BREAKING BARRIERS

England & Wales · Charity number 1161901

Details

Status	Registered
Legal form	CIO
Registered	2015-05-29
Register	View on the Charity Commission register

Contact

Address	71-91 Aldwych Aldwych House London WC2B 4HN
Phone	02045410155
Email	enquiries@breaking-barriers.co.uk
Website	www.breaking-barriers.co.uk

Activities

Objects: FOR THE PUBLIC BENEFIT:A)TO ADVANCE THE EDUCATION AND TRAINING OF THOSE GRANTED REFUGEE STATUS, THEIR DEPENDANTS AND THOSE SEEKING ASYLUM IN THE UNITED KINGDOM SO AS TO ADVANCE THEM IN LIFE AND ASSIST THEM TO ADAPT WITHIN A NEW COMMUNITY;B)THE RELIEF OF UNEMPLOYMENT AND FINANCIAL HARDSHIP OF THOSE GRANTED REFUGEE STATUS, THEIR DEPENDENTS AND THOSE SEEKING ASYLUM IN THE UNITED KINGDOM, BY THE PROVISION OF VOCATIONAL SKILLS TRAINING, ADVICE AND SUPPORT;C)TO ADVANCE THE EDUCATION OF THE PUBLIC IN GENERAL ABOUT THE ISSUES RELATING TO REFUGEES AND THOSE SEEKING ASYLUM; ANDD)THE PROMOTION OF SOCIAL INCLUSION FOR THE PUBLIC BENEFIT AMONG PEOPLE WHO ARE REFUGEES, THEIR DEPENDENTS OR SEEKING ASYLUM IN THE UNITED KINGDOM, WHO ARE SOCIALLY EXCLUDED ON THE GROUNDS OF THEIR SOCIAL AND ECONOMIC POSITION.

Activities: Helping refugees living in the UK rebuild their lives through education, training and employment.

Downloaded from opencharities.uk/ew/1161901

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-05-31	£3,598,198	£3,458,835	£1,784,609	68
2024-05-31	£3,870,435	£4,119,778	£1,643,946	80
2023-05-31	£3,798,854	£3,263,174	£1,891,365	66
2022-05-31	£2,851,232	£2,297,573	£1,353,306	50
2021-05-28	£1,834,038	£1,561,285	£703,257	40

Trustees

Name	Role	Appointed
Alba Lamberti	Chair	2024-08-30
Alexandra Lucy Traynor		2025-12-16
Andrew Waidhofer		2020-11-30
Anna Jones		2025-01-31
Helen Downie		2022-08-17
Katie Rickard		2021-03-30

Downloaded from opencharities.uk/ew/1161901

BREAKING BARRIERS

England & Wales - Charity number 1161901

Accounts

Breaking Barriers

Meaningful employment for refugees

Annual Report and Accounts

For the year ended 31 May 2025

2024–2025



Contents

Foreword 2
About us 4
- Our vision, mission and values 4
- Why we exist 5
- Diversity, Equity and Inclusion 6
- Lived Experience Panel 7

Mika's story 8
A decade of impact 10
2024-25: A momentous year 11
- Our year in numbers 12

Esraa's story 13
The people we work with 14
- Who are our clients? 14
- Time waiting for refugee status 17
- Education and qualifications 19
- English language 20
- Work experience and employment status 21
- Labour market knowledge 23
- Professions and job sectors 24
- Interrelated challenges 25

Outcomes and impact 27
- Our corporate partners 28
- Breaking Barriers with Macquarie 29
- Volunteering 30
- Education classes 30

Employment-related outcomes 32
Thomas' story 34
Education and training outcomes 35
Oleksii's story 36
What our clients say 37
Looking ahead 38
Trustees' Annual Report 39
Independent Auditor's Report 47
Financial Statements 51
Reference and Administrative details 71
With thanks 72
Find out more 76

Foreword

It's astonishing how much can happen in a year.

For many of the people we serve at Breaking Barriers – refugees building new lives from the ground up – a year can mean the chance to find safety, stability, and take the first steps towards a new beginning. For others, it's defined by reaching a huge milestone, as they secure meaningful employment and start an exciting, if challenging, new chapter.



Ciara Devlin,
CEO

For the team at Breaking Barriers, the 2024–25 financial year has been no less momentous. In April, we marked our 10th anniversary and reflected on our journey from a start-up established by Matt Powell, with the support of a small, visionary group of donors, to a national charity. Over the past decade, our mission to support refugees into meaningful employment has remained a constant, and we are so proud of our staff, volunteers, funders, donors and partners who have supported 3,848 people during this time.

2024-25 has been our most impactful year yet. We supported 1,450 individuals - the highest number in any single year and a 16% increase on 2023-24. But we know that these aren't just numbers. They represent transformed lives, unlocked potential, and strengthened futures.

Change was a defining theme, as we responded to a world in flux. We welcomed RefuAid's award-winning Language and Re-accreditation Programmes into our service offering.

This was a bold decision amid a difficult funding climate. But it is one that not only strengthened our expertise and reach, but reflects our unwavering commitment to holistic, high-quality support for refugees and asylum seekers.

Beyond our organisation, the shifting political and economic climate also presented new challenges and opportunities. We refreshed our Theory of Change and began redesigning our service model to meet growing need in a sustainable way, with sharper ambitions to reach more people in more places across the UK.

Now, as we look ahead, we do so with hope. Not because the path is easy, but because the people we walk alongside show us what can be overcome with belief, determination and collaboration.

Thank you to everyone who has been part of our journey so far. We can't wait to see what the next year holds for us.



Alba Chiara Lamberti,
Chair of the Board of Trustees

About Us

Our vision

We're Breaking Barriers so every refugee can access meaningful employment and build a new life.

Our mission

We welcome refugees into meaningful employment with advice, experience, and education. We believe in the power of responsible business to change society for the better through our innovative partnerships.

