



## **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**

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## 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.

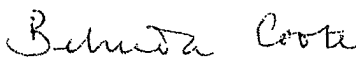
Company law requires the trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under 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.

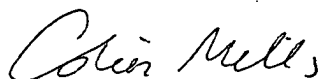
#### Independent examiner's report

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

Colin Mills  
Critchleys Audit LLP  
Institute of Chartered Accountants in England and Wales  
Beaver House, 23-28 Hythe Bridge Street, Oxford, OX1 2EP  
21 June 2023

## Refugee Resource

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

|                                    |       | Unrestricted<br>funds<br>£ | 2023<br>Restricted<br>funds<br>£ | Total<br>funds<br>£ | Unrestricted<br>funds<br>£ | 2022<br>Restricted<br>funds<br>£ | Total<br>funds<br>£ |
|------------------------------------|-------|----------------------------|----------------------------------|---------------------|----------------------------|----------------------------------|---------------------|
|                                    | Notes |                            |                                  |                     |                            |                                  |                     |
| <b>Income and endowments from:</b> |       |                            |                                  |                     |                            |                                  |                     |
| 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                 |
|                                    |       | <b>178,016</b>             | <b>323,681</b>                   | <b>501,697</b>      | <b>71,940</b>              | <b>424,878</b>                   | <b>496,818</b>      |
| <b>Expenditure on:</b>             |       |                            |                                  |                     |                            |                                  |                     |
| 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             |
| <b>Total</b>                       |       | <b>150,422</b>             | <b>310,102</b>                   | <b>460,524</b>      | <b>24,975</b>              | <b>442,155</b>                   | <b>467,130</b>      |
| <b>Net income/expenditure</b>      |       | <b>27,594</b>              | <b>13,579</b>                    | <b>41,173</b>       | <b>46,965</b>              | <b>(17,277)</b>                  | <b>29,688</b>       |
| Transfers between funds            |       | 56,090                     | (56,090)                         | -                   | 26,255                     | (26,255)                         | -                   |
| <b>Net movement in funds</b>       |       | <b>83,684</b>              | <b>(42,511)</b>                  | <b>41,173</b>       | <b>73,190</b>              | <b>(43,502)</b>                  | <b>29,688</b>       |
| <b>Reconciliation of funds:</b>    |       |                            |                                  |                     |                            |                                  |                     |
| Total funds brought forward        |       | 436,531                    | 56,741                           | 493,272             | 363,341                    | 100,243                          | 463,584             |
| <b>Total funds carried forward</b> |       | <b>520,215</b>             | <b>14,230</b>                    | <b>534,445</b>      | <b>436,531</b>             | <b>56,741</b>                    | <b>493,272</b>      |

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<br>£      | 2022<br>£      |
|-------------------------------------------------------|-------|----------------|----------------|
|                                                       | Notes |                |                |
| <b>FIXED ASSETS</b>                                   |       |                |                |
| Tangible Assets                                       | 7     | 1,232          | 1,344          |
| <b>CURRENT ASSETS</b>                                 |       |                |                |
| Debtors                                               | 8     | 39,780         | 4,787          |
| Cash at bank and in hand                              |       | 513,877        | 517,425        |
|                                                       |       | <u>553,657</u> | <u>522,211</u> |
| <b>CREDITORS: Amounts falling due within one year</b> | 9     | 20,444         | 30,284         |
|                                                       |       | <u>533,213</u> | <u>491,928</u> |
| <b>NET CURRENT ASSETS</b>                             |       |                |                |
|                                                       |       | <u>534,445</u> | <u>493,272</u> |
| <b>NET ASSETS</b>                                     |       |                |                |
|                                                       |       | <u>534,445</u> | <u>493,272</u> |
| <b>INCOME FUNDS</b>                                   |       |                |                |
| General funds                                         | 11    | 520,215        | 229,531        |
| Designated funds                                      | 11    | -              | 207,000        |
| Restricted funds                                      | 11    | 14,230         | 56,741         |
| <b>TOTAL FUNDS</b>                                    |       | <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<br>£      | 2022<br>£    |
|--------------------------------------------------------------|----------------|--------------|
| <b>Cash (used in)/ generated from operating activities</b>   | <b>(5,975)</b> | <b>7,539</b> |
| 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**

|                                                                             | <b>2023</b>                   |                             |                        | <b>2022</b>            |
|-----------------------------------------------------------------------------|-------------------------------|-----------------------------|------------------------|------------------------|
|                                                                             | <b>Unrestricted<br/>funds</b> | <b>Restricted<br/>funds</b> | <b>Total<br/>funds</b> | <b>Total<br/>funds</b> |
|                                                                             | <b>£</b>                      | <b>£</b>                    | <b>£</b>               | <b>£</b>               |
| 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<br>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                 |
|                                                                             | <b>144,252</b>                | <b>319,860</b>              | <b>464,112</b>         | <b>471,666</b>         |

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

**3. Income from charitable activities**

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

**4. Expenditure on raising funds**

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

# 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           |
|                                              | £                     | £                     | £                     | £                     |
| <b>Counselling Service</b>                   |                       |                       |                       |                       |
| 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>        |
| <b>Mentoring Service</b>                     |                       |                       |                       |                       |
| 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>         |
| <b>Women's Service</b>                       |                       |                       |                       |                       |
| 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>         |
| <b>Advice, Advocacy and Outreach Service</b> |                       |                       |                       |                       |
| 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><b>110,492</b></u> | <u><b>231,521</b></u> | <u><b>342,013</b></u> | <u><b>361,407</b></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          | -            |
| <b>Total</b>                                                           | <b>112,254</b> | <b>60,019</b> | <b>159,403</b> | <b>3,738</b> |

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

**6. Staff costs**

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

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

|                            | <b>2023</b> | <b>2022</b> |
|----------------------------|-------------|-------------|
|                            | <b>FTE</b>  | <b>FTE</b>  |
| 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        |
| <b>Total</b>               | <b>9.20</b> | <b>8.62</b> |

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<br>Apr 2022 | Incoming<br>resources | Outgoing<br>resources | Transfers | As at 31<br>March<br>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,<br>Women's Service, Advice,<br>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<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>£     |
|--------------------------|-----------------------|--------------------------|----------------|
| 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<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ |
|--------------------------|-----------------------|--------------------------|--------------------|
| 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<br>£      | 2022<br>£    |
|------------------------------------------------------------------------|----------------|--------------|
| 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