cash used in operating activities	<u>121,209</u>	<u>10,021</u>

14. Trustees' Remuneration and related party transactions

Trustees received no remuneration during the year for their duties as trustees (2020: £nil).

No trustees were reimbursed for their expenses during the year (2020: £88)

There were no related party transactions. (2020: £2,969).

15. Legal Status and Registered Office

Refugee Resource is a Charitable Company, limited by guarantee, incorporated in England. It's registered office and principal place of business is:

The Old Music Hall
 106-108 Cowley Road
 Oxford
 OX4 1JE