Our values

Mission-led

We put refugees first in everything we do. We listen and respond. We act with integrity. We're focused on impact.



Welcoming

We welcome people of all backgrounds with an open mind. We will make everybody feel comfortable working with us every step of the way. We treat everybody fairly. We champion diversity, equality, and inclusion.



Entrepreneurial

We believe in the entrepreneurial spirit of every individual to build a better life. We believe in the power of responsible businesses to achieve social change. We're brave and bold enough to give new things a go. We're driven by making a lasting impact.



Collaborative

We believe in the power of teamwork and partnerships. We work collaboratively with colleagues to find creative solutions for the greater good. We're proud to share our expertise and knowledge with partners to further our positive impact.



Why we exist

Refugees flee their homes in fear. From war, persecution, and violence. With yet more hardship waiting in the UK. A new country and language. Stigma and suspicion.

While they wait for a decision on their asylum application, most people are not permitted to work, cannot choose where they live, and typically rely on government grants of £7 per day for food, sanitation, and clothing.

After they are granted humanitarian status, refugees still face many obstacles to gaining employment and building new lives.
These can include:

- Language barriers
- Gaps on CVs due to lengthy asylum processes
- Lack of UK work experience
- Non-recognition of qualifications
- Limited understanding of the UK job market
- No local professional network
- Cultural differences
- Public misconceptions and discrimination

Refugees in the UK are almost three times more likely to be unemployed than people born here. And often, they are left to face these barriers alone.

We think that's wrong. And it's why we exist.

Our team at Breaking Barriers, alongside more than 100 volunteers, provides one-to-one advice and guidance, education, and training to support refugees.

We also work with partners and employers to build employability skills and UK experience, provide education and employment opportunities for refugees, and promote inclusive, equitable hiring practices and workplaces.

Together we break down barriers, so that every refugee will be welcomed into meaningful employment. Because we know that employment is about more than just a job.

For refugees, meaningful work doesn't just offer financial independence. It can restore a sense of identity, purpose and belonging. It can help people who've lost everything to connect with their new communities and build new lives. And, at the same time, employers can benefit from welcoming talented new colleagues with skills, experience and potential for innovation that can impact us all for the better.



Diversity, equity and inclusion

Our commitment to diversity, equity and inclusion (DEI) embodies two of our core organisational values – Welcoming and Collaborative. In 2024-25, we built on previous activity to embed DEI even further:

Workplace diversity

We exceeded targets for diversifying our staff profile in age, LGBTQ+, disability, and ethnicity at senior levels. We are working towards increasing ethnic diversity at all levels.



Anna Kingsley-Nyinah, Director of People

DEI Working Group

Our well-established DEI working group:

- Fed into an internal policy review to ensure inclusivity
- Led regular sessions to encourage staff involvement in DEI activities
- Arranged events to celebrate occasions such as Race Equality Week and Mental Health Awareness Week
- Organised 'Deepening Awareness' sessions on global issues to enhance staff knowledge of the challenges faced by our refugee clients and colleagues

Staff support

- We achieved Pregnant Then Screwed accreditation to support our pregnancy, maternity and paternity policies
- We recruited and trained more volunteer Mental Health First Aiders who provide valuable wellbeing support across the organisation

Lived Experience

- We updated and relaunched our Lived Experience Strategy, placing greater emphasis on internal support and career progression, to assist staff from refugee backgrounds or with experience of seeking sanctuary or forced migration. To help us meet these objectives, we also improved our employee data and started a programme to offer targeted learning and development for staff with lived experience
- The voice of diversity and lived experience continued to feature prominently in our work through the Lived Experience Panel, with increasing influence on strategy, operations and amplifying our presence externally

As we continue to embed DEI initiatives across the organisation, we are always learning and evolving our processes. We also remain committed to advocating for DEI and the benefits of diverse workplaces among businesses and employers.

Lived Experience Panel

The Lived Experience Panel (LEP) continues to be a driving force for inclusive change at Breaking Barriers.

Changing how we work

In 2024-25, LEP members contributed more than 400 hours of paid consultancy, embedding their professional and lived experience knowledge across service design, recruitment, partnerships, fundraising, communications and strategic development. The consultants:

- Contributed to our new Theory of Change
- Participated in the DEI working group
- Influenced our DEI strategy
- Designed interview processes to support inclusive recruitment
- Participated in shortlisting and interview panels for new staff and LEP members
- Ensured practices reflected our values and centred clients' voices
- Enhanced internal communications
- Informed HR policy
- Guided staff learning on forced displacement and cultural sensitivity

Representing Breaking Barriers externally

LEP members supported campaigns, contributed to fundraising applications, and represented Breaking Barriers at sector events and roundtables alongside our business and charity partners.

Notably, 100% of staff who worked with the LEP reported satisfaction with their involvement, praising the panel's professionalism and insight.

The LEP's work is about more than representation – it is about co-creation, shared leadership, and shifting power. We are proud to keep building on the panel's valuable contribution together.



Nanou, Lived Experience Consultant

Nanou, Lived Experience Consultant, 2024-25

66 Being part of the Lived Experience Panel at Breaking Barriers has been a powerful leadership journey. One of my proudest moments was interviewing the current and former CEOs of Breaking Barriers, where I brought forward the voices of refugee communities. I also spoke directly with business partners, advocating for fairer employment opportunities and more culturally responsive practices.

These experiences deepened my confidence and positioned me as a changemaker within the organisation. Collaborating with my Breaking Barriers colleagues and panel members, I've helped shape services and policies that reflect real needs.

It's been an honour to lead with purpose and ensure lived experience is at the heart of everything Breaking Barriers does. 99

Find out more about our Lived Experience Consultants

Mika’s story



> I am from Azerbaijan and came to the UK on 21 February, 2016. I still remember that day. Isn't it strange remembering the dates while other people do not even remember their anniversaries?

