

# B: RAP LTD

England & Wales · Charity number 1115990

## Details

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**Other names** THE BIRMINGHAM RACE ACTION PARTNERSHIP LIMITED

**Status** Registered

**Legal form** Charitable company

**Company number** [03693499](#)

**Registered** 2006-09-01

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** The Moseley Exchange  
149-153 Alcester Road  
Birmingham  
B13 8JP

**Phone** 01212957309

**Email** [brap@brap.org.uk](mailto:brap@brap.org.uk)

**Website** [www.brap.org.uk](http://www.brap.org.uk)

## Activities

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**Objects:** THE COMPANY IS ESTABLISHED FOR CHARITABLE PURPOSES ONLY TO:ELIMINATE DISCRIMINATION AND ENCOURAGE EQUALITY OF OPPORTUNITY;PROMOTE EQUALITY AND DIVERSITY AND EQUAL RIGHTS FOR A RANGE OF EXCLUDED GROUPS (IN RELATION TO RACE, GENDER, SEXUAL ORIENTATION, AGE, DISABILITY, RELIGION OR BELIEF AND GENDER RE-ASSIGNMENT);PROMOTE ACTIVITIES TO FOSTER UNDERSTANDING BETWEEN PEOPLE FROM DIVERSE BACKGROUNDS;UNDERTAKE RESEARCH INTO EQUALITY AND HUMAN RIGHTS ISSUES AND PUBLISH THE RESULTS TO THE PUBLIC;CULTIVATE A SENTIMENT IN FAVOUR OF EQUALITY AND HUMAN RIGHTS.BRAP WILL ENGAGE IN POLITICAL ACTIVITIES ONLY WHEN THE ACTIVITIES WILL FURTHER THE PURPOSES OF THE CHARITY TO AN EXTENT JUSTIFIED BY THE RESOURCES COMMITTED. THESE ACTIVITIES WILL NOT DOMINATE THE OTHER ACTIVITIES THAT THE CHARITY CARRIES OUT IN ORDER TO DIRECTLY FURTHER ITS OBJECTS AND AIMS.

**Activities:** brap is an equality and human rights based advisory organisation. We are based in Birmingham and work locally, regionally and nationally. We were established in 1999 to provide a progressive and evidence-based approach to mitigating inequality and discrimination. Our mission is to help people, communities and the organisations that serve them to turn equality into reality.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

## Geography

- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£940,363	£951,126	£843,982	9
2024-03-31	£1,127,089	£921,850	£854,745	9
2023-03-31	£642,337	£731,857	£649,506	7
2022-03-31	£726,359	£654,830	£739,026	8
2021-03-31	£872,701	£549,196	£667,497	7

## Trustees

Name	Role	Appointed
Adrian Paul Jones		2017-04-07
Ana Tereza Da Silva Barbosa		2024-11-10
Annabelle Mary Burns		2024-09-22
Carl Harris		2017-04-07
Delreita Melody Ohai		2024-11-08
Dr Temidayo Oluwaseun Eseonu		2025-09-18
Mark Eaves-Seeley		2024-09-22
Melinda Connelly		2014-11-03
NALEDI KLINE		2017-04-07

**B: RAP LTD**

England & Wales - Charity number 1115990

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# Accounts

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**REGISTERED COMPANY NUMBER: 03693499 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1115990**

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025  
FOR  
B:RAP LTD**

HB&O Ltd  
Chartered Accountants and Statutory Auditor  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

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for the year ended 31 March 2025**

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## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2025**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 25.

#### **About B:RAP**

B:RAP is a charity transforming the way in which we think about and do equity work. Last year, our 25th Year of incorporation as a charity - we launched our new manifesto - Dreams and Schemes and in this trustee report, our intention is to report against its ambitions as we seek to increase our impact on discrimination.

The four pillars of our new strategic plan, '**Dreams and Schemes**'. are **Energy , Insight, Independence** and **Ambition**. We have aligned a selection of our work during 24/25 with these new strategic objectives to give readers to get a sense of how we bring these aspirations to life through our work.

**OBJECTIVE ONE - ENERGY** is about the opportunity to create different/new narratives about equity that resonate with people. We recognise that there is often a lack of enthusiasm about equality - it is very much a tick box requirement rather than a passionate belief that what we do can make an impact on people's lives.

**Equality Republic** - This is a movement of individuals and organisations who have an ambition to live in a society where equality is a reality and has greater impact/meaning in our lives. It is owned by its 192 members. Last year the Republic hosted 8 events: Amal Azzudin's journey (human rights campaigner), 2 webinars hosted by Robin Di Angelo (Facilitating anti-racism and Anti-racist organisations), Too Hot to Handle webinar, b:rap's reflections on anti-racism facilitation, ConnectEd (a project to develop behaviour management resources for schools), an Introduction to anti-racism workshop, and an Anti-blackness discussion for Black and Brown individuals.

**Bootcamp** - Our anti-racist bootcamps are gaining a legendary reputation in the market place. Last year's bootcamp was particularly fabulous. We were able to get accommodation sponsored by Birmingham City University and had 53 people attend in person. The focus of the bootcamps is about intense personal and skill development.

**Equity Unpacked** - We devised and advertised our first Equity Unpacked programme, aimed at individuals who hold an Equality, Diversity and Inclusion role or portfolio. The purpose of the 6-day programme is to review the approach to EDI, and to think critically about what impact means, how it is created, and the role of the EDI practitioner in facilitating progress in the area of EDI. Our intention would be to repeat the programme in 24/25.

**OBJECTIVE TWO - INSIGHT** - This objective is very much about b:rap's commitment to continue to learn and embody new practices. Our commitment to the practice of process-oriented psychology is a core part of this objective and, in addition, this year we intend to build on our systems change work, including human system design. Our skill sets create important opportunities for the brap team to connect and to maintain our relevance, and to give us an edge to working in this space. Insight is also about helping our partners and collaborations cut through some of the complexities of equality work by providing meaningful guidance.

One of the ways we aim to achieve this objective is by strengthening our social media and online presence to better reach and engage our audience. Recently, we made the decision to leave Twitter/X due to concerns over its direction. However, even before this, we were already reassessing how best to connect with those who need our support. We are now focusing more on LinkedIn, where we can engage directly with professionals and organisations.

In Oct 2024 - Posted a video about Too Hot to Handle. About 7,600 impressions, plus discussion in the comments

In November 2024 - Posted a blog in which we discuss terminology around 'race'. About 1,800 impressions

In Dec 24 - Posted about the 'subtle' ways EDI professionals are undermined (e.g. leaders setting expectations too high). Presented b:rap development programme 'Equity Unpacked' as a solution. About 2,500 impressions, plus discussion generated in comments

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2025**

**Just some feedback on the website:**

- o in the last year (i.e. March 24 to March 25), we've had over 50,000 visitors to the b:rap site
- o About 18,000 people have viewed the Too Hot to Handle page. It is still the most visited page on our site, getting about 100-120 visits a week
- o Apart from Too Hot to Handle, our most popular blogs this last financial year have been:
  - this post about the riots: [www.b:rap.org.uk/post/the-recent-riots-are-a-wake-up-call](http://www.b:rap.org.uk/post/the-recent-riots-are-a-wake-up-call)
  - this post from 2020, where we talk about our antiracism support: [www.b:rap.org.uk/post/anti-racist-learning-thinking-and-practice](http://www.b:rap.org.uk/post/anti-racist-learning-thinking-and-practice)
  - this post which contains our submission to Parliament, arguing race equality is linked to incivility, which is linked to patient safety: [www.b:rap.org.uk/post/nhs-leadership-performance-and-patient-safety](http://www.b:rap.org.uk/post/nhs-leadership-performance-and-patient-safety)

**OBJECTIVE THREE - INDEPENDENCE** - This objective is about creating co-conspirators in this work. People who can show up in how they use opportunities to create equity, but also those who take accountability for it.

**Oxfam** - We have had a long-term partnership with Oxfam who asked us to be their learning partner as the organisation repositioned their equalities agenda. Their work has been very edgy and involved the organisation thinking critically about their worldwide relationships and putting in place strategies to decolonise these, as well as their internal work and relationships. We have directly supported their equalities team, helped with the strategic positioning of this work, offered coaching and development, and also offered input into their strategies. As the partnership is drawing to a natural conclusion, we intend to do some evaluation to review the last 5 years.

**Royal Free** - Our partnership with the Royal Free commenced 3 years ago, when the organisation decided that they wanted to commit to anti-racism. We have run a number of programmes for this organisation, including programmes for white leaders and also for global majority staff. As we have undertaken a significant amount of work with the Royal Free, we are keen to evaluate our efforts and are undertaking a longitudinal evaluation to understand more about our collective impact.

**Comic Relief** - Comic Relief has been an active partner, due to their commitment to become an anti-racist organisation. This has involved working with their senior management team on their leadership of anti-racism and how these efforts can show up practically in their work.

**King's Fund** - We have a developing partnership with the King's Fund, which holds within it their desires to be more aware of race inequality and its impact, given their mission to tackle health inequalities. We have also developed a co-delivered programme called Activate, based on b:rap's work on anti-racism.

**Board work** - We have delivered many sessions to boards to support board understanding, including an understanding of impact in relation to EDI and to think more critically about the board's role in being accountable for progress.

**With:Stand** - This is a positive action programme to support individuals who are racialised as Black or Brown to think about their skills and career trajectory. This is not a remedial programme - it does not pathologise individuals- but recognises and supports them to understand how systemic racism might get in the way of their ambitions and what they might do about it. The programme has excellent evaluation data and participants have found their attendance meaningful, both personally and professionally.

**OBJECTIVE FOUR - AMBITION** - Our ambitions around equity have hit an all-time low and are very much linked to our first strategic objective 'energy'. Without understanding what we need to be ambitious about and what can potentially shift and change because of this ambition, equality becomes a performative sport with prizes for what we are able to do - not what we are able to change.

**Barrow Cadbury Trust - Breaking the Cycles** - This is work that is local to Birmingham, designed to illuminate the intersect of poverty and race, and is part of Barrow Cadbury's Economic Justice programme.

**Camden Giving** - We have been working with Camden Giving who have been piloting a new way of thinking about, assessing and making decisions on grant funding. This has been an excellent piece of work, reflecting the aspirations of both Camden Giving and b:rap.

## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2025**

**Impact on Urban Health** - We have completed a year's worth of work with IoUH, who work primarily to address health inequality in their local area. This organisation asked b:rap to review their understanding and use of power - a question that is rarely asked by organisations who are positioned to be of help to others. Implicit in their question was a critical interrogation of how they use their resources to support their local community. This was a challenging inquiry and we hope that it has left IoUH better able to question what they are doing and why they are doing it.

**SAFE** - The SAFE programme is designed to support teachers to understand how they can reduce the exclusion patterns of Black children and develop relationships which enable them to stay in school and succeed. The output of this project will be teacher resources, which include videos of young people, teachers and parents about their experiences in the system, in an attempt to bring these experiences to life and promote change.

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

##### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

03693499 (England and Wales)

##### **Registered Charity number**

1115990

##### **Registered office**

The Moseley Exchange  
Office 8  
149-153 Alcester Road  
Birmingham  
B13 8JP

##### **Trustees**

Ms M Connelly  
I Dehal (resigned 3.9.2025)  
Ms K Greenbank (resigned 5.4.2024)  
C J Harris  
Dr S Hussain (resigned 21.3.2025)  
A P Jones  
Ms N Kline  
Ms M C Tomlinson (resigned 21.3.2025)  
A S Williams (resigned 27.8.2025)  
Ms. A T Barbosa Richards (appointed 10.11.2024)  
Ms A M Burns (appointed 22.9.2024)  
M S Eaves-Seeley (appointed 22.9.2024)  
Ms D Ohai (appointed 18.11.2024)

##### **Auditors**

HB&O Ltd  
Chartered Accountants and Statutory Auditor  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

#### **TRUSTEES' RESPONSIBILITY STATEMENT**

The trustees (who are also the directors of B:rap Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

**B:RAP LTD**

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2025**

**TRUSTEES' RESPONSIBILITY STATEMENT - continued**

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**AUDITORS**

The auditors, HB&O Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on ..... and signed on its behalf by:



.....

Ms M Connelly - Trustee

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF B:RAP LTD**

### **Opinion**

We have audited the financial statements of B:rap Ltd (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF B:RAP LTD**

### **Responsibilities of trustees**

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

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

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The audit process includes an assessment of the entity's risk environment, through enquiry of and discussion with management, including an assessment of any key laws and regulations with which the company must comply in the ordinary course of its business.

Additionally, the overall risks of irregular transactions occurring are assessed following our observations and confirmation of the design and implementation of management's controls. Whilst we are mindful of these risks, our audit focus is geared towards the risk of material misstatement in the financial statements as a whole.

As such, our procedures cannot guarantee that all transactions have been fully compliant with all relevant laws and regulations, including those regulations relating to fraud, as our procedures are not designed to detect all instances of non-compliance. By definition, the risk of our detection of non-compliance is greater where compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
B:RAP LTD**

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

HB&O Ltd  
Chartered Accountants and Statutory Auditor  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

Date: .....

**B:RAP LTD**

**STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 March 2025**

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	-	-	-	6,498
<b>Charitable activities</b>					
Putting 'You' in equality	3	-	-	-	45,375
Putting 'US' into communities		-	-	-	201,535
Putting 'WE' in work		-	-	-	807,331
Putting 'ME' in voice		-	-	-	66,350
Learning		489,493	-	489,493	-
Community		299,445	-	299,445	-
Research		151,425	-	151,425	-
<b>Total</b>		<b>940,363</b>	<b>-</b>	<b>940,363</b>	<b>1,127,089</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Support Costs	4	180,383	-	180,383	130,906
Activities undertaken directly		770,743	-	770,743	790,944
<b>Total</b>		<b>951,126</b>	<b>-</b>	<b>951,126</b>	<b>921,850</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(10,763)</b>	<b>-</b>	<b>(10,763)</b>	<b>205,239</b>
<b>Transfers between funds</b>	15	<b>14,803</b>	<b>(14,803)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>4,040</b>	<b>(14,803)</b>	<b>(10,763)</b>	<b>205,239</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		839,942	14,803	854,745	649,506
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>843,982</b>	<b>-</b>	<b>843,982</b>	<b>854,745</b>

The notes form part of these financial statements

**B:RAP LTD**

**BALANCE SHEET  
31 March 2025**

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	10	22,474	-	22,474	26,466
<b>CURRENT ASSETS</b>					
Debtors	11	197,647	-	197,647	258,119
Cash at bank		908,013	-	908,013	756,439
		<u>1,105,660</u>	-	<u>1,105,660</u>	1,014,558
<b>CREDITORS</b>					
Amounts falling due within one year	12	(37,679)	-	(37,679)	(14,762)
<b>NET CURRENT ASSETS</b>		<u>1,067,981</u>	-	<u>1,067,981</u>	999,796
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		1,090,455	-	1,090,455	1,026,262
<b>ACCRUALS AND DEFERRED INCOME</b>	14	(246,473)	-	(246,473)	(171,517)
<b>NET ASSETS</b>		<u>843,982</u>	-	<u>843,982</u>	854,745
<b>FUNDS</b>	15				
Unrestricted funds				843,982	839,942
Restricted funds				-	14,803
<b>TOTAL FUNDS</b>				<u>843,982</u>	<u>854,745</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

**B:RAP LTD**

**BALANCE SHEET - continued**  
**31 March 2025**

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:



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M Connelly - Trustee

**B:RAP LTD****CASH FLOW STATEMENT  
for the year ended 31 March 2025**

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>159,889</u>	<u>78,797</u>
Net cash provided by operating activities		<u>159,889</u>	<u>78,797</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<u>(8,315)</u>	<u>(15,913)</u>
Net cash used in investing activities		<u>(8,315)</u>	<u>(15,913)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>151,574</u>	<u>62,884</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>756,439</u>	<u>693,555</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>908,013</u>	<u>756,439</u>

