

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

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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 Aducci

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

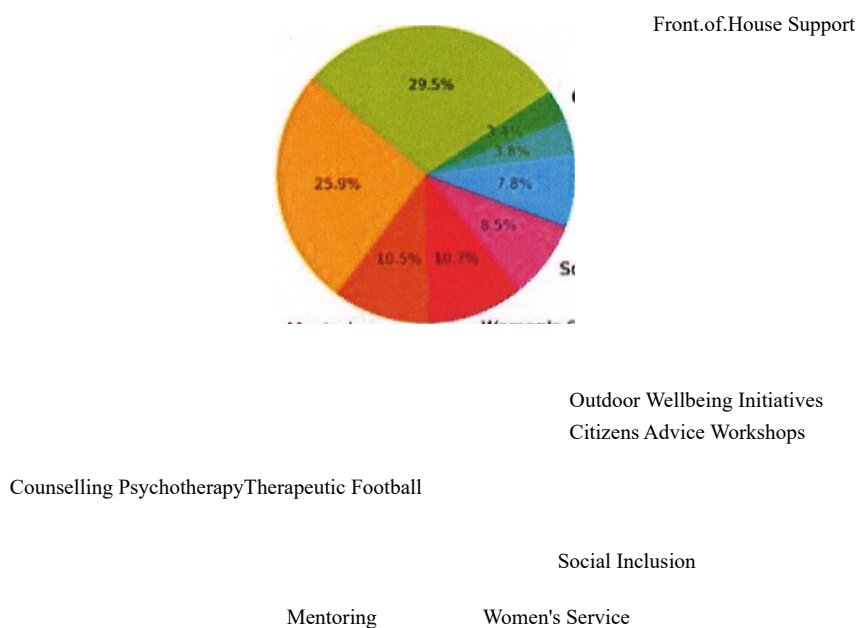
Refugee Resource

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.

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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.

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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

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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.

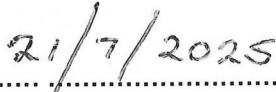
These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

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

Refugee Resource


.....

Paul Sheehan
Chair


.....

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

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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

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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			

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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	2,253	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

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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

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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	<u>11.8</u>

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

At 31 March 2025

-	3,797
<u>3,797</u>	<u>3,797</u>
7	

20242025

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
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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				
"				
	<u>483,607</u>	<u>631 ,434</u>	<u>(748,057)</u>	<u>366,984</u>

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

	-	<u><u>789,607</u></u>		2024
	483,607		<u><u> </u></u>	
				2025 2024
Net income for the year (as per the Statement of Financial Activities)	(1 16,623)			(50,838)
Adjustments for:				
Depreciation charge	1 ,295			1,764
Investment income	(10,234)			(1 1 ,409)
Increase in debtors	706			30,532
(Decrease) in creditors	<u>(9,570)</u>			<u>(1 ,580)</u>
Net cash (used in) operating activities	(134,426)			

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