As a refugee, I faced many challenges – navigating a new system while dealing with language barriers, homelessness, and the responsibility of caring for my disabled mother. It was overwhelming at times, especially not knowing where to turn for support.

For example, when I was granted refugee status, my mother and I became homeless and had to rely on the local council. At the same time, I was trying to continue my education while being my mother's full-time carer.

Despite these challenges, I stayed focused on my goals. I pushed through university and got my degree, and I became passionate about helping others in similar situations.

The support I received from Breaking Barriers has been such an important part of my journey.

While I was still studying, my caseworker was Anisa – she was absolutely lovely and incredibly supportive. After I'd graduated, Abdul became my new caseworker, and he's been even more supportive. I felt quite lost, unsure of what direction to take. We started having regular online check-ins every two weeks. He listened patiently to all my worries – and even my rants!

Thanks to Abdul's support and encouragement, I got a full-time role at the Refugee and Migrant Centre as an adviser and became a Lived Experience Consultant at Breaking Barriers. It's been an amazing journey with Breaking Barriers, and I'm so grateful for everything.

Meaningful employment is about being in a place where I feel I truly belong – working alongside people who share the same mindset and being part of a compassionate and understanding environment where my values are reflected in the work I do.

My ultimate goal is to become a lawyer. I know it's a long and challenging journey, but I'm committed and truly believe I'll achieve my dream. Step by step, I'm working towards building a career that reflects my passion for justice and helping others.

A decade of impact

During 2024-25, Breaking Barriers reached a significant milestone, as we marked our 10th anniversary.

In 2015 our founder, Matt Powell, launched Breaking Barriers' mission to support refugees into meaningful employment from his parents' kitchen table. From those modest but ambitious beginnings, we have since grown into a charity with national reach.

Our Breaking Barriers: Building Futures campaign began in April 2025, creating an opportunity to look back on a decade of our clients' achievements, and ahead to the future we want to see for refugees. It featured 10 of our clients, reflecting on their journey to meaningful employment, plus insights and highlights from 10 Breaking Barriers partners and long-term supporters.

10 years

3,848 clients supported across the UK between 2016-17 and 2024-25



1,920 clients have achieved

3,540 positive outcomes in employment, education and volunteering



1,558 employment outcomes

1,663 education and training outcomes

319 volunteering outcomes

1,435 clients have participated in education programmes



279 group recruitment and skills sessions hosted by **74** corporate partners



50% of clients have achieved a positive outcome during their time enrolled with us

2024-25: A momentous year

In December 2024, Breaking Barriers integrated two successful programmes from partner charity, RefuAid, into our service offering:

Language: Working with English language teaching institutions across the country, this service offers refugees structured tuition to help them achieve a high level of English or gain the language qualifications they need to enter UK higher education or employment.

Re-accreditation: This programme provides expert guidance to help refugees who have international qualifications to achieve the certifications they require to re-enter their chosen field in the UK.

These two services joined our established **Employability Programme**, which provides support and training to help refugees identify, access and apply for workplace and education opportunities. It combines one-to-one advice, group recruitment and skills sessions led by our corporate partners, plus pathways that bring together refugees and employers to build knowledge and create opportunities in specific job sectors.

Each of these programmes tackles different barriers to employment, and in combination they allow us to offer tailored support to meet each of our clients' needs. Because every refugee's situation is unique. As are the skills, talents and experience that they can bring to workplaces across the UK.

We are also excited that the integration of the Language and Re-accreditation Programmes has further expanded Breaking Barriers' geographical reach. We continue to support clients from our hubs in London, Manchester, Birmingham and Glasgow. But our re-accreditation support is offered fully remotely to clients country-wide. And our language education partners provide both online and in-person courses across the UK.



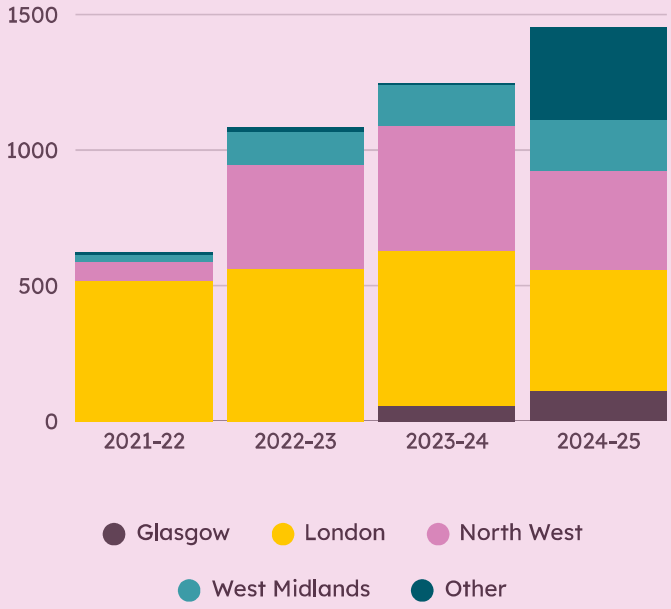
Click to watch the joint CEO interview about the integration of the Language and Re-accreditation Programmes from RefuAid into Breaking Barriers

Our year in numbers

Together, in 2024-25*, our Employability, Language and Re-accreditation Programmes increased Breaking Barriers' impact and allowed us to reach more refugees, wherever they are in the country. 1,450 people benefitted from our support – the highest number in any year to date, and a 16% increase on 2023-24.