The notes form part of these financial statements

**B:RAP LTD****NOTES TO THE CASH FLOW STATEMENT  
for the year ended 31 March 2025****1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2025</b>	2024
	<b>£</b>	£
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	<b>(10,763)</b>	205,239
<b>Adjustments for:</b>		
Depreciation charges	<b>12,307</b>	10,318
Decrease in debtors	<b>60,472</b>	14,657
Increase/(decrease) in creditors	<b>97,873</b>	(151,417)
<b>Net cash provided by operations</b>	<b>159,889</b>	78,797

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
<b>Net cash</b>			
Cash at bank	<b>756,439</b>	<b>151,574</b>	<b>908,013</b>
	<b>756,439</b>	<b>151,574</b>	<b>908,013</b>
<b>Total</b>	<b>756,439</b>	<b>151,574</b>	<b>908,013</b>

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2025**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards. The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2025**

**2. DONATIONS AND LEGACIES**

	<b>2025</b>	2024
	<b>£</b>	£
Donations	-	6,498
	<u>          </u>	<u>          </u>

**3. INCOME FROM CHARITABLE ACTIVITIES**

		<b>2025</b>	2024
	Activity	<b>£</b>	£
Putting 'You' in equality	Putting 'You' in equality	-	45,375
Putting 'US' into communities	Putting 'US' into communities	-	201,535
Putting 'WE' in work	Putting 'WE' in work	-	807,331
Putting 'ME' in voice	Putting 'ME' in voice	-	66,350
Learning	Learning	<b>489,493</b>	-
Community	Community	<b>299,445</b>	-
Research	Research	<b>151,425</b>	-
		<u>          </u>	<u>          </u>
		<b>940,363</b>	1,120,591
		<u>          </u>	<u>          </u>

**4. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 5) £	Totals £
Support Costs	<b>51,630</b>	<b>128,753</b>	<b>180,383</b>
Activites undertaken directly	<b>542,496</b>	<b>228,247</b>	<b>770,743</b>
	<u>          </u>	<u>          </u>	<u>          </u>
	<b>594,126</b>	<b>357,000</b>	<b>951,126</b>
	<u>          </u>	<u>          </u>	<u>          </u>

**5. SUPPORT COSTS**

	Management £	Other £	Governance costs £	Totals £
Support Costs	-	<b>121,553</b>	<b>7,200</b>	<b>128,753</b>
Activites undertaken directly	<b>211,450</b>	<b>16,797</b>	-	<b>228,247</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
	<b>211,450</b>	<b>138,350</b>	<b>7,200</b>	<b>357,000</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	<b>2025</b>	2024
	<b>£</b>	£
Auditors' remuneration	<b>7,200</b>	7,247
Depreciation - owned assets	<b>12,307</b>	10,318
	<u>          </u>	<u>          </u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2025

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

8. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	459,244	483,264
Social security costs	42,930	45,756
Other pension costs	26,450	28,610
	<u>528,624</u>	<u>557,630</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Administration	<u>9</u>	<u>9</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£60,001 - £70,000	<u>1</u>	<u>1</u>
£90,001 - £100,000	<u>1</u>	<u>1</u>
	<u>2</u>	<u>2</u>

Key management personnel comprise trustees, the Chief Executive Office and the Deputy CEO. Two (2024: two) members of key management personnel were remunerated for their services to the charity. Total costs of key management personnel (including employer pension and national insurance contributions) were £186,449 (2024: £186,323).

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	6,498	-	6,498
<b>Charitable activities</b>			
Putting 'You' in equality	45,375	-	45,375
Putting 'US' into communities	91,685	109,850	201,535
Putting 'WE' in work	705,881	101,450	807,331
Putting 'ME' in voice	66,350	-	66,350
<b>Total</b>	<u>915,789</u>	<u>211,300</u>	<u>1,127,089</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Support Costs	130,906	-	130,906

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2025**

<b>9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued</b>	Unrestricted fund £	Restricted funds £	Total funds £
Activites undertaken directly	593,197	197,747	790,944
<b>Total</b>	<u>724,103</u>	<u>197,747</u>	<u>921,850</u>
 <b>NET INCOME</b>	 191,686	 13,553	 205,239
 <b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	648,256	1,250	649,506
 <b>TOTAL FUNDS CARRIED FORWARD</b>	 <u>839,942</u>	 <u>14,803</u>	 <u>854,745</u>
 <b>10. TANGIBLE FIXED ASSETS</b>			
	Plant and machinery £	Fixtures and fittings £	Totals £
<b>COST</b>			
At 1 April 2024	63,885	6,908	70,793
Additions	8,315	-	8,315
At 31 March 2025	<u>72,200</u>	<u>6,908</u>	<u>79,108</u>
<b>DEPRECIATION</b>			
At 1 April 2024	37,749	6,578	44,327
Charge for year	11,977	330	12,307
At 31 March 2025	<u>49,726</u>	<u>6,908</u>	<u>56,634</u>
<b>NET BOOK VALUE</b>			
At 31 March 2025	<u>22,474</u>	<u>-</u>	<u>22,474</u>
At 31 March 2024	<u>26,136</u>	<u>330</u>	<u>26,466</u>
 <b>11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>			
		2025 £	2024 £
Trade debtors		137,970	225,884
Other debtors		9,355	5,762
Prepayments		50,322	26,473
		<u>197,647</u>	<u>258,119</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2025

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	34,145	10,098
Other creditors	3,534	4,664
	<u>37,679</u>	<u>14,762</u>

13. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025	2024
	£	£
Within one year	17,760	23,800
Between one and five years	-	9,917
	<u>17,760</u>	<u>33,717</u>

14. ACCRUALS AND DEFERRED INCOME

	2025	2024
	£	£
Accruals and deferred income	<u>246,473</u>	<u>171,517</u>

15. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	839,942	(10,763)	14,803	843,982
<b>Restricted funds</b>				
Global Fund for Children (The Phoenix Way)	1,203	-	(1,203)	-
The King's Fund - OD Team	1,600	-	(1,600)	-
London Borough of Tower Hamlets	12,000	-	(12,000)	-
	<u>14,803</u>	<u>-</u>	<u>(14,803)</u>	<u>-</u>
<b>TOTAL FUNDS</b>	<u>854,745</u>	<u>(10,763)</u>	<u>-</u>	<u>843,982</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	940,363	(951,126)	(10,763)
	<u>940,363</u>	<u>(951,126)</u>	<u>(10,763)</u>
<b>TOTAL FUNDS</b>	<u>940,363</u>	<u>(951,126)</u>	<u>(10,763)</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 31 March 2025**

**15. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
<b>Unrestricted funds</b>			
General fund	648,256	191,686	839,942
<b>Restricted funds</b>			
Barrow Cadbury Trust	1,250	(1,250)	-
Global Fund for Children (The Phoenix Way)	-	1,203	1,203
The King's Fund - OD Team	-	1,600	1,600
London Borough of Tower Hamlets	-	12,000	12,000
	<u>1,250</u>	<u>13,553</u>	<u>14,803</u>
<b>TOTAL FUNDS</b>	<u><u>649,506</u></u>	<u><u>205,239</u></u>	<u><u>854,745</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	915,789	(724,103)	191,686
<b>Restricted funds</b>			
Barrow Cadbury Trust	-	(1,250)	(1,250)
Global Fund for Children (The Phoenix Way)	25,650	(24,447)	1,203
Mersey Care NHS Foundation Trust	70,800	(70,800)	-
Shelter	29,850	(29,850)	-
The King's Fund - OD Team	5,000	(3,400)	1,600
London Borough of Tower Hamlets	80,000	(68,000)	12,000
	<u>211,300</u>	<u>(197,747)</u>	<u>13,553</u>
<b>TOTAL FUNDS</b>	<u><u>1,127,089</u></u>	<u><u>(921,850)</u></u>	<u><u>205,239</u></u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 31 March 2025**

**15. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
<b>Unrestricted funds</b>				
General fund	648,256	180,923	14,803	843,982
<b>Restricted funds</b>				
Barrow Cadbury Trust	1,250	(1,250)	-	-
Global Fund for Children (The Phoenix Way)	-	1,203	(1,203)	-
The King's Fund - OD Team	-	1,600	(1,600)	-
London Borough of Tower Hamlets	-	12,000	(12,000)	-
	<u>1,250</u>	<u>13,553</u>	<u>(14,803)</u>	<u>-</u>
<b>TOTAL FUNDS</b>	<u><u>649,506</u></u>	<u><u>194,476</u></u>	<u><u>-</u></u>	<u><u>843,982</u></u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,856,152	(1,675,229)	180,923
<b>Restricted funds</b>			
Barrow Cadbury Trust	-	(1,250)	(1,250)
Global Fund for Children (The Phoenix Way)	25,650	(24,447)	1,203
Mersey Care NHS Foundation Trust	70,800	(70,800)	-
Shelter	29,850	(29,850)	-
The King's Fund - OD Team	5,000	(3,400)	1,600
London Borough of Tower Hamlets	80,000	(68,000)	12,000
	<u>211,300</u>	<u>(197,747)</u>	<u>13,553</u>
<b>TOTAL FUNDS</b>	<u><u>2,067,452</u></u>	<u><u>(1,872,976)</u></u>	<u><u>194,476</u></u>

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2025**

**16. EMPLOYEE BENEFIT OBLIGATIONS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £26,450 (2024: £21,994). Contributions totalling £2,835 (2024: £3,603) were payable to the fund at the balance sheet date.

**17. RELATED PARTY DISCLOSURES**

During the year there were purchases of £2,887 (2024: £2,295) from Kline Associates Ltd for consultancy services. The director of the company is husband of Trustee N Kline.

**B:RAP LTD**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 March 2025**

	2025 £	2024 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	-	6,498
<b>Charitable activities</b>		
Putting 'US' into communities	-	201,535
Putting 'You' in equality	-	45,375
Putting 'WE' in work	-	807,331
Putting 'ME' in voice	-	66,350
Learning	<b>489,493</b>	-
Community	<b>299,445</b>	-
Research	<b>151,425</b>	-
	<hr/>	<hr/>
	<b>940,363</b>	1,120,591
<b>Total incoming resources</b>	<b>940,363</b>	1,127,089
 <b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	<b>275,546</b>	289,958
Social security	<b>25,758</b>	27,454
Pensions	<b>15,870</b>	17,166
Advertising	<b>32,492</b>	5,971
Consultancy and professional fees	<b>188,226</b>	164,446
Seminars, Events and training	<b>19,138</b>	20,245
Travel and subsistence	<b>37,096</b>	52,539
	<hr/>	<hr/>
	<b>594,126</b>	577,779
 <b>Support costs</b>		
<b>Management</b>		
Wages	<b>183,698</b>	193,306
Social security	<b>17,172</b>	18,302
Pensions	<b>10,580</b>	11,444
	<hr/>	<hr/>
	<b>211,450</b>	223,052
 <b>Other</b>		
Insurance	<b>4,069</b>	3,752
Seminars, events and training	<b>12,274</b>	11,617
Premise costs	<b>76,630</b>	53,385
Other Office costs	<b>24,359</b>	20,616
Legal and professional fees	<b>8,711</b>	13,610
Auditor's fee	-	474
Depreciation of tangible fixed assets	<b>12,307</b>	10,318
	<hr/>	<hr/>
	<b>138,350</b>	113,772

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**B:RAP LTD**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 March 2025**

	2025 £	2024 £
<b>Other</b>		
<b>Governance costs</b>		
Auditors' remuneration	7,200	7,247
Total resources expended	<u>951,126</u>	<u>921,850</u>
<b>Net (expenditure)/income</b>	<u>(10,763)</u>	<u>205,239</u>

This page does not form part of the statutory financial statements

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## Document Signers

### Signer 1

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**B: RAP LTD**

England & Wales - Charity number 1115990

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# Accounts

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**REGISTERED COMPANY NUMBER: 03693499 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1115990**

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024  
FOR  
B:RAP LTD**

Harrison Beale & Owen Limited  
Chartered Accountants and Statutory Auditor  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

**CONTENTS OF THE FINANCIAL STATEMENTS  
for the year ended 31 March 2024**

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## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2024**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **About B:RAP**

B:RAP is a charity transforming the way we think and do equality. This calendar year is brap's 25th year of incorporation as a limited company. This will very much be a year of reflection for the organisation and also a year in which we launch our new manifesto - 'Dreams and Schemes' in which we hold our aspirations for gearing up the work that we do and making more of an impact on discrimination.

#### **Who we work with**

B:RAP partners with and are commissioned by organisations from the public, private and not-for-profit sector. 50% of our work during this financial year was with not for profit organisations. The NHS, accounted for 30% of our work and the other 20% was a mixture of local authority work, university and school based work, work with the local government and our own brap run programmes.

#### **What we do**

B:RAP works to support others to improve upon their understanding and implementation of equality. We work to use and generate evidence that can guide thinking and behaviours. Our work portfolio includes: a range of learning activities, from one-to-one coaching, group support, management and leadership support, and organisational development interventions. We have a research and evaluation portfolio, which includes research that we undertake in our own right, in collaboration with others, and commissioned research activities. We undertake some specialist work, which includes investigations, working to address conflict and psychotherapeutic support for marginalised groups. We were one of the first organisations to draw on the principles of human rights to position the rights and entitlements of all and we recognise that our identities are complex and fluid.

#### **REVIEW OF LAST YEAR: 2023-24**

##### **Too Hot to Handle**

brap released this report into racism in the NHS in February 2024 year. The report has gained a lot of publicity and we have been asked to speak on its contents numerous times. More importantly the report makes reference to some common themes in how racism is dealt with within the NHS and what organisations can do about it .

A number of organisations in the health sector have responded to 'Too Hot to Handle?'

- o The RCN is a membership organisation of over half a million registered nurses, midwives, health care assistants and nursing students. Read their response.
- o NHS Providers is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. Read their response.
- o The National Guardians Office leads, trains and supports a network of Freedom to Speak Up Guardians. Read their response.
- o The Royal College of Psychiatrists is the professional medical body responsible for supporting psychiatrists throughout their careers in the UK. Read their response.
- o West Yorkshire Health and Care Partnership is an integrated care system, working in partnership with NHS organisations, councils, Healthwatch, hospices, and other community organisations to improve the health and wellbeing of local people. Read their response.

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2024**

Coverage of 'Too Hot to Handle?' in the media:

- o 'Trusts risk 'Obama effect' after diversifying boards', Health Sector Journal. [Link](#)
- o 'Report investigates racism in the NHS', Health Business. [Link](#)
- o 'Racism: Too Hot To Handle', BMJ Leader. [Link](#)
- o 'NEWS: NHS leaders urged to address racism', Practice Business. [Link](#)
- o 'Racism remains part of NHS culture, researchers warn', Nursing Times. [Link](#)
- o 'NHS racism: staff fear troublemaker label for raising concerns', Nursing Standard. [Link](#)
- o NHS organisations must "get a grip" on racism, says report', The British Medical Journal. [Link](#)
- o brap's CEO delivered a speech to Middlesex University's Postgraduate Researchers' Summer Conference on 4 July 2023 on the subject of 'Radically Creative: the role of research in creating an ethical future'
- o In August 2023 brap produced an ezine, aimed at professionals and the wider public. The zine had articles on topics including white allyship, the beliefs that maintain racism, inequality in higher education, and white working-class identities. The zine has been downloaded over a thousand times. [www.brap.org.uk/post/pushback-how-the-system-whites-itself](http://www.brap.org.uk/post/pushback-how-the-system-whites-itself)
- o With Roger Kline, Joy Warmington wrote a peer-reviewed article in for the BMJ: 'Playing the Numbers Game?' (Warmington J, Kline R. BMJ Leader 2023;7:1-3). The article looked at the pitfalls of 'representation' as a model for equality and proposed other indicators
- o brap's CEO was interviewed by the Kings Fund for their podcast in October 2023. She spoke about anti-racism and why it is important for health care. Also explored the importance of forging genuine change beyond target setting, what authentic leadership means, and having the courage to do things differently.

**A selection of programmes during 23 - 24**

This year, we delivered over 400 days of development and support.

- o Anti-racist Cumbria - in partnership with Anti-Racist Cumbria, we have developed and piloted a training programme for the Cumbrian police force. The programme is taken from a national pilot, describing the work that Police Forces across the country need to do, if they are to gain the Trust of black communities .
- o We have continued to do work with Birmingham Children's Trust - social workers, to support their use of anti-oppressive practice in their work
- o Birmingham Mind, is a re-occurring client, who have approached us for the last few years to induct new staff into EDI
- o brap's white work - this has been a particularly successful initiative, designed to support white colleagues to further explore their positionality and journey towards anti-racism. Two small groups have attended a series of coaching sessions, 5 in total to help them to grow in confidence and competence.
- o Camden Giving - this is a Grantmaker, whose work focusses on progressing opportunities for residents in Camden. Our work has supported the organisation to review its grant making processes. On the back of this work, we have secured more resources to engage young people in Birmingham in a project reviewing their experiences of racism in the city. This same process is also been undertaken in Camden. Further resources have been obtained to extend this project - involving young people as community researchers within their own cities.
- o Comic Relief - we have been working with the senior team at Comic Relief to support the organisation to deliver on their anti-racist ambitions. This has included thinking about the grant making function of the organisation as well as relationships between staff members.
- o Guys and St Thomas's Foundation - Impact on Urban Health. Impact and Urban Health have a mission to address inequalities within their local area. They sponsor community led initiatives and were keen to understand the balance of power between what is funded and what is needed by the community. Our work has engaged the organisation in understanding their use of power and the relationship they foster with their grantees. This has been an interesting and challenging piece of work - engaging the whole organisation in developmental activities.

**Other work**

- o Sheffield Council - helped the council have conversations about its race strategy. Supported local communities to hear other views and input into directions and goals
- o Royal Papworth Hospital Trust -interviewed nurses to understand leadership behaviours in a busy ward. Looked at the experiences of international nurses in particular
- o Oxford University Hospital Trust - spoke to staff in intensive care settings to understand departmental culture, induction processes, and how conflict is dealt with.

## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2024**

#### **Events**

- o Robin di Angelo: two seminars for Equality Republic members on white allyship and antiracism
- o 'Representation: Is this as good as it gets?' a short seminar reflecting on some of the benefits of representation, but also some of its challenges. We argue that representation is not the end, but the beginning of the work we need to do to bring about systemic change
- o An interview and discussion with Amal Azzudin, about refugees, immigration, and activism.

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

##### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

03693499 (England and Wales)

##### **Registered Charity number**

1115990

##### **Registered office**

The Arch Unit F1  
48-52 Floodgate Street  
Birmingham  
B5 5SL

##### **Trustees**

Ms M Connelly  
I Dehal  
Ms K Greenbank  
C J Harris  
Dr S Hussain  
A P Jones  
Ms N Kline  
Ms M C Tomlinson  
A S Williams

##### **Auditors**

Harrison Beale & Owen Limited  
Chartered Accountants and Statutory Auditor  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

#### **TRUSTEES' RESPONSIBILITY STATEMENT**

The trustees (who are also the directors of B:rap Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

**B:RAP LTD**

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2024**

**TRUSTEES' RESPONSIBILITY STATEMENT - continued**

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**AUDITORS**

The auditors, Harrison Beale & Owen Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 5 December 2024 and signed on its behalf by:



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A S Williams - Trustee

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF B:RAP LTD**

### **Opinion**

We have audited the financial statements of B:rap Ltd (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF B:RAP LTD**

### **Responsibilities of trustees**

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

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

### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The audit process includes an assessment of the entity's risk environment, through enquiry of and discussion with management, including an assessment of any key laws and regulations with which the company must comply in the ordinary course of its business.

Additionally, the overall risks of irregular transactions occurring are assessed following our observations and confirmation of the design and implementation of management's controls. Whilst we are mindful of these risks, our audit focus is geared towards the risk of material misstatement in the financial statements as a whole.

As such, our procedures cannot guarantee that all transactions have been fully compliant with all relevant laws and regulations, including those regulations relating to fraud, as our procedures are not designed to detect all instances of non-compliance. By definition, the risk of our detection of non-compliance is greater where compliance with a law or regulation is removed from the events and transactions reflected in the financial statements. The risk is also greater regarding irregularities due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF  
B:RAP LTD**

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Harrison Beale & Owen Limited  
Chartered Accountants and Statutory Auditor  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

5 December 2024

**B:RAP LTD**

**STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 March 2024**

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	6,498	-	6,498	4,910
<b>Charitable activities</b>					
Putting 'You' in equality	3	45,375	-	45,375	4,480
Putting 'US' into communities		91,685	109,850	201,535	27,652
Putting 'WE' in work		705,881	101,450	807,331	485,665
Putting 'ME' in voice		66,350	-	66,350	119,630
<b>Total</b>		<b>915,789</b>	<b>211,300</b>	<b>1,127,089</b>	<b>642,337</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Support Costs	4	130,906	-	130,906	279,700
Activites undertaken directly		593,197	197,747	790,944	452,157
<b>Total</b>		<b>724,103</b>	<b>197,747</b>	<b>921,850</b>	<b>731,857</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>191,686</b>	<b>13,553</b>	<b>205,239</b>	<b>(89,520)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		648,256	1,250	649,506	739,026
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>839,942</b>	<b>14,803</b>	<b>854,745</b>	<b>649,506</b>

The notes form part of these financial statements

**B:RAP LTD****BALANCE SHEET  
31 March 2024**

	Notes	Unrestricted fund £	Restricted funds £	<b>2024 Total funds £</b>	2023 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	10	<b>26,466</b>	-	<b>26,466</b>	20,871
<b>CURRENT ASSETS</b>					
Debtors	11	<b>258,119</b>	-	<b>258,119</b>	272,776
Cash at bank		<b>741,636</b>	<b>14,803</b>	<b>756,439</b>	693,555
		<b>999,755</b>	<b>14,803</b>	<b>1,014,558</b>	966,331
<b>CREDITORS</b>					
Amounts falling due within one year	12	<b>(14,762)</b>	-	<b>(14,762)</b>	(25,963)
<b>NET CURRENT ASSETS</b>		<b>984,993</b>	<b>14,803</b>	<b>999,796</b>	940,368
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>1,011,459</b>	<b>14,803</b>	<b>1,026,262</b>	961,239
<b>ACCRUALS AND DEFERRED INCOME</b>	14	<b>(171,517)</b>	-	<b>(171,517)</b>	(311,733)
<b>NET ASSETS</b>		<b>839,942</b>	<b>14,803</b>	<b>854,745</b>	649,506
<b>FUNDS</b>	15				
Unrestricted funds				<b>839,942</b>	648,256
Restricted funds				<b>14,803</b>	1,250
<b>TOTAL FUNDS</b>				<b>854,745</b>	649,506

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

**B:RAP LTD**

**BALANCE SHEET - continued**  
**31 March 2024**

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

The financial statements were approved by the Board of Trustees and authorised for issue on 5 December 2024 and were signed on its behalf by:



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A S Williams - Trustee

**B:RAP LTD****CASH FLOW STATEMENT  
for the year ended 31 March 2024**

	Notes	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>78,797</u>	<u>(45,967)</u>
Net cash provided by/(used in) operating activities		<u>78,797</u>	<u>(45,967)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<u>(15,913)</u>	<u>(12,687)</u>
Net cash used in investing activities		<u>(15,913)</u>	<u>(12,687)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>62,884</u>	<u>(58,654)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>693,555</u>	<u>752,209</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>756,439</u></u>	<u><u>693,555</u></u>

The notes form part of these financial statements

**B:RAP LTD**

**NOTES TO THE CASH FLOW STATEMENT  
for the year ended 31 March 2024**

**1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)</b>	<b>205,239</b>	<b>(89,520)</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>10,318</b>	7,471
Decrease in debtors	<b>14,657</b>	3,144
(Decrease)/increase in creditors	<b>(151,417)</b>	32,938
<b>Net cash provided by/(used in) operations</b>	<b><u>78,797</u></b>	<b><u>(45,967)</u></b>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
<b>Net cash</b>			
Cash at bank	<b>693,555</b>	<b>62,884</b>	<b>756,439</b>
	<b><u>693,555</u></b>	<b><u>62,884</u></b>	<b><u>756,439</u></b>
<b>Total</b>	<b><u>693,555</u></b>	<b><u>62,884</u></b>	<b><u>756,439</u></b>

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2024**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards. The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2024**

**2. DONATIONS AND LEGACIES**

	<b>2024</b>	2023
	<b>£</b>	£
Donations	<b><u>6,498</u></b>	<u>4,910</u>

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2024</b>	2023
	<b>£</b>	£
Putting 'You' in equality	<b>45,375</b>	4,480
Putting 'US' into communities	<b>201,535</b>	27,652
Putting 'WE' in work	<b>807,331</b>	485,665
Putting 'ME' in voice	<b>66,350</b>	119,630
	<b><u>1,120,591</u></b>	<u>637,427</u>

**4. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 5) £	Totals £
Support Costs	<b>26,159</b>	<b>104,747</b>	<b>130,906</b>
Activites undertaken directly	<b><u>551,620</u></b>	<u>239,324</u>	<u>790,944</u>
	<b><u>577,779</u></b>	<u>344,071</u>	<u>921,850</u>

**5. SUPPORT COSTS**

	Management £	Other £	Totals £
Support Costs	-	<b>104,747</b>	<b>104,747</b>
Activites undertaken directly	<b><u>223,052</u></b>	<u>16,272</u>	<u>239,324</u>
	<b><u>223,052</u></b>	<u>121,019</u>	<u>344,071</u>

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	<b>2024</b>	2023
	<b>£</b>	£
Depreciation - owned assets	<b><u>10,318</u></b>	<u>7,471</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2024

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

8. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	483,264	384,686
Social security costs	45,756	35,729
Other pension costs	28,610	22,540
	<u>557,630</u>	<u>442,955</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Administration	<u>9</u>	<u>7</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	1	1
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-
	<u>2</u>	<u>2</u>

Key management personnel comprise trustees, the Chief Executive Office and the Deputy CEO. Two (2022: two) members of key management personnel were remunerated for their services to the charity. Total costs of key management personnel (including employer pension and national insurance contributions) were £186,323 (2023: £174,005).

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	4,910	-	4,910
<b>Charitable activities</b>			
Putting 'You' in equality	4,480	-	4,480
Putting 'US' into communities	44,152	(16,500)	27,652
Putting 'WE' in work	485,665	-	485,665
Putting 'ME' in voice	119,630	-	119,630
<b>Total</b>	<u>658,837</u>	<u>(16,500)</u>	<u>642,337</u>

EXPENDITURE ON

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2024**

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted fund £	Restricted funds £	Total funds £
<b>Charitable activities</b>			
Support Costs	272,130	7,570	279,700
Activites undertaken directly	377,383	74,774	452,157
<b>Total</b>	<u>649,513</u>	<u>82,344</u>	<u>731,857</u>
<b>NET INCOME/(EXPENDITURE)</b>	9,324	(98,844)	(89,520)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	638,932	100,094	739,026
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>648,256</u></u>	<u><u>1,250</u></u>	<u><u>649,506</u></u>

**10. TANGIBLE FIXED ASSETS**

	Plant and machinery £	Fixtures and fittings £	Totals £
<b>COST</b>			
At 1 April 2023	47,972	6,908	54,880
Additions	15,913	-	15,913
At 31 March 2024	<u>63,885</u>	<u>6,908</u>	<u>70,793</u>
<b>DEPRECIATION</b>			
At 1 April 2023	28,352	5,657	34,009
Charge for year	9,397	921	10,318
At 31 March 2024	<u>37,749</u>	<u>6,578</u>	<u>44,327</u>
<b>NET BOOK VALUE</b>			
At 31 March 2024	<u><u>26,136</u></u>	<u><u>330</u></u>	<u><u>26,466</u></u>
At 31 March 2023	<u><u>19,620</u></u>	<u><u>1,251</u></u>	<u><u>20,871</u></u>

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2024**

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Trade debtors	225,884	248,933
Other debtors	5,762	1,067
Prepayments	26,473	22,776
	<u>258,119</u>	<u>272,776</u>

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Trade creditors	10,098	14,788
Social security and other taxes	-	11,175
Other creditors	4,664	-
	<u>14,762</u>	<u>25,963</u>

**13. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024	2023
	£	£
Within one year	29,224	1,685
Between one and five years	42,782	-
	<u>72,006</u>	<u>1,685</u>

**14. ACCRUALS AND DEFERRED INCOME**

	2024	2023
	£	£
Accruals and deferred income	171,517	311,733
	<u>171,517</u>	<u>311,733</u>

**15. MOVEMENT IN FUNDS**

	At 1.4.23	Net movement in funds	At 31.3.24
	£	£	£
<b>Unrestricted funds</b>			
General fund	648,256	191,686	839,942
<b>Restricted funds</b>			
Barrow Cadbury Trust	1,250	(1,250)	-
Global Fund for Children (The Phoenix Way)	-	1,203	1,203
The King's Fund - OD Team	-	1,600	1,600
London Borough of Tower Hamlets	-	12,000	12,000
	<u>1,250</u>	<u>13,553</u>	<u>14,803</u>
<b>TOTAL FUNDS</b>	<u>649,506</u>	<u>205,239</u>	<u>854,745</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2024

15. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	915,789	(724,103)	191,686
<b>Restricted funds</b>			
Barrow Cadbury Trust	-	(1,250)	(1,250)
Global Fund for Children (The Phoenix Way)	25,650	(24,447)	1,203
Mersey Care NHS Foundation Trust	70,800	(70,800)	-
Shelter	29,850	(29,850)	-
The King's Fund - OD Team	5,000	(3,400)	1,600
London Borough of Tower Hamlets	80,000	(68,000)	12,000
	<u>211,300</u>	<u>(197,747)</u>	<u>13,553</u>
<b>TOTAL FUNDS</b>	<u>1,127,089</u>	<u>(921,850)</u>	<u>205,239</u>

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
<b>Unrestricted funds</b>			
General fund	638,932	9,324	648,256
<b>Restricted funds</b>			
National Lottery Community Fund - Emerging Futures Fund	16,050	(16,050)	-
Esmee Fairbairn Foundation - Covid grant for BME organisations	1,221	(1,221)	-
Barrow Cadbury Trust	32,662	(31,412)	1,250
Calouste Gulbenkian Foundation	13,649	(13,649)	-
National Lottery Community Fund - Covid 19 emergency funding			
	34,164	(34,164)	-
Esmee Fairbairn Foundation - Covid fast response	414	(414)	-
Esmee Fairbairn Foundation	1,934	(1,934)	-
	<u>100,094</u>	<u>(98,844)</u>	<u>1,250</u>
<b>TOTAL FUNDS</b>	<u>739,026</u>	<u>(89,520)</u>	<u>649,506</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 31 March 2024**

**15. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	658,837	(649,513)	9,324
<b>Restricted funds</b>			
National Lottery Community Fund - Emerging Futures Fund	-	(16,050)	(16,050)
Esmee Fairbairn Foundation - Covid grant for BME organisations	-	(1,221)	(1,221)
Barrow Cadbury Trust	(16,500)	(14,912)	(31,412)
Calouste Gulbenkian Foundation	-	(13,649)	(13,649)
National Lottery Community Fund - Covid 19 emergency funding	-	(34,164)	(34,164)
Esmee Fairbairn Foundation - Covid fast response	-	(414)	(414)
Esmee Fairbairn Foundation	-	(1,934)	(1,934)
	<u>(16,500)</u>	<u>(82,344)</u>	<u>(98,844)</u>
<b>TOTAL FUNDS</b>	<u>642,337</u>	<u>(731,857)</u>	<u>(89,520)</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the year ended 31 March 2024**

**15. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
<b>Unrestricted funds</b>			
General fund	638,932	201,010	839,942
<b>Restricted funds</b>			
National Lottery Community Fund - Emerging Futures Fund	16,050	(16,050)	-
Esmee Fairbairn Foundation - Covid grant for BME organisations	1,221	(1,221)	-
Barrow Cadbury Trust	32,662	(32,662)	-
Calouste Gulbenkian Foundation	13,649	(13,649)	-
National Lottery Community Fund - Covid 19 emergency funding			
	34,164	(34,164)	-
Esmee Fairbairn Foundation - Covid fast response	414	(414)	-
Esmee Fairbairn Foundation	1,934	(1,934)	-
Global Fund for Children (The Phoenix Way)	-	1,203	1,203
The King's Fund - OD Team	-	1,600	1,600
London Borough of Tower Hamlets	-	12,000	12,000
	<u>100,094</u>	<u>(85,291)</u>	<u>14,803</u>
<b>TOTAL FUNDS</b>	<u><u>739,026</u></u>	<u><u>115,719</u></u>	<u><u>854,745</u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2024

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,574,626	(1,373,616)	201,010
<b>Restricted funds</b>			
National Lottery Community Fund - Emerging Futures Fund	-	(16,050)	(16,050)
Esmee Fairbairn Foundation - Covid grant for BME organisations	-	(1,221)	(1,221)
Barrow Cadbury Trust	(16,500)	(16,162)	(32,662)
Calouste Gulbenkian Foundation	-	(13,649)	(13,649)
National Lottery Community Fund - Covid 19 emergency funding	-	(34,164)	(34,164)
Esmee Fairbairn Foundation - Covid fast response	-	(414)	(414)
Esmee Fairbairn Foundation Global Fund for Children (The Phoenix Way)	25,650	(24,447)	1,203
Mersey Care NHS Foundation Trust	70,800	(70,800)	-
Shelter	29,850	(29,850)	-
The King's Fund - OD Team	5,000	(3,400)	1,600
London Borough of Tower Hamlets	80,000	(68,000)	12,000
	<u>194,800</u>	<u>(280,091)</u>	<u>(85,291)</u>
<b>TOTAL FUNDS</b>	<u><u>1,769,426</u></u>	<u><u>(1,653,707)</u></u>	<u><u>115,719</u></u>

16. EMPLOYEE BENEFIT OBLIGATIONS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £21,994 (2023: £22,540) Contributions totalling £3,603 (2023: £Nil) were payable to the fund at the balance sheet date.