**Our financial year runs from June to May.*

Clients supported by location[1]



1,450
clients supported - more than any previous year

+

42%
of clients achieved outcomes

4%
higher than 2023-24

269
new jobs started by clients





90%
of clients reported an improved understanding of their preferred sector of work

904
positive outcomes achieved by

612 clients – the highest number of outcomes ever, and a

27%
increase on 2023-24





126
dedicated volunteers gave one-to-one employability support, mentoring or tutoring to clients

41
group recruitment and skills sessions hosted by

29
corporate partners





88%
of clients reported increased confidence in meeting their employment goals

[1] *Client location is determined either by the Breaking Barriers hub through which they receive support, or their address,*

Esraa's story

> I have a job and I'm studying for my master's degree. People see that and think I'm successful. But I want to share the struggles I went through. So that anyone reading this is inspired to help refugees. Or, if you are a refugee, to show that you just have to keep working and waiting for your time.

I'm from Sudan. I have two degrees in computer science, and I worked as an ICT teacher for primary children. I'd worked since I'd graduated, I lived a good life, and I was very independent.

I arrived in the UK to study a master's degree in business analysis and consulting. However, war broke out in Sudan, my company was no longer able to sponsor my studies, and it was not safe for me to go home. In one moment, I went from excitement for my master's, to becoming a refugee. I lost everything.

I started to apply for jobs. It was so hard. Most companies didn't answer my applications. I had some interviews but I didn't get the jobs and they didn't give me any feedback, so I didn't know how to improve.



Then I came to Breaking Barriers and I met Safia, my Employment Adviser. We worked on my CV and cover letters. She also helped me with my interview skills. I went on courses and workshops with Breaking Barriers and their partners too.

Safia saw my potential and helped me gain the confidence to apply for jobs where I could develop my skills. I applied for a role as an Employer Engagement Officer and got an interview. This was good news! Breaking Barriers helped me to prepare and, 10 minutes after I left the interview, the manager called me and offered me the job.

I came to the UK to complete my master's, and that is still my primary goal. I began my course in September 2024, but I've continued working at the same time. I also hope to pass my driving test soon, and become fully independent again.

The people we work with

Who are our clients?

Breaking Barriers supports people in the UK who've been granted refugee status or other humanitarian protection – such as those with visas under the 'Ukrainian Family' or 'Homes for Ukraine' schemes, and British National (Overseas) visa holders from Hong Kong.

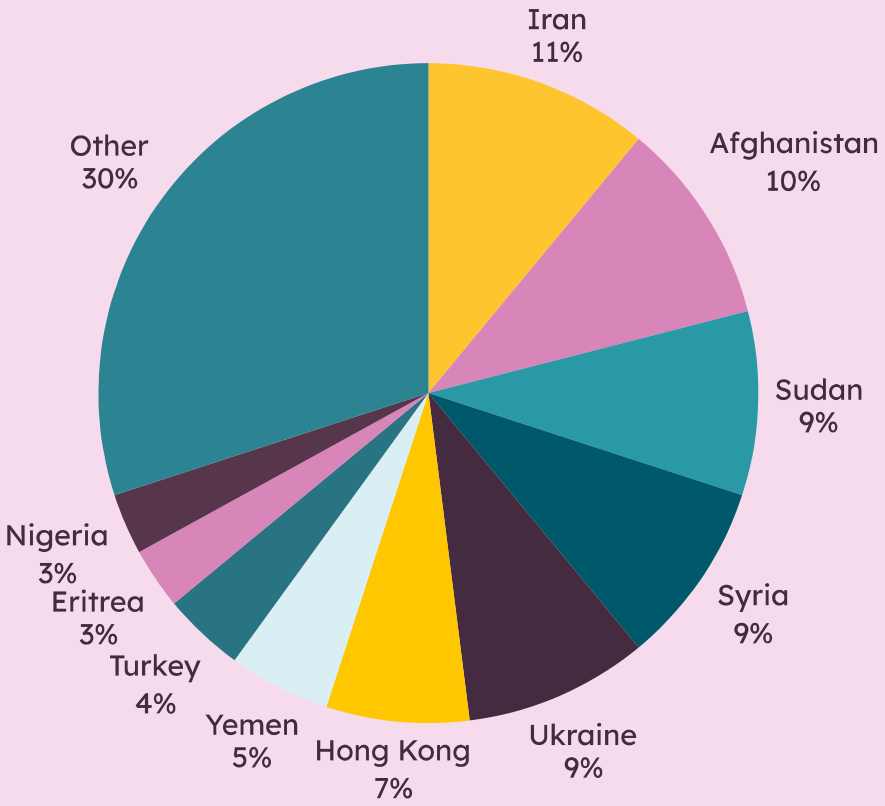
We also support, asylum seekers who have the right to work and, on our Language Programme, those who have the right to study in the UK.

Our clients have a diverse range of backgrounds and experiences. Here is a snapshot of the people we supported in 2024-25.[2]

Country of Origin

Our clients came from 76 countries, but almost half were from just five: Iran, Afghanistan, Sudan, Syria and Ukraine.