17. RELATED PARTY DISCLOSURES

During the year there were purchases of £2295 (2023: £nil) from Kline Associates Ltd for consultancy services. The director of the company is husband of Trustee N Kline.

**B: RAP LTD**

England & Wales - Charity number 1115990

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# Accounts

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**REGISTERED COMPANY NUMBER: 03693499 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1115990**

**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023  
FOR  
B:RAP LTD**

**CONTENTS OF THE FINANCIAL STATEMENTS  
for the year ended 31 March 2023**

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**B:RAP LTD**

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2023**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Trustees**

Ms M Connelly  
I Dehal  
Ms K Greenbank  
C J Harris  
Dr S Hussain (appointed 30.1.2023)  
A P Jones  
Ms N Kline  
Ms M C Tomlinson (appointed 30.1.2023)  
A S Williams  
Ms K B Kneller (resigned 10.1.2023)

**Registered Company number**

03693499 (England and Wales)

**Registered Charity number**

1115990

**Registered office**

The Arch Unit F1  
48-52 Floodgate Street  
Birmingham  
B5 5SL

**Company Secretary and Chief Executive Officer**

J Warmington

**Independent Examiner**

Mark Ashfield FCA  
Harrison Beale & Owen Limited  
Chartered Accountants  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

**Bankers**

The Co-Operative Bank  
PO Box 250  
Delf House  
Skelmersdale  
WN8 6WT

## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2023**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **About B:RAP**

B:RAP is a charity transforming the way we think and do equality. Over the last 24 years we have been working with organisations, communities, and cities to develop meaningful responses to equality and cohesion issues. Everything we do is rooted in our belief that every individual has the right to thrive and achieve what they are capable of, regardless of their age, ethnicity, gender, sexual orientation, or other aspect of their identity.

What makes us different? Traditionally, excluded groups' needs have been defined by those in power, by representatives of minoritised groups, drawing on stereotypes that align closely with society's dominant preconceptions of that group. Our approach throws off these identity-based shackles. It emphasises that, while identity can matter, it shouldn't be used to categorise and 'box' people in ways they don't choose. No one is here to represent 'their' group: they're here to chase whatever dreams they freely, boldly, and uninhibitedly choose.

#### **Who we work with**

B:RAP partners with and are commissioned by organisations from the public, private and not-for-profit sector. These organisations are common in their desire to improve on issues of equity - often recognising the damage caused to staff, volunteers and those in receipt of their services when inequality isn't addressed and parity isn't pursued. We also work with communities and in geographical areas where we can offer support to improve relationships, especially where there has been conflict or marginalisation as a result of stark inequalities of access and outcomes.

#### **What we do**

B:RAP works to support others to improve upon their understanding and implementation of equality. We work to use and generate evidence that can guide thinking and behaviours. Our work portfolio includes: a range of learning activities, from one-to-one coaching, group support, management and leadership support, and organisational development interventions. We have a research and evaluation portfolio, which includes research that we undertake in our own right, in collaboration with others, and commissioned research activities. We undertake some specialist work, which includes investigations, working to address conflict and psychotherapeutic support for marginalised groups. We were one of the first organisations to draw on the principles of human rights to position the rights and entitlements of all and we recognise that our identities are complex and fluid.

#### **REVIEW OF LAST YEAR: 2022-23**

##### **Research into barriers to progression for racially minoritized doctors**

This was a nationwide piece of work with other research partners, which reported into the factors affecting the progression of ethnic minority doctors in the UK. The report was commissioned by the British Medical Association and was launched in September 2022. Amongst the report findings were a number of principles for change, which included requirements for manager and leaders to understand more about the root causes of racism and how subtle acts of discrimination can impact negatively on recruitment, career progression, and experience of organisations. This is compounded by an inability to talk about race and discrimination, and an acceptance of bias. Access to stretch opportunities must be more equitable and regulators need to be clearer about their role to scrutinise training for medical schools and to ensure that employers are fit for purpose. Many doctors are international, and their treatment is often discriminatory (they often accept poorer terms and conditions, for example). Finally, organisations should ensure that people are able to speak out safely about their treatment and that leadership effectively marshals itself to act in service of anti-racist practice.

## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2023**

#### **PACT pioneer handbooks**

This is a resource based on the recommendations from the 2018 Civil Society Futures Inquiry. B:RAP was commissioned to develop a pilot learning programme based on the recommendations that civil society leaders needed to re-engage with their purpose and to lead from a greater understanding of power, accountability, connectivity, and trust. b:rap developed and delivered two pilot programmes for civil society leaders in 2020. After a positive evaluation, a third shorter programme was created and also piloted, which covered the same themes in 2022. The two handbooks - one for civil society and one for the arts sector - pull together the programme resources, which are freely available to be promoted and used across the sector.

#### **Published articles**

'Opposition to LGBT awareness teaching: no outsiders, but what was it like on the inside?' in Diamond, C (ed) (2022) *The Birmingham Book: Lessons in urban education leadership and policy from the Trojan Horse affair* : Crown House

'Community Philanthropy: From race equality to racial justice' in *Alliance Magazine* 2022  
A summary of the lessons learnt from the Phoenix Way, including problems with a race equality approach and five lessons for funders

'There are financial costs for charities not acting on inequality' in *Charity Finance* 2022  
A look at some of the hidden and upfront costs of not addressing inequality

'PACT's new handbook on power, anti-racism and civil society' in *Civil Society Magazine* (July 2022)

'Birmingham's anti-racist future' in Lessard-Phillips, L et al (eds) (2023) *Migration, Displacement and Diversity*: University of Birmingham

'Civil Society in England: Current challenges and future opportunities' in Hummel, S (ed) *Contested Civic Spaces: A European Perspective*: De Gruyter Oldenbourg

#### **Investigations**

We undertook three investigations into discrimination and its impact on working practices. These resulted in bespoke investigations and recommendations for the organisations involved.

#### **Audits**

We also undertook a number of audits for organisations who wanted to be more informed about their performance on Equality, Diversity and Inclusion, so that they could better respond to the support required for their workforce.

#### **Economic justice in Birmingham**

The Barrow Cadbury Trust, which has its roots in Birmingham, have pulled together a strategic group to explore the intersection between economic and racial justice. B:RAP has been an active part of this group and the plan is to build an economic justice alliance in Birmingham focussed on progressing economic justice in the city.

#### **Refugee Action**

We supported Refugee Action to develop a new strategy focussed on anti-racism and to bring in the experiences of refugees and asylum seekers into the centre of their work.

#### **University Hospitals Birmingham**

Supported UHB to pilot a framework for progressing racial equity in health research.

#### **Camden Giving**

We are supporting Camden Giving to develop the application of their racial justice strategy by providing support to assessors/residents panels (those involved in participatory grant making). This work will continue to ensure that anti-racism and social justice are centred in their grant giving processes. Our ongoing work with Camden Giving will mean that we will be able to evaluate the impact of this work in the longer term.

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2023**

**St Basils**

We continue to partner and support St Basils, the groundbreaking youth homeless charity based in Birmingham. In 2022, B:RAP undertook a piece of work to explore the experiences of staff working in a new service, the transition hub. This service supports some of the most disaffected young people. This resulted in some recommendations for youth work practice, especially in relation to work with racialised young people.

**Oxfam**

Learning partner work: This is the second year of our journey with Oxfam as they pursue their journey to decolonise their practice and adopt anti-racism. Even for a charity with such a great reputation as Oxfam, recognising and exploring the application of anti-racism has been extremely challenging and will require a review of their services and international relationships.

**Learning and development**

During the financial year April 2022 - March 2023, we delivered 332 programmes, 16 therapeutic sessions, 40 coaching sessions and 70 learning sets. We also contributed to 9 events hosted by others, and delivered key note speeches and contributed to discussion panels.

Our work amounted to working with 5,788 people across 56 organisations. 26% of this was face-to-face delivery (242.25 hours), 74% online (680.75 hours)

Sector spread: 53.5% public, 45% not for profit, and 1.5% private.

Here's some feedback from participants in our learning and development programmes:

"I considered myself quite well versed in the issues we covered, but the course took me to an entirely new level that affected me deeply. I was able to consider my own racial identity and my own role in upholding racism in ways I had never previously considered."

Completed anti-racism leadership programme for HR/OD leaders delivered for HPM London Academy 2021-22

"This bootcamp was powerful, in that I am still reflecting and digesting - it has really helped me to understand (and continue to understand) my own racialised identity and how I can utilise my power as a white person, to focus on the deeper levels of racism, like you say, not just the symbolic wins like representation."

Completed three-day anti-racism boot camp August 2022

"I have facilitated many groups and been a participant in many different kinds of workshops. I don't think I have ever experienced this level of skilfulness of facilitation to hold, educate and challenge people and hold space for the process to unfold."

Completed three-day anti-racism boot camp August 2022

"Diane and Lakshnie: your contribution made this unlike any other careers-related session I've taken part in before, encouraging us all to address and question the systems in which we work. I'll certainly be looking for ways to take this forward into my future work, and hope that we have the opportunity to work together again."

University of Birmingham participant

"It has been very thought-provoking and has prompted me to do some interrogation of myself and my actions + recommit myself to learning about this topic in more detail + to take more active steps to address the issues in work/life."

University of Birmingham participant

"An eye-opening four sessions which has been challenging and at times difficult but really valuable. The sessions have challenged my sense of awareness and encouraged me to continue my learning. "

University of Birmingham participant

"The course has been life-changing for me. Most fundamentally I have let go of guilt and shame in exchange for compassionate engagement and openness. I feel freer as a result. If my teams feel the same freedom to hold an honest conversation, led by my example, then this process will have succeeded."

Completed the 2021 White Allies programme

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2023**

**Working with white presenting leadership on racism**

We continue our work with white leaders to support them to understand racism and what it means to integrate anti-racism leadership into their practice. This is especially challenging as many leaders haven't actively addressed their responsibilities for inclusive leadership and often believe that there isn't anything that they can do about racism because they are white. We have worked with several NHS trusts to upskill senior leaders in this area and have developed an excellent reputation for this difficult work. As many organisations are still led by white leaders change will be difficult to achieve unless these leaders understand what they can do to create the conditions to address the opportunities of diversification.

**Working with universities**

B:RAP has always had contact and enquiries from the university sector and a longstanding relationship with the University of Birmingham, in particular. In 2023 we have worked with:

**University of Birmingham:**

- " School of Business (Decolonisation - small group session and 2 coaching meetings) - March
- " Careers Network and Academic Services & Campus Services (ASCS), (Race Ahead, 4 half days each group) - March to May 23

**University of Warwick:**

- " More Than Training - for staff delivering anti-racism sessions (4 half-days from May-Oct)

We have found participants to be very receptive to our sessions. Feedback suggests this may be because we bring a fresh approach to issues they often feel challenged by. Within higher education institutions (and certainly not limited to those we have worked with recently) it is not unusual for individual departments to reflect dynamics of rank and power which hinder communication. As such, our work centres on helping senior leaders understand the equality issues playing out in their department and helping them see how showing up differently can effect change.

**Production of our 10-year manifesto**

This document sets out our stall for B:RAP's future ambitions and what we hope to achieve in the equalities landscape. We are especially proud of it as we believe it captures where we should be in our future, not just how we should be addressing the current inequality challenges.

**The Future**

As much as we note the progress we have made over the last year - we also have to recognise that we need to continue to work to deliver greater opportunities with regards to equity.

**Financial Review**

**Results**

During the year the charity recorded a deficit of £89,520 (2022: Surplus £71,529). However, this was anticipated and sufficient reserves have been built up to allow for this level of deficit. The charity is actively looking at the current income and expenditure and exploring all avenues available to ensure the charity returns to a surplus in the future.

**Reserves policy**

B:RAP is committed to sustain its ambition to maintain our reserves level. Having reviewed the reserves policy we have maintained the reserve level of £100,000 (amended March 2022), which is equivalent to approximately three months operational expenditure and contractual liabilities. The current general free reserves (undistributed funds excluding fixed assets is £627,385 (2022: £623,277). The actual reserves exceed the minimum reserves, which gives the organisation some financial security and allows for development of new opportunities. The policy will continue to be reviewed in light of ongoing strategic planning and development.

## **B:RAP LTD**

### **REPORT OF THE TRUSTEES for the year ended 31 March 2023**

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

##### **Constitution**

B:RAP Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 5 January 1999.

##### **Methods of appointment or election of Trustees**

The management of the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum of Association.

##### **Organisational structure and decision-making policies**

The charity is governed by its Board of Trustees which meets regularly throughout the year. The work is supplemented by strategic sessions and stakeholder engagement information, which helps the organisation to maintain its relevance and assess its impact. The day to day operation of the organisation is delegated to the Chief Executive Officer and there is a clear policy regarding the delegated authority for this role.

##### **Policies adopted for the induction and training of Trustees**

All trustees are recruited against a role description and are invited to B:RAP on the basis of their working expertise, experience or skills. The Board first and foremost wants to ensure that we have Trustees that are fit for purpose and represent a wide range of views and interests. New Trustees have a comprehensive induction process, are provided with an information pack covering the work of the charity and their expected role and are mentored/reviewed in line with expectations of the role. New Trustees can also opt to be mentored by another more experienced board member to help them to gain a better understanding of their role.

##### **Pay policy for key management personnel**

The directors consider the board of directors, who are the charity's trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All directors give up their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The pay of senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark, against pay levels in other similar size run organisations on a voluntary basis.

##### **Related party relationships**

None of our trustees receive remuneration or other benefits from their work with the charity. Any connection between a Trustees or the CEO of the charity or any other organisation must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions are reported in note 19.

##### **Financial risk management**

The Trustees have assessed the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company, and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

##### **Trustees' indemnities**

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty to the charitable company. For the year ended 31 March 2023 the cover was provided by Endsleigh Insurance Services Limited.

**B:RAP LTD**

**REPORT OF THE TRUSTEES  
for the year ended 31 March 2023**

**TRUSTEES' RESPONSIBILITY STATEMENT**

The trustees (who are also the directors of B:rap Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

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

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the board of trustees on 28 November 2023 and signed on its behalf by:



.....  
A S Williams - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
B:RAP LTD**

**Independent examiner's report to the trustees of B:rap Ltd ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

**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 statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can 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 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.