Top 10 countries of origin

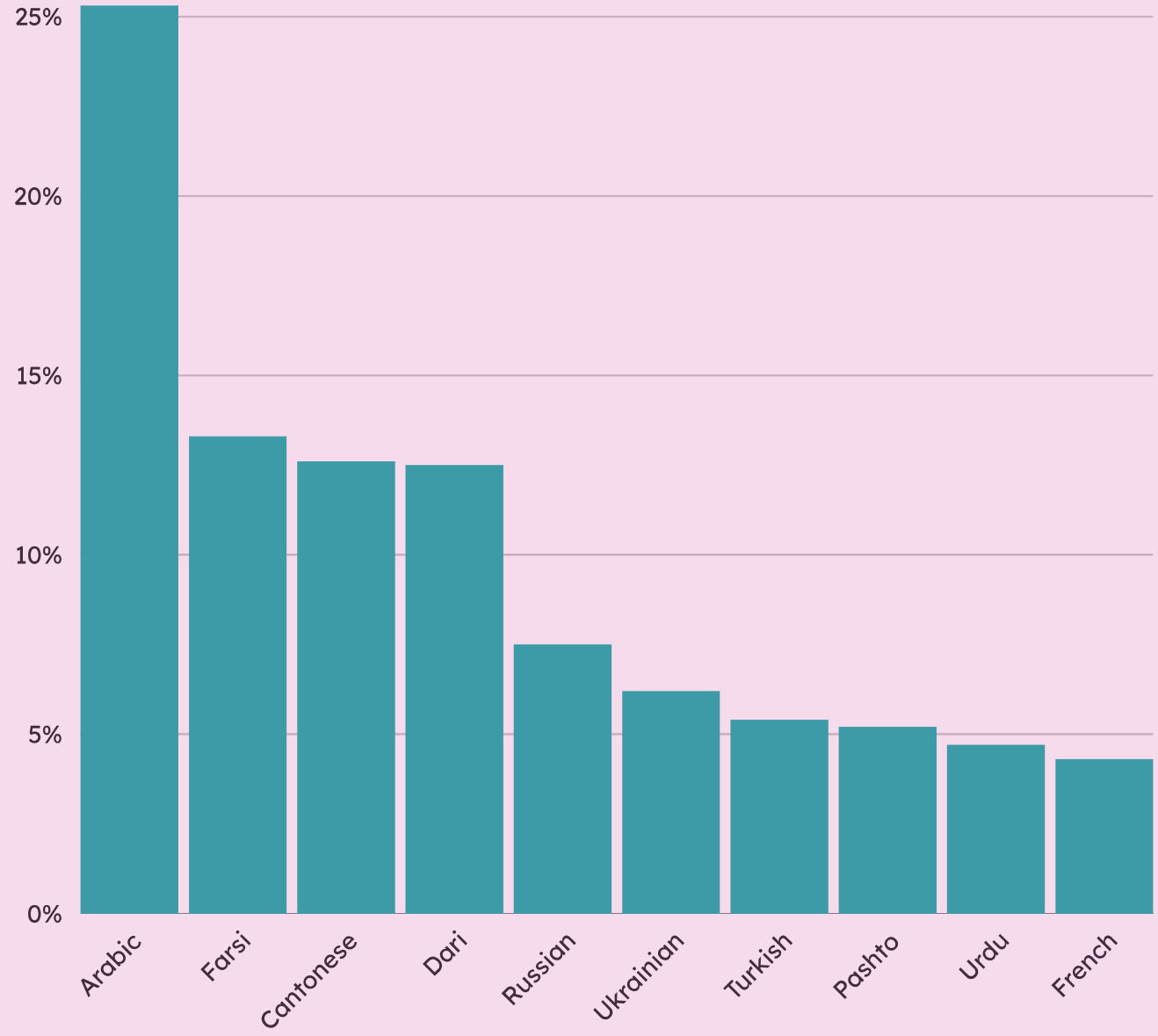


[2] *The information collected about clients receiving employability support differs from that historically collected for the Language and Re-accreditation programmes integrated from RefuAid. Where specified, insights for 2024-25 relate to a sub-set of clients.*

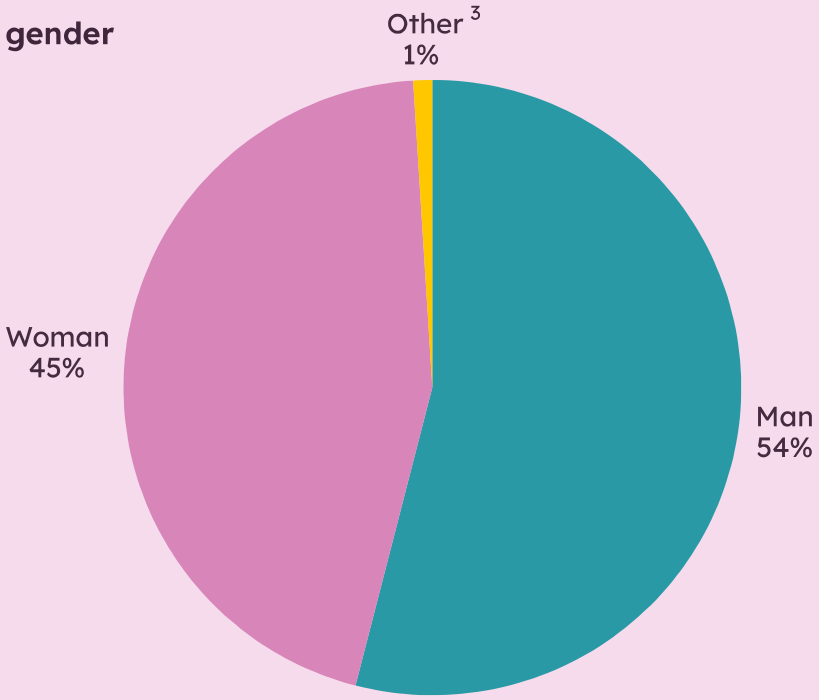
Languages

More than 100 languages are spoken by clients on our Employability Programme, with the most common being Arabic, Farsi, Cantonese and Dari.

Top 10 languages spoken by clients



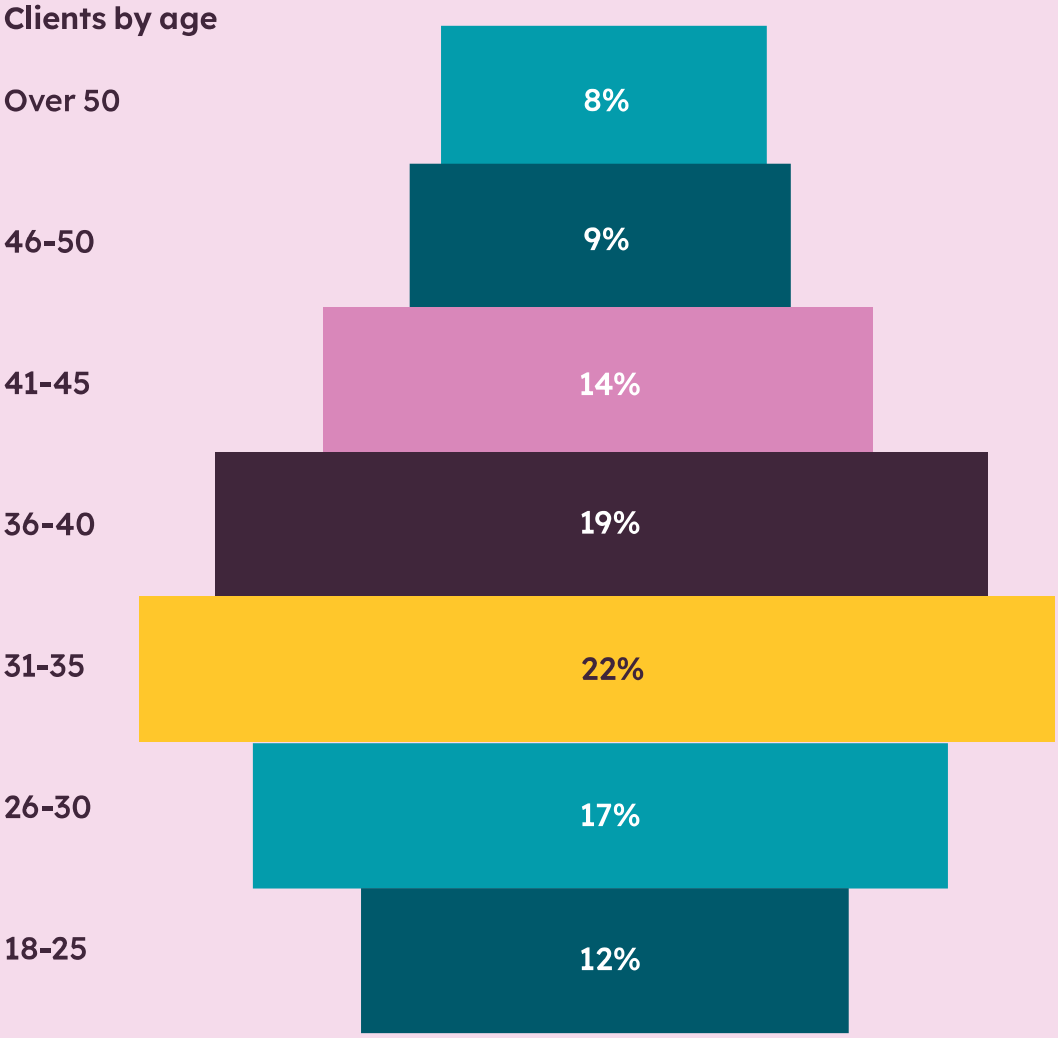
Clients by gender



Gender

54% of our clients identify as a man and 45% identify as a woman. This compares with 58% and 41% respectively in 2023-24.

Clients by age



Age

Our clients' ages range from 18 to 50+. Over two-thirds are aged 40 or under.

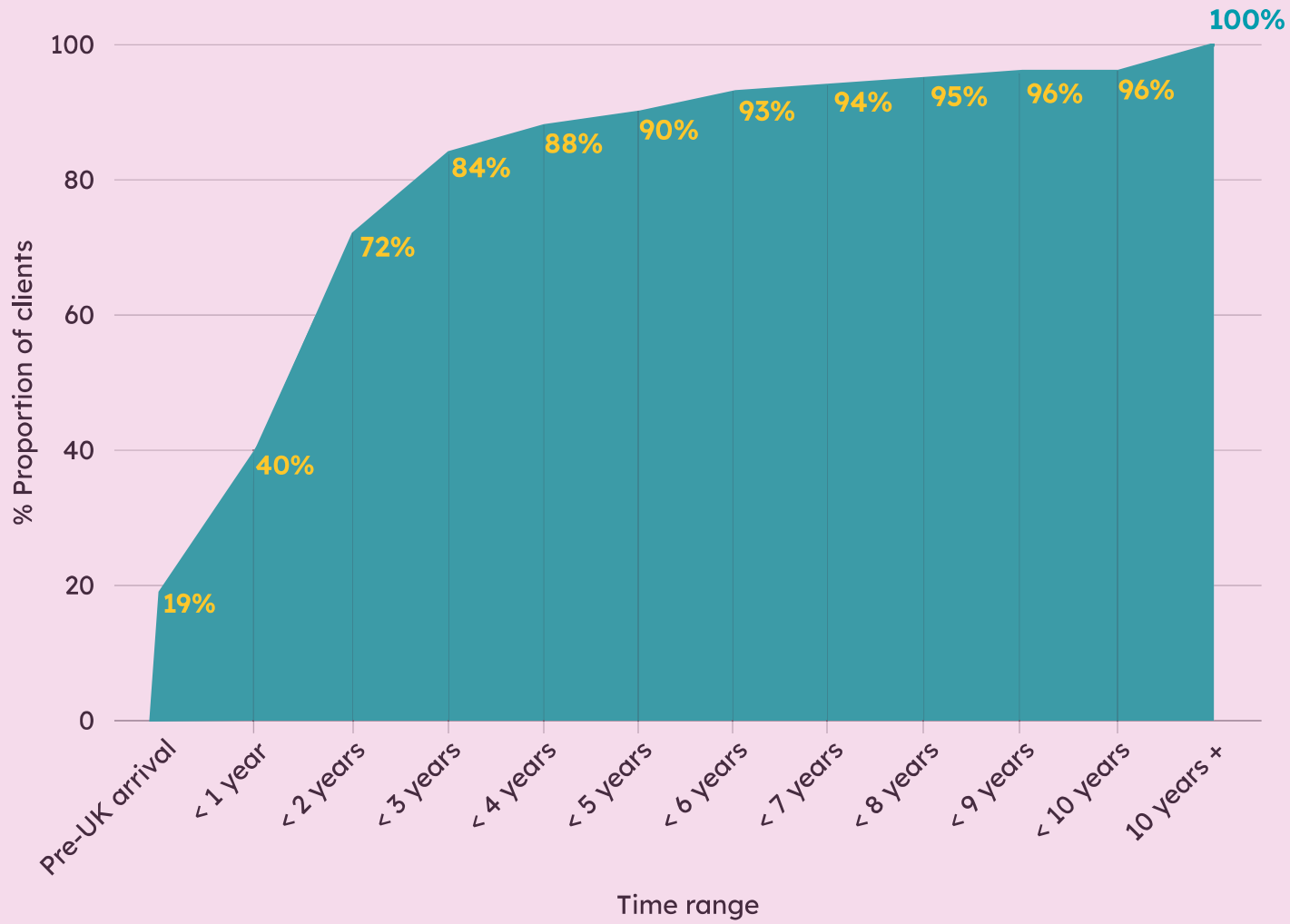
[3] *'Other' includes one non-binary client and where the client's gender is not known*