Mark Ashfield FCA  
The Institute of Chartered Accountants in England and Wales

Harrison Beale & Owen Limited  
Chartered Accountants  
Highdown House  
11 Highdown Road  
Leamington Spa  
Warwickshire  
CV31 1XT

Date: 28 November 2023

**B:RAP LTD**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**for the year ended 31 March 2023**

	Notes	Unrestricted fund £	Restricted funds £	<b>2023 Total funds £</b>	2022 Total funds £
<b>INCOME FROM:</b>					
Donations and legacies	2	4,910	-	4,910	1,430
Charitable activities	3	653,927	(16,500)	637,427	724,929
<b>Total Income</b>		<b>658,837</b>	<b>(16,500)</b>	<b>642,337</b>	<b>726,359</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Support Costs	4	272,130	7,570	279,700	268,770
Activites undertaken directly		377,383	74,774	452,157	386,060
<b>Total Expenditure</b>		<b>649,513</b>	<b>82,344</b>	<b>731,857</b>	<b>654,830</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>9,324</b>	<b>(98,844)</b>	<b>(89,520)</b>	<b>71,529</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		638,932	100,094	739,026	667,497
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>648,256</b>	<b>1,250</b>	<b>649,506</b>	<b>739,026</b>

**B:RAP LTD**

**BALANCE SHEET**  
**31 March 2023**

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	10	20,871	-	20,871	15,655
<b>CURRENT ASSETS</b>					
Debtors	11	271,526	1,250	272,776	275,920
Cash at bank		<u>693,555</u>	<u>-</u>	<u>693,555</u>	<u>752,209</u>
		965,081	1,250	966,331	1,028,129
<b>CREDITORS</b>					
Amounts falling due within one year	12	<u>(25,963)</u>	<u>-</u>	<u>(25,963)</u>	<u>(38,892)</u>
<b>NET CURRENT ASSETS</b>		<u>939,118</u>	<u>1,250</u>	<u>940,368</u>	<u>989,237</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>959,989</b>	<b>1,250</b>	<b>961,239</b>	<b>1,004,892</b>
<b>ACCRUALS AND DEFERRED INCOME</b>	14	<u>(311,733)</u>	<u>-</u>	<u>(311,733)</u>	<u>(265,866)</u>
<b>NET ASSETS</b>		<u>648,256</u>	<u>1,250</u>	<u>649,506</u>	<u>739,026</u>
<b>FUNDS</b>	15				
Unrestricted funds				648,256	638,932
Restricted funds				<u>1,250</u>	<u>100,094</u>
<b>TOTAL FUNDS</b>				<u>649,506</u>	<u>739,026</u>

**B:RAP LTD**

**BALANCE SHEET - continued**

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on 28 November 2023 and were signed on its behalf by:



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A S Williams - Trustee

**B:RAP LTD**  
**CASH FLOW STATEMENT**  
**for the year ended 31 March 2023**

	2023	2022
	£	£
<b>Net (expenditure)/income for the reporting period (as per the statement of financial activities)</b>	<b>(89,520)</b>	<b>71,529</b>
Adjustments for:		
Depreciation charges	7,471	6,947
Decrease/(increase) in debtors	3,144	(160,552)
Increase in creditors	<u>32,938</u>	<u>240,880</u>
Net cash (used in)/provided by operations	<b>(45,967)</b>	158,804
<b>Cashflows from investing activities</b>		
Purchase of tangible fixed assets	<b>(12,687)</b>	(14,570)
Sale of tangible fixed assets	<u>-</u>	<u>1,143</u>
Net cash used in investing activities	<b>(12,687)</b>	(13,427)
<b>Change in cash and cash equivalents in the reporting period</b>	<b>(58,654)</b>	145,377
<b>Cash and cash equivalents at the beginning of the reporting period</b>	<b><u>752,209</u></b>	<u>606,832</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b><u>693,555</u></b>	<u>752,209</u>

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2023**

**1. ACCOUNTING POLICIES**

**General information**

B:RAP Limited is a charitable company limited by guarantee, registered in England and Wales and operates from its registered office of: The Arch, Unit F1, 48-52 Floodgate Street, Digbeth, Birmingham, B5 5SL.

Its principal activities are to address inequality and promote human rights.

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards. The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year. The financial statements are presented in British pound Sterling and rounded to the nearest £.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probably and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost

**Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probably that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2023**

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amount required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Operating Leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

B:RAP LTD

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2023

2. DONATIONS AND LEGACIES

	2023 £	2022 £
Donations	<u>4,940</u>	<u>1,430</u>

3. INCOME FROM CHARITABLE ACTIVITIES UNRESTRICTED

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Putting 'YOU' in equality	-	4,480	4,480
Putting 'US' into communities	(16,500)	44,152	27,652
Putting 'WE' in work	-	485,665	485,665
Putting 'Me' in voice	<u>-</u>	<u>119,630</u>	<u>119,630</u>
	<u>(16,500)</u>	<u>653,927</u>	<u>637,427</u>

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Putting 'YOU' in equality	-	11,027	11,027
Putting 'US' into communities	-	5,500	5,500
Putting 'WE' in work	-	561,912	561,912
Putting 'Me' in voice	<u>(7,250)</u>	<u>153,740</u>	<u>146,490</u>
	<u>(7,250)</u>	<u>732,179</u>	<u>724,929</u>

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 5) £	Totals £
Support Costs	-	279,700	279,700
Activities undertaken directly	<u>452,157</u>	<u>-</u>	<u>452,157</u>
	<u>452,157</u>	<u>279,700</u>	<u>731,857</u>

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2023**

**5. SUPPORT COSTS**

	Management £	Other £	Totals £
Support costs	<u>177,182</u>	<u>102,518</u>	<u>279,700</u>

**6. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	2023 £	2022 £
Depreciation – owned assets	<u>7,471</u>	<u>6,947</u>

**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**8. STAFF COSTS**

	2023 £	2022 £
Wages and salaries	384,686	309,844
Social security costs	35,729	29,432
Other pension costs	<u>22,540</u>	<u>19,098</u>
	<u>442,955</u>	<u>358,374</u>

The average monthly number of employees during the year was as follows:

	2023	2022
Administration	7	8

The number of employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	1	-
£70,001 - £80,000	-	1
80,001 - £90,000	1	-

Key management personnel comprise trustees, the Chief Executive Office and the Deputy CEO. Two (2022: two) members of key management personnel were remunerated for their services to the charity. Total costs of key management personnel (including employer pension and national insurance contributions) were £174,005 (2022: £159,639).

B:RAP LTD

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2023

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	1,430	-	1,430
Charitable Activities	<u>732,179</u>	<u>(7,250)</u>	<u>726,359</u>
<b>Total</b>	<u>733,609</u>	<u>(7,250)</u>	<u>726,359</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Support costs	157,667	111,103	268,770
Activities undertaken directly	<u>386,060</u>	<u>-</u>	<u>386,060</u>
<b>Total</b>	<u>543,727</u>	<u>111,103</u>	<u>654,830</u>
<b>NET INCOME/(EXPENDITURE)</b>	189,882	(118,353)	71,529
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	<u>449,050</u>	<u>218,447</u>	<u>667,497</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>638,932</u>	<u>100,094</u>	<u>739,026</u>

10. TANGIBLE FIXED ASSETS

	Plant and machinery £	Fixtures and fittings £	Totals £
<b>COST</b>			
At 1 April 2022	35,285	6,908	42,193
Additions	<u>12,687</u>	<u>-</u>	<u>12,687</u>
At 31 March 2023	<u>47,972</u>	<u>6,908</u>	<u>54,880</u>
<b>DEPRECIATION</b>			
At 1 April 2022	21,800	4,738	26,538
Charge for year	<u>6,552</u>	<u>919</u>	<u>7,471</u>
At 31 March 2023	<u>28,352</u>	<u>5,657</u>	<u>34,009</u>
<b>NET BOOK VALUE</b>			
At 31 March 2023	<u>19,620</u>	<u>1,251</u>	<u>20,871</u>
At 31 March 2022	<u>13,485</u>	<u>2,170</u>	<u>15,655</u>

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2023**

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023	2022
	£	£
Trade debtors	248,933	244,555
Other debtors	1,067	-
Prepayments	<u>22,776</u>	<u>31,365</u>
	<u>272,776</u>	<u>275,920</u>

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023	2022
	£	£
Trade creditors	14,788	-
Social security and other taxes	11,175	10,117
Other creditors	-	<u>28,775</u>
	<u>25,963</u>	<u>38,892</u>

**13. LEASING AGREEMENTS**

	2023	2022
	£	£
Minimum lease payments under non-cancellable operating leases fall due as follows:		
Within one year	<u>1,685</u>	<u>-</u>

**14. ACCRUALS AND DEFERRED INCOME**

	2023	2022
	£	£
Accruals and deferred income	<u>311,733</u>	<u>265,866</u>

**B:RAP LTD**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
for the year ended 31 March 2023

**15. MOVEMENT IN FUNDS**

	At 1.4.22	Incoming Resources	Resources Expended	At 31.3.23
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	638,932	658,837	(649,513)	648,256
<b>Restricted funds</b>				
National Lottery Community Fund – Emerging Futures Fund	16,050	-	(16,050)	-
Esmee Fairbairn Foundation – Covid grant for BME organisations	1,221	-	(1,221)	-
Barrow Cadbury Trust	32,662	(16,500)	(14,912)	1,250
Calouste Gulbenkian Foundation	13,649	-	(13,649)	-
National Lottery Community Fund - Covid 19 emergency funding	34,164	-	(34,164)	-
Esmee Fairbairn Foundation – Covid fast response	414	-	(414)	-
Esmee Fairbairn Foundation	<u>1,934</u>	<u>-</u>	<u>(1,934)</u>	<u>-</u>
	<u>100,094</u>	<u>(16,500)</u>	<u>(82,344)</u>	<u>1,250</u>
<b>TOTAL FUNDS</b>	<b><u>739,026</u></b>	<b><u>642,337</u></b>	<b><u>(731,857)</u></b>	<b><u>649,506</u></b>

**Comparatives for movement in funds**

	At 1.4.21	Incoming Resources	Resources Expended	At 31.3.22
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	449,050	733,609	(543,727)	638,932
<b>Restricted funds</b>				
National Lottery Community Fund – Emerging Futures Fund	17,808	-	(1,758)	16,050
Esmee Fairbairn Foundation – Covid grant for BME organisations	1,221	-	-	1,221
Barrow Cadbury Trust	44,114	(7,250)	(4,202)	32,662
Calouste Gulbenkian Foundation	19,120	-	(5,471)	13,649
National Lottery Community Fund - Covid 19 emergency funding	133,836	-	-	34,164
Esmee Fairbairn Foundation – Covid fast response	414	-	-	414
Esmee Fairbairn Foundation	<u>1,934</u>	<u>-</u>	<u>-</u>	<u>1,934</u>
	<u>218,447</u>	<u>(7,250)</u>	<u>(111,103)</u>	<u>100,094</u>
<b>TOTAL FUNDS</b>	<b><u>667,497</u></b>	<b><u>726,359</u></b>	<b><u>(654,830)</u></b>	<b><u>739,026</u></b>

**NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2023**

**Restricted funds**

**National Lottery Community Fund – Emerging Futures Fund**

The project supported individuals to recognise the systems that shape their lives, systems that they are a part of, and that are unconsciously contributed to and help people make active choices by recognising that they have the possibilities of change within themselves. B:RAP used this funding to help people engage in visioning anti-racist future for Birmingham.

**Esmee Fairbairn Foundation – Covid grant for BME Organisations**

Esmee acknowledges the disproportionate impact COVID-19 continued to have on racialised communities and the discrimination racialised communities have experienced due to funder practice and processes, by offering extra support to organisations led by BME organisations.

**Barrow Cadbury Trust**

The purpose of the grant is to conduct work that builds on the Civil Society's Future report's PACT approach (Power, Accountability, Connection, Trust) in communities. The project was not able to be completed in its initial form, therefore the grant and work to be undertaken were renegotiated at a lower rate.

**Calouste Gulbenkian Foundation**

Funding to support the development action-learning program led by a group of arts organisations, which builds on the work of PACT pioneer programme, enabling arts organisations, networks and movements to become early adopters of the principles of the PACT.

**National Lottery Community Fund – Covid-19 Emergency Funding**

Funding for the **Back To Future – Equalities practice for a new generation**. Enabling B:RAP to continue our efforts to support organisations, by offering learning opportunities and disseminating what works. This funding also recognises the need to respond to ongoing unemployment challenges that will be exacerbated by COVID-19.

**Esmee Fairbairn Foundation – Covid fast response**

In response to the coronavirus pandemic, Esmee Fairbairn Foundation's Trustees decided to make £16 million of new funding available to support organisations facing financial difficulties as a result of the pandemic, prioritising B:RAP for some support in relation to the grant for our core costs.

**Esmee Fairbairn Foundation**

Core funding to support the delivery of the strategic ambitions of the organisation to challenge unfairness and exclusion. Esmee's support enhance the position of the organisation so that it is better known Nationally, and therefore more able to make an impact on inequalities.

**16. EMPLOYEE BENEFIT OBLIGATIONS**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £22,540 (2022: £19,098) Contributions totalling £Nil (2022: £Nil) were payable to the fund at the balance sheet date.

**17. RELATED PARTY DISCLOSURES**

During the year there were purchases of £nil (2022: £27,075) from Kline Associates Ltd for consultancy services. The director of the company is husband of Trustee N Kline.

**B: RAP LTD**

England & Wales - Charity number 1115990

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# Accounts

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Registered number: 03693499  
Charity number: 1115990

**B:RAP LIMITED**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022**

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<b>Trustees</b>	M Connelly I Dehal J Driffill (resigned 27 February 2022) K Greenbank C Harris A Jones N Kline K Kneller A Williams
<b>Company registered number</b>	03693499
<b>Charity registered number</b>	1115990
<b>Registered office</b>	The Arch, Unit F1 48-52 Floodgate Street Digbeth Birmingham B5 5SL
<b>Company secretary and Chief Executive</b>	J Warmington
<b>Independent examiner</b>	Helen Blundell LLB FCA FCIE DChA
<b>Accountants</b>	MHA MacIntyre Hudson Chartered Accountants Rutland House 148 Edmund Street Birmingham B3 2FD
<b>Bankers</b>	The Co-Operative bank PO Box 250 Delf House Skemersdale WN8 6WT

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**B:RAP LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees present their annual report together with the financial statements of the Company for the 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Objectives and activities**

**Policies and objectives**

The charity's mission and role:

To help people, communities and the organisations that serve them turn equality into reality, in order to create a society which is more equitable and confident in its diversity.

Our mission - to inspire and lead change that helps our society to address inequality and promote human rights.

The principal objects of the company as set out in the constitution are as follows:

- To eliminate discrimination and encourage equality of opportunity
- To promote equality and diversity and equal rights for a range of excluded groups (in relation to race, gender, sexual orientation, age, disability, religion or belief and gender re-assignment)
- To promote activities to foster understanding between people from diverse backgrounds
- To undertake research into equality and human rights issues and publish the results to the public
- To cultivate a sentiment in favour of equality and human rights

The trustees confirm that in exercising their powers as charity trustees that they have given due regard to guidance on public benefit from the Charity Commission. Policies and procedures are regularly reviewed and updated.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Achievements and performance**

**Review of activities**

B:RAP had an excellent start to 2021/2022. Though we were in year 2 of the pandemic, the demand for our work in the area of anti-racism, had steadily increased and several innovative programmes, designed specifically for 'white' people, have been gaining traction. During this year we worked on 97 projects and delivered to 6,411 individuals. Our objective to promote equality was delivered to a range of organisations, spanning the arts sector, charities sector and public sector organisations. We also worked on several research commissions and investigations.