Time waiting for refugee status

Our data indicates that more than a quarter of clients receiving our employability support in 2024-25 had waited for over two years to receive their refugee status. Some waited considerably longer – with 4% waiting 10 years or more.

Because most of our clients are only permitted to work after their asylum claim has been granted, many face lengthy gaps on their CVs and risk falling behind with the skills and advancements in their industries.

Clients by time spent awaiting refugee status





Rebecca,
Employment Adviser

66 My caseload includes clients at different stages of their lives and in a range of circumstances. While it is rewarding to support those beginning their careers — helping them explore options and what excites them — it's equally inspiring to work with experienced clients who are retraining in a new industry or returning to a familiar one. 99

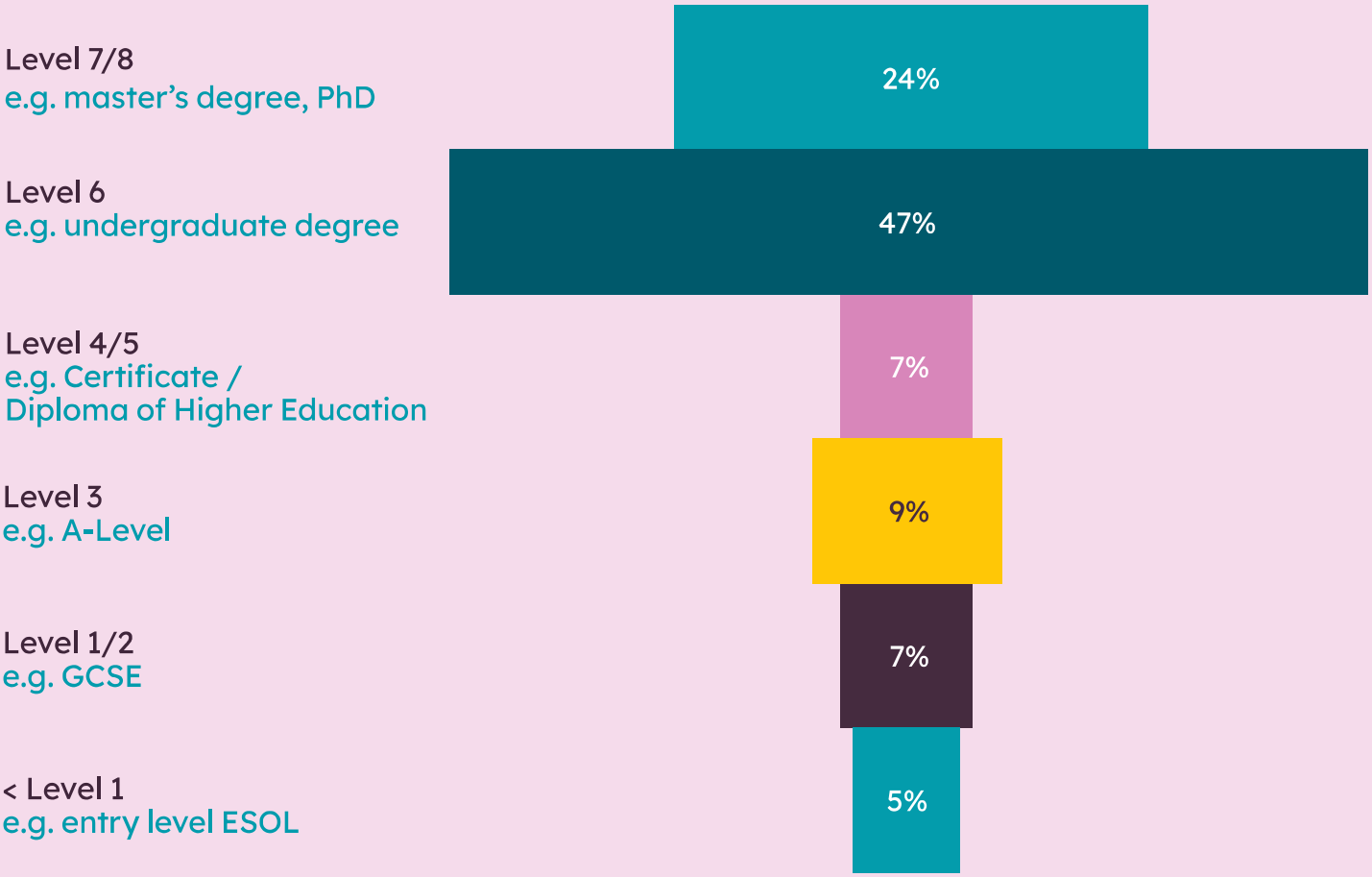
Education and qualifications

Most of our clients are highly educated. Our data indicates almost three-quarters (71%) of those supported in 2024-25 have at least an undergraduate degree or other Level 6 qualification, such as a Graduate Diploma. And 24% hold a master's degree, PhD or other Level 7/8 qualification.