A programme for white presenting senior colleagues in the health sector designed by B:RAP and delivered in partnership with the Kings Fund, meant that we were able to specifically support white colleagues in their efforts to get closer to anti-racist practice – not only for their own leadership, but to produce better results within the NHS. We would especially like to thank Ben Fuchs, a colleague from the Kings Fund, who sought out B:RAP's expertise and engaged us in partnering on this work. Ben died suddenly in March 2022, and is a missed colleague and friend of B:RAP. B:RAP also used the Diamond Power Index ® 360° Leadership Assessment tool. This is a unique assessment process, which helps people understand the power of their leadership and how they can use this better. B:RAP are one of the few UK organisations accredited to use this developmental tool, and we see much need for it – especially as many organisations recognise ongoing discrimination and bullying and harassment amongst their ranks. We have worked with 21 organisations and provided over 100 individuals with one-to-one coaching.

The majority of our work has still been online but we have had the opportunity to carry out some face to face delivery, which has been energising for the team and provided great outcomes for participants.

B:RAP's Equality Republic movement is in its second year. It continues to offer a space for critical thinking, discussion, debate and opportunities to be considered about equalities practice. During last year, B:RAP held its first bootcamp, to support anti-racist practitioners. The three day bootcamp was a huge success and we anticipate running it again next year.

We also undertook evaluation with a selection of organisations who engaged with B:RAP on their anti-racist journey. We were keen to explore and share their learnings and support us and others as they too enter into anti-racist work.

**Putting 'US' into communities**

The first area of our strategic objectives is to support people and organisations to develop the confidence and skills to deal with "difference" and previously much of this work was undertaken in community settings. However, continued Covid restrictions have limited our execution of this type of work. We continue however to support the Phoenix Way – being part of a national movement of BME organisations who are keen to support marginalised communities. We also undertook research with the Local Trust, on the impact of place based initiatives on race inequality. The University of Birmingham extended their research exploring the impact of COVID-19 on communities in Birmingham and we were able to play a part in this.

**Putting 'WE' in work**

Approximately 76% of income during this year was commissioned by a range of organisations that were committed to cultivating more equitable and socially just workplaces. The "White" Allies Programme was designed specifically for NHS leaders exploring how they use their power/role and to create anti-racist practice within their organisations.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Achievements and performance (continued)**

**Putting 'ME' in voice**

We support the belief that people can use the power of their voice and actions to create meaningful changes in their own and the lives of others, and we have used deep democracy practices and therapeutic interventions. B:RAP have been approached by educational institutes such as the University of Nottingham's doctoral students around noticing self and changing for the good, and HPMA with a desire to support HR/OD professionals to think critically and to respond more effectively to systemic racism. We have also received a number of requests for one-to-one coaching from managers and leaders for self-reflection, understanding of their own biases and how to be better leaders.

**Putting 'YOU' in equality**

B:RAP have a credible reputation as an organisation providing the tools and know how to measure and respond to the real needs of people to tackle inequality. We do this by hosting events and discussions, providing learning platforms and sharing our knowledge and learning. We have engaged with a myriad of individuals from a variety of organisations with the purpose of making a real change.

**Financial review**

**Going concern**

In the previous financial year 2020/21, B:RAP received significant non-recurrent funding, much of it designed to support its continued operations. Expenditure however fell as many of the activities that would otherwise have been taken place were cancelled due to lockdown rules. We were able however to recoup these losses in year, due to increased efforts and work in the field of anti-racism. In the current financial year 2021/22 some of the non-recurrent funding ceased and activities increased. This resulted in a reduction in income and an increase in expenditure. This was entirely expected and in fact reflected an exceptionally busy and successful time for the organisation as demand for its services increased markedly. Despite this change in income and expenditure, B:RAP returned a healthy operational surplus. The cumulative effect of two significant surpluses led the management team and the Board of Trustees to agree a very different approach to the next financial year 2022/23. That in order to create space for the B:RAP team to focus more selectively on key areas of work and to use time to consolidate intellectual property through documentation and publication, the Trustees agreed to commit some of the accrued surplus to supporting this work. This will lead to a planned deficit budget for the next financial year 2022/23, with the intent of resuming normal operations in 2023/24.

**Reserves policy**

Though financially we have made a profit, we have also deferred income to the next financial year due to outstanding delivery although commissioners have paid in full. B:RAP is committed to sustain its ambition to maintain our reserves level. Having reviewed the reserves policy we have increased the reserve level to £100,000 (amended March 2022), which is equivalent to approximately three months operational expenditure and contractual liabilities. The current general free reserves (unrestricted funds excluding fixed assets) is £623,277 (2021: £439,875) The actual reserves exceed the minimum reserve, which gives the organisation some financial security and allows for development of new opportunities. The policy will continue to be reviewed in light of ongoing strategic planning and development.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Structure, governance and management**

**Constitution**

B:RAP Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 5 January 1999.

**Methods of appointment or election of Trustees**

The management of the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum of Association.

**Organisational structure and decision-making policies**

The charity is governed by its Board of Trustees which meets regularly throughout the year. This work is supplemented by strategic sessions and stakeholder engagement information, which helps the organisation to maintain its relevance and assess its impact. The day to day operation of the organisation is delegated to the Chief Executive Officer and there is a clear policy regarding the delegated authority for this role.

**Policies adopted for the induction and training of Trustees**

All Trustees are recruited against a role description and are invited to B:RAP on the basis of their working expertise, experience or skills. The Board first and foremost wants to ensure that we have Trustees that are fit for purpose and represent a wide range of views and interests. New Trustees have a comprehensive induction process, are provided with an information pack covering the work of the charity and their expected role and are mentored/reviewed in line with the expectations of the role. New Trustees can also opt to be mentored by another more experienced board member to help them to gain a better understanding of their role.

**Pay policy for key management personnel**

The directors consider the board of directors, who are the charity's trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All directors give up their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark, against pay levels in other similar size run organisations on a voluntary basis.

**Related party relationships**

None of our Trustees receive remuneration or other benefits from their work with the charity. Any connection between a Trustee or the CEO of the charity or any other organisation must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions are reported in note 19.

**Financial risk management**

The Trustees have assessed the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Structure, governance and management (continued)**

**Trustees' indemnities**

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty to the charitable company. For the year ended 31 March 2022 this cover was provided by Endsleigh Insurance Services Limited (amended - since September 2021).

**Plans for future periods**

Given the unprecedented nature of the last couple of years, B:RAP have been actively reviewing our strategic plan with a view to re-launching this in January 2023. We recognise the ongoing hybrid nature of the working environment and have set about creating practice across our work, which supports our team to do this well.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . 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 Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company'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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**K Kneller**  
(Chair of Trustees)  
Date: 9 November 2022

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**INDEPENDENT EXAMINER'S REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Independent examiner's report to the Trustees of B:RAP Limited ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

**Responsibilities and basis of report**

As the Trustees of the Company (and 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 the Company's accounts 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 statement**

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 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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:

Dated: 25 November 2022

Helen Blundell LLB FCA FCIE DChA

**MHA MacIntyre Hudson**

Chartered Accountants  
Rutland House  
148 Edmund Street  
Birmingham  
B3 2FD

**B:RAP LIMITED**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	3	-	1,430	1,430	589
Charitable activities	4	(7,250)	732,179	724,929	872,112
<b>Total income</b>		<b>(7,250)</b>	<b>733,609</b>	<b>726,359</b>	<b>872,701</b>
<b>Expenditure on:</b>					
Charitable activities		111,103	543,727	654,830	549,196
<b>Total expenditure</b>		<b>111,103</b>	<b>543,727</b>	<b>654,830</b>	<b>549,196</b>
<b>Net movement in funds</b>		<b>(118,353)</b>	<b>189,882</b>	<b>71,529</b>	<b>323,505</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		218,447	449,050	667,497	343,992
Net movement in funds		(118,353)	189,882	71,529	323,505
<b>Total funds carried forward</b>		<b>100,094</b>	<b>638,932</b>	<b>739,026</b>	<b>667,497</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 12 to 26 form part of these financial statements.

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**B:RAP LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03693499**

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**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

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	<b>Note</b>	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
<b>Fixed assets</b>			
Tangible assets	9	<b>15,655</b>	9,175
		<hr/>	<hr/>
		<b>15,655</b>	9,175
<b>Current assets</b>			
Debtors	10	<b>275,920</b>	115,368
Cash at bank and in hand		<b>752,209</b>	606,832
		<hr/>	<hr/>
		<b>1,028,129</b>	722,200
Creditors: amounts falling due within one year	11	<b>(304,758)</b>	(63,878)
		<hr/>	<hr/>
<b>Net current assets</b>		<b>723,371</b>	658,322
		<hr/>	<hr/>
<b>Total net assets</b>		<b>739,026</b>	667,497
		<hr/> <hr/>	<hr/> <hr/>
<b>Charity funds</b>			
Restricted funds	12	<b>100,094</b>	218,447
Unrestricted funds	12	<b>638,932</b>	449,050
		<hr/>	<hr/>
<b>Total funds</b>		<b>739,026</b>	667,497
		<hr/> <hr/>	<hr/> <hr/>

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**B:RAP LIMITED**  
(A company limited by guarantee)  
REGISTERED NUMBER: 03693499

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2022**

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The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**K Kneller**  
(Chair of Trustees)  
Date: 9 November 2022

The notes on pages 12 to 26 form part of these financial statements.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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	<b>Note</b>	<b>2022</b> £	<b>2021</b> £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	14	<b>159,947</b>	379,657
		<hr/>	<hr/>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<b>(14,570)</b>	(9,148)
<b>Change in cash and cash equivalents in the year</b>		<b>145,377</b>	<b>370,509</b>
Cash and cash equivalents at the beginning of the year		<b>606,832</b>	236,323
		<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	15	<b>752,209</b>	606,832
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 12 to 26 form part of these financial statements

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**1. General information**

B:RAP Ltd is a charitable Company limited by guarantee, registered in England and Wales and operates from its registered office of: The Arch, Unit F1, 48-52 Floodgate Street, Digbeth, Birmingham, B5 5SL.

Its principal activities are to address inequality and promote human rights.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

B:RAP Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in British pound sterling and rounded to the nearest £.

**2.2 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.4 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Office equipment	-	25% straight line
Fixtures and fittings	-	25% straight line

**2.6 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.7 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.8 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.9 Financial instruments**

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.10 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

**2.11 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.12 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**3. Income from donations and legacies**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Donations	1,430	<b>1,430</b>
	<hr/> <hr/>	<hr/> <hr/>
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	589	589
	<hr/> <hr/>	<hr/> <hr/>

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**4. Income from charitable activities**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Putting 'US' into communities	-	5,500	<b>5,500</b>
Putting 'YOU' in equality	-	11,027	<b>11,027</b>
Putting 'WE' in work	-	561,912	<b>561,912</b>
Putting 'ME' in voice	(7,250)	153,740	<b>146,490</b>
Coronavirus Job Retention Scheme	-	-	-
<b>Total 2022</b>	<b>(7,250)</b>	<b>732,179</b>	<b>724,929</b>
	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Putting 'US' into communities	35,800	9,750	45,550
Putting 'YOU' in equality	77,062	500	77,562
Putting 'WE' in work	-	345,122	345,122
Putting 'ME' in voice	212,253	162,343	374,596
Coronavirus Job Retention Scheme	-	29,282	29,282
<i>Total 2021</i>	<b>325,115</b>	<b>546,997</b>	<b>872,112</b>

**B:RAP LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

Included in the above income from charitable activities are grants provided by:

	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>
National Lottery Community Fund - Emerging Futures Fund	-	-
National Lottery Community Fund - COVID 19 emergency funding	-	-
Esmee Fairbairn Foundation	-	-
Esmee Fairbairn Foundation- Covid fast response	-	-
Esmee Fairbairn - Covid grant for BME organisations	-	-
Coronavirus Job Retention Scheme government grant	-	-
Barrow Cadbury Trust	(7,250)	<b>(7,250)</b>
<b>Total 2022</b>	<b>(7,250)</b>	<b>(7,250)</b>

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
National Lottery Community Fund - Emerging Futures Fund	35,800	-	35,800
National Lottery Community Fund - COVID 19 emergency funding	166,129	-	166,129
Esmee Fairbairn Foundation	46,124	-	46,124
Esmee Fairbairn Foundation- Covid fast response	23,062	-	23,062
Esmee Fairbairn - Covid grant for BME organisations	54,000	-	54,000
Coronavirus Job retention Scheme government grant	-	29,282	29,282
<b>Total 2021</b>	<b>325,115</b>	<b>29,282</b>	<b>354,397</b>

During the year the charity received £Nil (2021: £29,282) from the government under the Coronavirus Job Retention Scheme funding. There are no unfulfilled conditions or other contingencies attaching to the grant.

Due to the impact of the Covid-19 pandemic it was not possible to deliver the PACT Pioneer Project as originally envisaged. Following discussion with Barrow Cadbury Trust the final amount due of £25,000 less amounts not spent would be paid to continue dissemination of the programme's learning.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**5. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>
Charitable activities	386,060	268,770	<b>654,830</b>

	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Charitable activities	370,809	178,387	549,196

**Analysis of direct costs**

	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Staff costs	<b>209,802</b>	285,667
Consultancy and professional fees	<b>166,589</b>	55,268
Marketing and publicity	<b>286</b>	-
Seminars, events and training	<b>2,529</b>	29,572
Travel and subsistence	<b>5,473</b>	302
Other costs	<b>1,381</b>	-
	<b>386,060</b>	370,809

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**5. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	<b>148,572</b>	80,452
Depreciation	<b>6,947</b>	5,032
Marketing and publicity	-	35
Seminars, events and training	<b>25,600</b>	9,615
Travel and subsistence	<b>1,655</b>	1,243
Premises costs	<b>29,633</b>	29,353
Other office costs	<b>36,804</b>	43,539
Insurance	<b>2,717</b>	1,790
Legal and professional fees	<b>10,729</b>	3,158
Independent examiner's fees	<b>5,941</b>	4,170
Recruitment	<b>172</b>	-
	<b>268,770</b>	178,387

**6. Independent examiner's remuneration**

The independent examiner's remuneration amounts to an independent examiner fee of £5,941 (2021 - £3,720), and other services of £Nil (2021 - £450).

**7. Staff costs**

	<b>2022 £</b>	<i>2021 £</i>
Wages and salaries	<b>309,844</b>	314,664
Social security costs	<b>29,432</b>	31,480
Contribution to defined contribution pension schemes	<b>19,098</b>	19,975
	<b>358,374</b>	366,119

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**7. Staff costs (continued)**

The average number of persons employed by the Company during the year was as follows:

	<b>2022</b>	<i>2021</i>
	<b>No.</b>	<i>No.</i>
Employees	<b>8</b>	<i>8</i>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>2022</b>	<i>2021</i>
	<b>No.</b>	<i>No.</i>
In the band £70,001 - £80,000	<b>1</b>	<i>-</i>
In the band £80,001 - £90,000	<b>-</b>	<i>1</i>

The higher banding above for 2021 is a non-occurrence payment, pertaining to unused holidays due to delivery demands and cost of living increases.

Key management personnel comprise trustees, the Chief Executive Officer and the Deputy CEO. Two (2021: Two) members of key management personnel were remunerated for their services to the organisation. Total costs of key management personnel (including employer pension and national insurance contributions) were £159,639 (2021: £163,868).

**8. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, expenses totalling £NIL were reimbursed or paid directly to Trustee (2021 - £NIL to Trustee) for travel expenses to board meetings and other related meetings.

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**9. Tangible fixed assets**

	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost</b>			
At 1 April 2021	43,631	7,550	51,181
Additions	12,606	1,964	14,570
Disposals	(20,952)	(2,606)	(23,558)
At 31 March 2022	<u>35,285</u>	<u>6,908</u>	<u>42,193</u>
<b>Depreciation</b>			
At 1 April 2021	35,746	6,260	42,006
Charge for the year	5,863	1,084	6,947
On disposals	(19,809)	(2,606)	(22,415)
At 31 March 2022	<u>21,800</u>	<u>4,738</u>	<u>26,538</u>
<b>Net book value</b>			
At 31 March 2022	<u>13,485</u>	<u>2,170</u>	<u>15,655</u>
At 31 March 2021	<u>7,885</u>	<u>1,290</u>	<u>9,175</u>

**10. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Trade debtors	244,555	77,090
Prepayments and accrued income	31,365	38,278
	<u>275,920</u>	<u>115,368</u>

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**11. Creditors: Amounts falling due within one year**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Trade creditors	-	498
Other taxation and social security	<b>10,117</b>	11,324
Other creditors	<b>28,775</b>	-
Accruals and deferred income	<b>265,866</b>	52,056
	<b>304,758</b>	<i>63,878</i>
	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2021	<b>23,700</b>	33,887
Resources deferred during the year	<b>245,130</b>	23,700
Amounts released from previous periods	<b>(23,700)</b>	(33,887)
	<b>245,130</b>	<i>23,700</i>

Deferred income relates to services invoiced in advance of delivery.

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**12. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 April 2021 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Balance at 31 March 2022 £</b>
<b>Unrestricted funds</b>				
General Funds	<b>449,050</b>	<b>733,609</b>	<b>(543,727)</b>	<b>638,932</b>
<b>Restricted funds</b>				
National Lottery Community Fund - Emerging Futures Fund	<b>17,808</b>	-	<b>(1,758)</b>	<b>16,050</b>
Esmee Fairbairn Foundation - Covid grant for BME organisations	<b>1,221</b>	-	-	<b>1,221</b>
Barrow Cadbury Trust	<b>44,114</b>	<b>(7,250)</b>	<b>(4,202)</b>	<b>32,662</b>
Calouste Gulbenkian Foundation	<b>19,120</b>	-	<b>(5,471)</b>	<b>13,649</b>
National Lottery Community Fund - COVID 19 emergency funding	<b>133,836</b>	-	<b>(99,672)</b>	<b>34,164</b>
Esmee Fairbairn Foundation - Covid fast response	<b>414</b>	-	-	<b>414</b>
Esmee Fairbairn Foundation	<b>1,934</b>	-	-	<b>1,934</b>
	<b>218,447</b>	<b>(7,250)</b>	<b>(111,103)</b>	<b>100,094</b>
<b>Total of funds</b>	<b>667,497</b>	<b>726,359</b>	<b>(654,830)</b>	<b>739,026</b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**12. Statement of funds (continued)**

**Restricted funds**

**National Lottery Community Fund - Emerging Futures Fund**

The project supported individuals to recognize the systems that shape their lives, systems that they are a part of, and that are unconsciously contributed to and help people make active choices by recognising that they have the possibilities of change within themselves. Brap used this funding to help people engage in visioning anti-racist future for Birmingham.

**Esmée Fairbairn Foundation - Covid grant for BME Organisations**

Esmée acknowledges the disproportionate impact COVID-19 continued to have on racialised communities and the discrimination racialised communities have experienced due to funder practice and processes, by offering extra support to organisations led by BME organisations.

**Barrow Cadbury Trust**

The purpose of the grant is to conduct work that builds on the Civil Society's Future report's PACT approach (Power, Accountability, Connection and Trust) in communities. This work includes promotion of the PACT principles and the design and delivery of a PACT course. The project was not able to be completed in its initial form, therefore the grant and work to be undertaken were renegotiated at a lower rate.

**Calouste Gulbenkian Foundation**

Funding to support the development action-learning program led by a group of arts organisations, which builds on the work of the PACT pioneer programme, enabling arts organisations, networks and movements to become early adopters of the principles of the PACT.

**National Lottery Community Fund - COVID-19 Emergency Funding**

Funding for the **Back to Future - Equalities practice for a new generation**. Enabling brap to continue our efforts to support organisations, by offering learning opportunities and disseminating what works. This funding also recognises the need to respond to ongoing unemployment challenges that will be exacerbated by COVID-19.

**Esmée Fairbairn Foundation - Covid fast response**

In response to the coronavirus pandemic, Esmée Fairbairn Foundation's Trustees decided to make £16 million of new funding available this year to support organisations facing financial difficulties as a result of the pandemic, prioritising brap for some support in relation to the grant for our core costs.

**Esmée Fairbairn Foundation**

Core funding to support the delivery of the strategic ambitions of the organisation to challenge unfairness and exclusion. Esmée's support enhanced the position of the organisation so that it is better known Nationally, and therefore more able to make an impact on inequalities.

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**12. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
<b>Unrestricted funds</b>				
General Funds	222,379	547,586	(320,915)	449,050
<b>Restricted funds</b>				
National Lottery Community Fund - Emerging Futures Fund	-	35,800	(17,992)	17,808
Esmee Fairbairn Foundation - Covid grant for BME organisations	-	54,000	(52,779)	1,221
Barrow Cadbury Trust	86,914	-	(42,800)	44,114
Calouste Gulbenkian Foundation	34,699	-	(15,579)	19,120
National Lottery Community Fund - COVID 19 emergency funding	-	166,129	(32,293)	133,836
Esmee Fairbairn Foundation - Covid fast response	-	23,062	(22,648)	414
Esmee Fairbairn Foundation	-	46,124	(44,190)	1,934
	<u>121,613</u>	<u>325,115</u>	<u>(228,281)</u>	<u>218,447</u>
<b>Total of funds</b>	<u><u>343,992</u></u>	<u><u>872,701</u></u>	<u><u>(549,196)</u></u>	<u><u>667,497</u></u>

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**13. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	-	15,655	<b>15,655</b>
Current assets	100,094	928,035	<b>1,028,129</b>
Creditors due within one year	-	(304,758)	<b>(304,758)</b>
<b>Total</b>	<b>100,094</b>	<b>638,932</b>	<b>739,026</b>

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	-	9,175	9,175
Current assets	242,147	480,053	722,200
Creditors due within one year	(23,700)	(40,178)	(63,878)
<b>Total</b>	<b>218,447</b>	<b>449,050</b>	<b>667,497</b>

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

	<b>2022 £</b>	<b>2021 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>71,529</b>	323,505
<b>Adjustments for:</b>		
Depreciation charges	<b>6,947</b>	5,032
Loss on the sale of fixed assets	<b>1,143</b>	-
(Increase)/Decrease in debtors	<b>(160,552)</b>	48,387
Increase in creditors	<b>240,880</b>	2,733
<b>Net cash provided by operating activities</b>	<b>159,947</b>	379,657

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**15. Analysis of cash and cash equivalents**

	<b>2022</b>	<i>2021</i>
	£	£
Cash in hand	<b>752,209</b>	606,832
<b>Total cash and cash equivalents</b>	<b>752,209</b>	606,832

**16. Analysis of changes in net debt**

	<b>At 1 April 2021</b>	<b>Cash flows</b>	<b>At 31 March 2022</b>
	£	£	£
Cash at bank and in hand	<b>606,832</b>	<b>145,377</b>	<b>752,209</b>
	<b>606,832</b>	<b>145,377</b>	<b>752,209</b>

**17. Pension commitments**

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £19,098 (2021 - £20,140) Contributions totalling £Nil (2021 - £Nil) were payable to the fund at the balance sheet date and are included in creditors.

**18. Operating lease commitments**

At 31 March 2022 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2022</b>	<i>2021</i>
	£	£
Not later than 1 year	-	14,577

**19. Related party transactions**

During the year there were purchases of £27,025 (2021: £5,750) from Kline Associates Ltd for consultancy services. The director of the company is husband of Trustee N Kline.

**B: RAP LTD**

England & Wales - Charity number 1115990

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# Accounts

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Registered number: 03693499  
Charity number: 1115990

**B:RAP LIMITED**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2021**

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<b>Trustees</b>	M Connelly I Dehal J Driffill K Greenbank C Harris A Jones N Kline K Kneller A Williams
<b>Company registered number</b>	03693499
<b>Charity registered number</b>	1115990
<b>Registered office</b>	The Arch, Unit F1 48-52 Floodgate Street Digbeth Birmingham B5 5SL
<b>Company secretary and Chief Executive</b>	J Warmington
<b>Independent examiner</b>	Helen Blundell LLB FCA FCIE DChA
<b>Accountants</b>	MHA MacIntyre Hudson Chartered Accountants Rutland House 148 Edmund Street Birmingham B3 2FD
<b>Bankers</b>	The Co-Operative bank PO Box 250 Delf House Skemersdale WN8 6WT

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**B:RAP LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The Trustees present their annual report together with the financial statements of the Company for the 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Objectives and activities**

● **Policies and objectives**

The charity's mission and role:

To help people, communities and the organisations that serve them turn equality into reality, in order to create a society which is more equitable and confident in its diversity.

Our mission - to inspire and lead change that helps our society to address inequality and promote human rights.

The principal objects of the company as set out in the constitution are as follows:

- To eliminate discrimination and encourage equality of opportunity
- To promote equality and diversity and equal rights for a range of excluded groups (in relation to race, gender, sexual orientation, age, disability, religion or belief and gender re-assignment)
- To promote activities to foster understanding between people from diverse backgrounds
- To undertake research into equality and human rights issues and publish the results to the public
- To cultivate a sentiment in favour of equality and human rights

The trustees confirm that in exercising their powers as charity trustees that they have given due regard to guidance on public benefit from the Charity Commission. Policies and procedures are regularly reviewed and updated.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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Achievements and performance

● **Review of activities**

2020/21 will always be embedded in our minds as the year of the pandemic. B:RAP, like many other organisations closed on the 23 March 2020, not knowing what was in store for us as an organisation. Much of what we had secured by way of income in this new financial year – disappeared, as organisations reviewed their commitments and cancelled work. This left B:RAP with a financial hole, and no way of knowing how it would be filled. Unfortunately, demand for B:RAP's work was catalysed by the murder of George Floyd on the 25 May 2020. Unfortunate, because the increased campaigning and activity in support of anti-racism, has come on the back of the death of another Black person. Demand for anti-racist work has imploded – and our reputation for solid and thoughtful work in this area, held us in good stead to be able to respond to many requests for this kind of support. During the last year we have worked with over 100 organisations, some very small organisations, through to large organisations and well-known charities, like Barnardo's and Oxfam UK – all of which have made some kind of commitment to understanding and addressing racism.

This year has also been typified by a holistic move to online work – which has enabled us to meet increased demand. It has also meant that B:RAP has had to learn and adapt its work, so that it can be impactful on an online platform. The health and well-being of the team has been an issue, and we have developed new policies and put in place practical strategies to manage the demands of the on-line world.

At the beginning of 2020, B:RAP was due to celebrate our 21st Anniversary – this event was postponed due to the pandemic, but we were able to re-group and held a fabulous online launch of a new movement to get the equalities movement into shape – The Equality Republic. Throughout this year, the Equality Republic has held some innovative and thoughtful events and has grown in its membership. "Who we are together" has become critical, as we set forth to occupy a world that has been ravaged by the pandemic.

What we do next will distinguish us from the reactive and responsive people we have become – to being more considered and proactive, recognising what this pandemic has showed us about the fault lines in our society, and what is important to us all.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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Achievements and performance (continued)

**Putting 'US' into communities**

The first area of our strategic objectives delves into the intricacy of human behaviours and the influence it has on how we interact with another. During this year we have not been able to undertake any face to face outreach to support this strategic aspiration. We have however, undertaken research to understand people's coping mechanisms throughout the pandemic and to explore what is needed. Our work with civil society organisations, part of the PACT – has continued, online. We have also supported other organisations with listening events and created opportunities for people to connect on a variety of different themes. The University of Birmingham approached us to carry out Big Local and Community Responses to the COVID-19 crisis in real time, enabling us to look at how communities reacted to, and coped with the impact of the pandemic.

We have also been part of a national call to action, initiated by Ubele – to help BME voluntary and community organisations access resources, so that in turn they could support BME communities. In the very early stages of the pandemic, there was a recognition that it was having a more negative impact on poorer and BME communities.

**Putting 'WE' in work**

Approximately 39% of income during this year, was generated through work directly with a range of organisations, whose aspiration was to create a fairer and more just workplace. Not unsurprisingly, much of our work related to developing anti-racist organisations – one which was less likely to create routine discriminatory outcomes between white and BME ethnic groups. In addition to providing workshops that supported people to understand anti-discriminatory concepts in practice, we also ran leadership sessions, coaching sessions and worked to support culture change across whole organisations. Some of this work involved auditing information and creating a 'baseline' from which organisations could measure their progress. The recipients of this type of work ranged from very small organisations, through to large NHS trusts and charities, such as Barnardo's and Amnesty International.

**Putting 'ME' in voice**

We have continued our work with the Royal College of Midwives, supporting them to be more responsive to the experiences of BME midwives. On a similar vein we also ran a course for the NASUWT, again helping their staff to be better able to understand and respond to the needs of marginalised staff and members. The National Lottery Community Fund supported us in our work to continue to offer progressive and evidence-based approaches to further the equality agenda.

**Putting 'YOU' in equality**

B:RAP is a trusted name and game changer in the field of equalities, and have caught the attention of large charities and grant giving organisations, who have acknowledged that we intend to change the way we all live and work together for the better. We have received continued support from Esmée Fairbairn in the shape of Covid-19 grant funding to afford B:RAP further sustainability to continue on its mission and aims in a very uncertain world. We launched The Equality Republic, which is a movement for change, inviting individuals and organisations that work on issues of equality to raise their game.

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**B:RAP LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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Achievements and performance (continued)

**Financial review**

● **Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

● **Reserves policy**

Though financially we have made a profit, we have also deferred income to the next financial year due to outstanding delivery although commissioners have paid in full. B:RAP is committed to sustain its ambition to maintain our reserves level. Having reviewed the reserves policy we have increased the reserve level to £60,000, which is equivalent to approximately three months operational expenditure and contractual liabilities. The current general free reserves (unrestricted funds excluding fixed assets) £439,875 (2020: £217,320). The actual reserves exceed the minimum reserve, which gives the organisation some financial security and allows for development of new opportunities. The policy will continue to be reviewed in light of ongoing strategic planning and development.

The Trustees have noted that B:RAP have accumulated a higher level of reserves throughout the financial year, and discussed the implications of this in relation to B:RAP's charitable aims. As B:RAP's costs have increased, so have our wind down costs and this increase has been reflected in our reserves policy. In addition, the board of Trustees recognise that the nature of B:RAP's work and agenda, does not always place the organisation on a sound financial footing and as a consequence take a longer term view of the organisations finances and the need to 'buffer' the organisation against leaner times.

**Structure, governance and management**

● **Constitution**

B:RAP Limited is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 5 January 1999.

● **Methods of appointment or election of Trustees**

The management of the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum of Association.

● **Organisational structure and decision-making policies**

The charity is governed by its Board of Trustees which meets regularly throughout the year. This work is supplemented by strategic sessions and stakeholder engagement information, which helps the organisation to maintain its relevance and assess its impact. The day to day operation of the organisation is delegated to the Chief Executive Officer and there is a clear policy regarding the delegated authority for this role.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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Structure, governance and management (continued)

● **Policies adopted for the induction and training of Trustees**

All Trustees are recruited against a role description and are invited to B:RAP on the basis of their working expertise, experience or skills. The Board first and foremost wants to ensure that we have Trustees that are fit for purpose and represent a wide range of views and interests. New Trustees have a comprehensive induction process, are provided with an information pack covering the work of the charity and their expected role and are mentored/reviewed in line with the expectations of the role. New Trustees can also opt to be mentored by another more experienced board member to help them to gain a better understanding of their role.

● **Pay policy for key management personnel**

The directors consider the board of directors, who are the charity's trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All directors give up their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 7 to the financial statements. The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark, against pay levels in other similar size run organisations on a voluntary basis.

● **Related party relationships**

None of our Trustees receive remuneration or other benefits from their work with the charity. Any connection between a Trustee or the CEO of the charity or any other organisation must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions are reported in note 18.

● **Financial risk management**

The Trustees have assessed the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

● **Trustees' indemnities**

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty to the charitable company. For the period ended 31 March 2021 this cover was provided by Arthur J Gallagher Insurance.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Plans for future periods**

Like many of us, the pandemic has forced us to think anew about who we are and what we do. Although we only launched our new strategic plan in 2020, we know that it needs to be revisited. No one could have predicted the events of the last year and we need to be ready to address the consequences of this more thoroughly. Plans for the future include:-

- Reviewing the evidence of the last year, and in particular the impact of our interventions, both with individuals and organisations
- Revisiting our models for supporting organisations – being clearer about the evidence we can marshal
- Working to support systems (by this we mean services that have been configured to support the public) . We recognise that these will need to learn and adapt quickly, if they are to provide benefit in the wake of the pandemic.
- Actively supporting employment initiatives – especially in relation to offering opportunities, talent development and leadership
- Working with schools, colleges and higher education
- Reviewing our online presence, so that we can continue to be effective in what we offer
- Growing the Equality Republic movement

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . 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 Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company'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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**K Kneller**  
(Trustee)  
Date: 7 October 2021

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**INDEPENDENT EXAMINER'S REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Independent examiner's report to the Trustees of B:RAP Limited ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

**Responsibilities and basis of report**

As the Trustees of the Company (and 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 the Company's accounts 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 statement**

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 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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:

Dated: 11 October 2021

Helen Blundell LLB FCA FCIE DChA

**MHA MacIntyre Hudson**

Chartered Accountants

Rutland House

148 Edmund Street

Birmingham

B3 2FD

**B:RAP LIMITED**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies		-	589	589	-
Charitable activities	3	325,115	546,997	872,112	643,155
<b>Total income</b>		<b>325,115</b>	<b>547,586</b>	<b>872,701</b>	<b>643,155</b>
<b>Expenditure on:</b>					
Charitable activities	4	228,281	320,915	549,196	502,031
<b>Total expenditure</b>		<b>228,281</b>	<b>320,915</b>	<b>549,196</b>	<b>502,031</b>
<b>Net movement in funds</b>		<b>96,834</b>	<b>226,671</b>	<b>323,505</b>	<b>141,124</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		121,613	222,379	343,992	202,868
Net movement in funds		96,834	226,671	323,505	141,124
<b>Total funds carried forward</b>	11	<b>218,447</b>	<b>449,050</b>	<b>667,497</b>	<b>343,992</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 13 to 26 form part of these financial statements.

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**B:RAP LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03693499**

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**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

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	<b>Note</b>	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
<b>Fixed assets</b>			
Tangible assets	8	<b>9,175</b>	<b>5,059</b>
		<hr/>	<hr/>
		<b>9,175</b>	<b>5,059</b>
<b>Current assets</b>			
Debtors	9	<b>115,368</b>	<b>163,755</b>
Cash at bank and in hand		<b>606,832</b>	<b>236,323</b>
		<hr/>	<hr/>
		<b>722,200</b>	<b>400,078</b>
Creditors: amounts falling due within one year	10	<b>(63,878)</b>	<b>(61,145)</b>
		<hr/>	<hr/>
<b>Net current assets</b>		<b>658,322</b>	<b>338,933</b>
<b>Total net assets</b>		<b>667,497</b>	<b>343,992</b>
		<hr/> <hr/>	<hr/> <hr/>
<b>Charity funds</b>			
Restricted funds	11	<b>218,447</b>	<b>121,613</b>
Unrestricted funds	11	<b>449,050</b>	<b>222,379</b>
		<hr/>	<hr/>
<b>Total funds</b>		<b>667,497</b>	<b>343,992</b>
		<hr/> <hr/>	<hr/> <hr/>

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**B:RAP LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03693499**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2021**

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The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**K Kneller**  
(Trustee)  
Date: 7 October 2021

The notes on pages 13 to 26 form part of these financial statements.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	379,657	51,198
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(9,148)	(1,685)
<b>Change in cash and cash equivalents in the year</b>	<b>370,509</b>	<b>49,513</b>
Cash and cash equivalents at the beginning of the year	236,323	186,810
<b>Cash and cash equivalents at the end of the year</b>	<b>606,832</b>	<b>236,323</b>

The notes on pages 13 to 26 form part of these financial statements

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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1. General information

B:RAP Ltd is a charitable Company limited by guarantee, registered in England and Wales and operates from its registered office of: The Arch, Unit F1, 48-52 Floodgate Street, Digbeth, Birmingham, B5 5SL.

Its principal activities are to address inequality and promote human rights.

2. Accounting policies

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

B:RAP Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in British pound sterling and rounded to the nearest £.

**2.2 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.4 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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2. Accounting policies (continued)

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Office equipment	-	25% straight line
Fixtures and fittings	-	25% straight line

**2.6 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.7 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.8 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.9 Financial instruments**

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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2. Accounting policies (continued)

**2.10 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

**2.11 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.12 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from charitable activities

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Putting 'US' into communities	35,800	9,750	<b>45,550</b>
Putting 'YOU' in equality	77,062	500	<b>77,562</b>
Putting 'WE' in work	-	345,122	<b>345,122</b>
Putting 'ME' in voice	212,253	162,343	<b>374,596</b>
Coronavirus Job Retention Scheme	-	29,282	<b>29,282</b>
<b>Total 2021</b>	<b>325,115</b>	<b>546,997</b>	<b>872,112</b>

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

3. Income from charitable activities (continued)

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Putting 'US' into communities	-	31,440	31,440
Putting 'YOU' in equality	22,842	2,149	24,991
Putting 'WE' in work	76,983	269,721	346,704
Putting 'ME' in voice	151,124	88,896	240,020
<b>Total 2020</b>	<b>250,949</b>	<b>392,206</b>	<b>643,155</b>

Included in the above income from charitable activities are grants provided by:

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
National Lottery Community Fund - Emerging Futures Fund	35,800	-	<b>35,800</b>
National Lottery Community Fund - COVID 19 emergency funding	166,129	-	<b>166,129</b>
Esmee Fairbairn Foundation	46,124	-	<b>46,124</b>
Esmee Fairbairn Foundation- Covid fast response	23,062	-	<b>23,062</b>
Esmee Fairbairn - Covid grant for BME organisations	54,000	-	<b>54,000</b>
Coronavirus Job Retention Scheme government grant	-	29,282	<b>29,282</b>
<b>Total 2021</b>	<b>325,115</b>	<b>29,282</b>	<b>354,397</b>

	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Barrow Cadbury Trust	105,000	105,000
Comic Relief	22,842	22,842
Esmee Fairbairn	46,124	46,124
Calouste Gulbenkian	66,000	66,000
Heart of England Community Foundation	10,983	10,983
<b>Total 2020</b>	<b>250,949</b>	<b>250,949</b>

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

During the year the charity received £29,282 (2020: £Nil) from the government under the Coronavirus Job Retention Scheme funding. There are no unfulfilled conditions or other contingencies attaching to the grant.

4. Analysis of expenditure by activities

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total funds 2021 £</b>
Charitable activities	370,809	178,387	<b>549,196</b>

	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Charitable activities	344,877	157,154	502,031

Analysis of direct costs

	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Staff costs	<b>285,667</b>	272,272
Consultancy and professional fees	<b>55,268</b>	23,254
Marketing and publicity	-	3,482
Seminars, events and training	<b>29,572</b>	10,256
Travel and subsistence	<b>302</b>	35,431
Other costs	-	182
	<b>370,809</b>	344,877

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

4. Analysis of expenditure by activities (continued)

Analysis of support costs

	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Staff costs	<b>80,452</b>	57,970
Depreciation	<b>5,032</b>	3,988
Marketing and publicity	<b>35</b>	605
Seminars, events and training	<b>9,615</b>	13,962
Travel and subsistence	<b>1,243</b>	10,927
Premises costs	<b>29,353</b>	27,920
Other office costs	<b>43,539</b>	32,175
Insurance	<b>1,790</b>	2,861
Legal and professional fees	<b>3,158</b>	1,500
Independent examiner's fees	<b>4,170</b>	5,246
	<b>178,387</b>	157,154

5. Independent examiner's remuneration

	<b>2021 £</b>	<i>2020 £</i>
Fees payable to the Company's independent examiner for the independent examination of the Company's annual accounts	<b>3,720</b>	3,390
Fees payable to the Company's independent examiner in respect of: All other services not included above	<b>450</b>	1,856

6. Staff costs

	<b>2021 £</b>	<i>2020 £</i>
Wages and salaries	<b>314,664</b>	285,331
Social security costs	<b>31,480</b>	27,200
Contribution to defined contribution pension schemes	<b>19,975</b>	17,711
	<b>366,119</b>	330,242

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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6. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<i>No.</i>
Employees	<b>8</b>	<i>8</i>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<i>No.</i>
In the band £70,001 - £80,000	-	<i>1</i>
In the band £80,001 - £90,000	<b>1</b>	<i>-</i>

The higher banding above for 2021 is a non-occurrence payment, pertaining to unused holidays due to delivery demands and cost of living increases.

Key management personnel comprise trustees, the Chief Executive Officer and the Deputy CEO. Two (2020: Two) members of key management personnel were remunerated for their services to the organisation. Total costs of key management personnel (including employer pension and national insurance contributions) were £163,868 (2020: £153,559).

7. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, expenses totalling £NIL were reimbursed or paid directly to Trustee (2020 - £78 to 1 Trustee) for travel expenses to board meetings and other related meetings.

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

8. Tangible fixed assets

	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>			
At 1 April 2020	40,453	6,930	47,383
Additions	8,078	1,070	9,148
Disposals	(4,900)	(450)	(5,350)
At 31 March 2021	<u>43,631</u>	<u>7,550</u>	<u>51,181</u>
<b>Depreciation</b>			
At 1 April 2020	36,426	5,898	42,324
Charge for the year	4,220	812	5,032
On disposals	(4,900)	(450)	(5,350)
At 31 March 2021	<u>35,746</u>	<u>6,260</u>	<u>42,006</u>
<b>Net book value</b>			
At 31 March 2021	<u>7,885</u>	<u>1,290</u>	<u>9,175</u>
<i>At 31 March 2020</i>	<u>4,027</u>	<u>1,032</u>	<u>5,059</u>

9. Debtors

	2021 £	2020 £
<b>Due within one year</b>		
Trade debtors	77,090	66,414
Prepayments and accrued income	38,278	97,341
	<u>115,368</u>	<u>163,755</u>

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**B:RAP LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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10. Creditors: Amounts falling due within one year

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Trade creditors	<b>498</b>	2,251
Other taxation and social security	<b>11,324</b>	8,655
Other creditors	-	2,946
Accruals and deferred income	<b>52,056</b>	47,293
	<hr/> <b>63,878</b> <hr/>	<hr/> 61,145 <hr/>
	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2020	<b>33,887</b>	16,008
Resources deferred during the year	<b>23,700</b>	33,887
Amounts released from previous periods	<b>(33,887)</b>	(16,008)
	<hr/> <b>23,700</b> <hr/>	<hr/> 33,887 <hr/>

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

11. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>				
General Funds	222,379	547,586	(320,915)	449,050
<b>Restricted funds</b>				
National Lottery Community Fund - Emerging Futures Fund	-	35,800	(17,992)	17,808
Esmee Fairbairn Foundation - Covid grant for BME organisations	-	54,000	(52,779)	1,221
Barrow Cadbury Trust	86,914	-	(42,800)	44,114
Calouste Gulbenkian Foundation	34,699	-	(15,579)	19,120
National Lottery Community Fund - COVID 19 emergency funding	-	166,129	(32,293)	133,836
Esmee Fairbain Foundation - Covid fast response	-	23,062	(22,648)	414
Esmee Fairbairn Foundation	-	46,124	(44,190)	1,934
	<u>121,613</u>	<u>325,115</u>	<u>(228,281)</u>	<u>218,447</u>
<b>Total of funds</b>	<b><u>343,992</u></b>	<b><u>872,701</u></b>	<b><u>(549,196)</u></b>	<b><u>667,497</u></b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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11. Statement of funds (continued)

**Statement of funds - current year (continued)**

**Restricted funds**

**National Lottery Community Fund - Emerging Futures Fund**

The project supported individuals to recognize the systems that shape their lives, systems that they are a part of, and that are unconsciously contributed to and help people make active choices by recognising that they have the possibilities of change within themselves. Brap used this funding to help people engage in visioning anti-racist future for Birmingham.

**Esmée Fairbairn Foundation - Covid grant for BME Organisations**

Esmée acknowledges the disproportionate impact COVID-19 continued to have on racialised communities and the discrimination racialised communities have experienced due to funder practice and processes, by offering extra support to organisations led by BME organisations.

**Barrow Cadbury Trust**

The purpose of the grant is to conduct work that builds on the Civil Society's Future report's PACT approach (Power, Accountability, Connection and Trust) in communities. This work includes promotion of the PACT principles and the design and delivery of a PACT course.

**Calouste Gulbenkian Foundation**

Funding to support the development action-learning program led by a group of arts organisations, which builds on the work of the PACT pioneer programme, enabling arts organisations, networks and movements to become early adopters of the principles of the PACT.

**National Lottery Community Fund - COVID-19 Emergency Funding**

Funding for the **Back to Future - Equalities practice for a new generation**. Enabling brap to continue our efforts to support organisations, by offering learning opportunities and disseminating what works. This funding also recognises the need to respond to ongoing unemployment challenges that will be exacerbated by COVID-19.

**Esmée Fairbairn Foundation - Covid fast response**

In response to the coronavirus pandemic, Esmée Fairbairn Foundation's Trustees decided to make £16 million of new funding available this year to support organisations facing financial difficulties as a result of the pandemic, prioritising brap for some support in relation to the grant for our core costs.

**Esmée Fairbairn Foundation**

Core funding to support the delivery of the strategic ambitions of the organisation to challenge unfairness and exclusion. Esmée's support enhanced the position of the organisation so that it is better known Nationally, and therefore more able to make an impact on inequalities.

**B:RAP LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

11. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2020 £</i>
<b>Unrestricted funds</b>				
General Funds	152,868	392,206	(322,695)	222,379
<b>Restricted funds</b>				
National Lottery Community Fund - Civil Society Futures	50,000	-	(50,000)	-
Esmee Fairbairn Foundation	-	46,124	(46,124)	-
Comic relief	-	22,842	(22,842)	-
Barrow Cadbury Trust	-	105,000	(18,086)	86,914
Heart of England Community Foundation	-	10,983	(10,983)	-
Calouste Gulbenkian Foundation	-	66,000	(31,301)	34,699
	50,000	250,949	(179,336)	121,613
<b>Total of funds</b>	<b>202,868</b>	<b>643,155</b>	<b>(502,031)</b>	<b>343,992</b>

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	-	9,175	9,175
Current assets	242,147	480,053	722,200
Creditors due within one year	(23,700)	(40,178)	(63,878)
<b>Total</b>	<b>218,447</b>	<b>449,050</b>	<b>667,497</b>

**B:RAP LIMITED**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

12. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	5,059	5,059
Current assets	155,500	244,578	400,078
Creditors due within one year	(33,887)	(27,258)	(61,145)
Total	<u>121,613</u>	<u>222,379</u>	<u>343,992</u>

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

	<b>2021 £</b>	<b>2020 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>323,505</b>	141,124
<b>Adjustments for:</b>		
Depreciation charges	<b>5,032</b>	3,988
Loss on the sale of fixed assets	-	172
Decrease/(increase) in debtors	<b>48,387</b>	(114,680)
Increase in creditors	<b>2,733</b>	20,594
<b>Net cash provided by operating activities</b>	<b>379,657</b>	<b>51,198</b>

14. Analysis of cash and cash equivalents

	<b>2021 £</b>	<b>2020 £</b>
Cash in hand	<b>606,832</b>	236,323
<b>Total cash and cash equivalents</b>	<b>606,832</b>	<b>236,323</b>

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**B:RAP LIMITED**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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15. Analysis of changes in net debt

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	236,323	370,509	606,832
	<u>236,323</u>	<u>370,509</u>	<u>606,832</u>

16. Pension commitments

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £20,140 (2020 - £17,711) Contributions totalling £Nil (2020 - £2,008) were payable to the fund at the balance sheet date and are included in creditors.

17. Operating lease commitments

At 31 March 2021 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	14,577	24,574
Later than 1 year and not later than 5 years	-	14,577
	<u>14,577</u>	<u>39,151</u>

18. Related party transactions

During the year there were purchases of £5,750 (2020: £Nil) from Kline Associates Ltd for consultancy services. The director of the company is husband of Trustee N Kline.