Overall, our clients have a higher level of education than the British public as a whole. 78% of clients have at least a Level 4 qualification (eg, Certificate/Diploma of Higher Education or equivalent), compared to 37% of the general public.

For more information on British Qualification Levels, visit: https://www.gov.uk/what-different-qualification-levels-mean

Highest level of client education



[4] *Based on 2021 census data from the Office for National Statistics (for England & Wales) and the Northern Ireland Statistics and Research Agency, and 2022 census data from Scotland's Census. Census data is for residents aged 16 or above, so may understate education levels relative to Breaking Barriers clients, who are all aged 18+.*

English Language

Learning a new language is one of the biggest challenges many refugees face when they reach the UK.

Nearly 90% of the people we supported in 2024-25 were recorded as having good English speaking ability at enrolment. But complex language in recruitment or contracts can still create a barrier to employment. Whilst workplace jargon and unfamiliar communication styles can make jobs harder for those who are learning English.

Breaking Barriers works one-to-one with clients to help them navigate recruitment and onboarding processes. We also support corporate partners to make recruitment more accessible and open-up job opportunities to our clients. And we work with professional bodies to try to set inclusive recruitment standards across industries.

We also work alongside a network of over 160 language teaching institutions across the UK to address the fact that applicants for many jobs – and most higher education courses – must pass an English language test.

Preparing for and taking these tests can be time-consuming and expensive, often putting jobs or courses out of reach for refugees and asylum seekers. So, we connect clients with free, structured English tuition, and cover travel and exam costs, to help them achieve the qualifications they need to enter university or rejoin their previous profession.

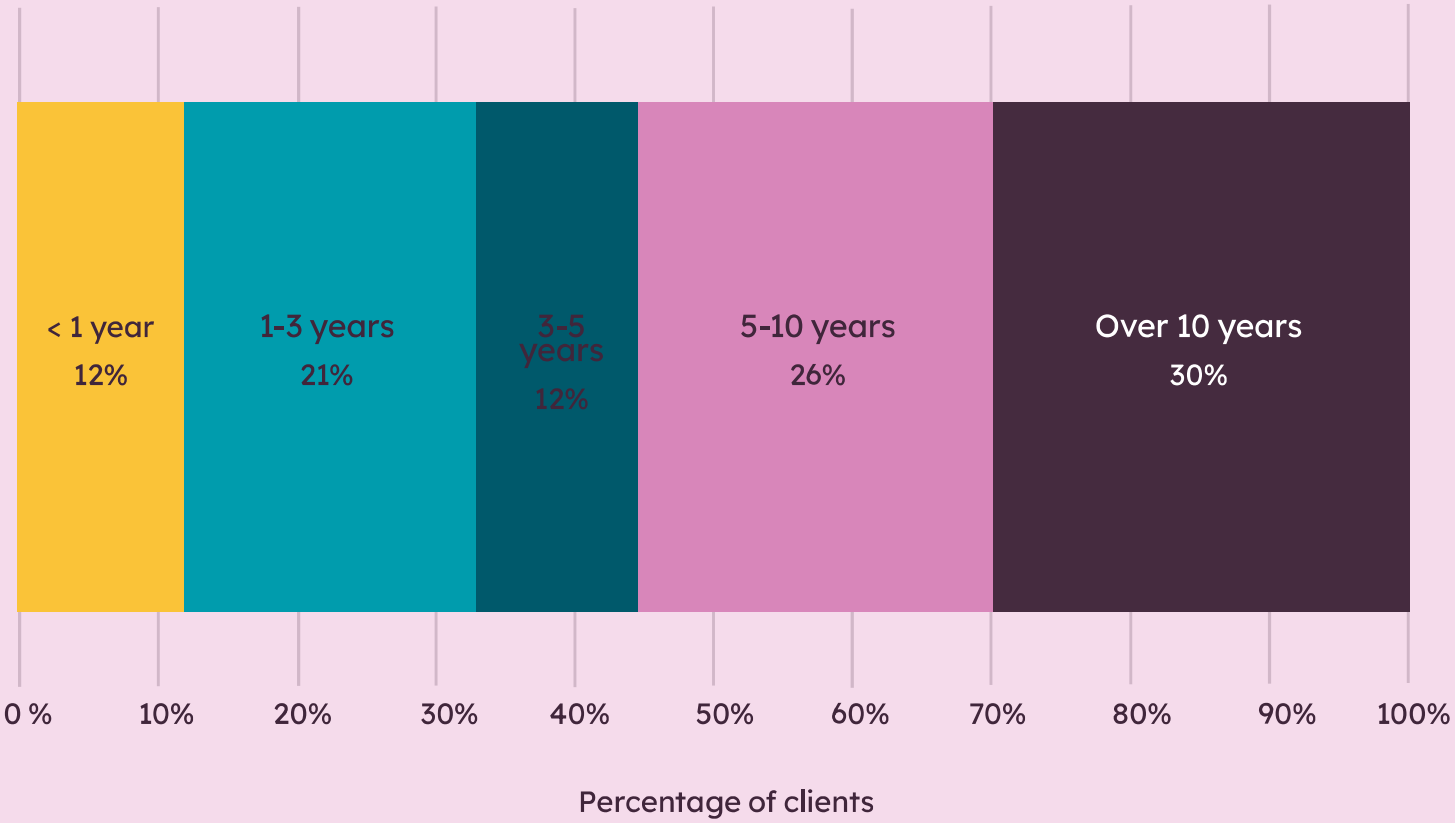


Work experience and employment status

Before enrolling with us, most of the people we supported in 2024-25 had substantial work experience abroad or in the UK. Our data indicates that two-thirds had at least three years' experience, while 30% had worked for 10 years or more.

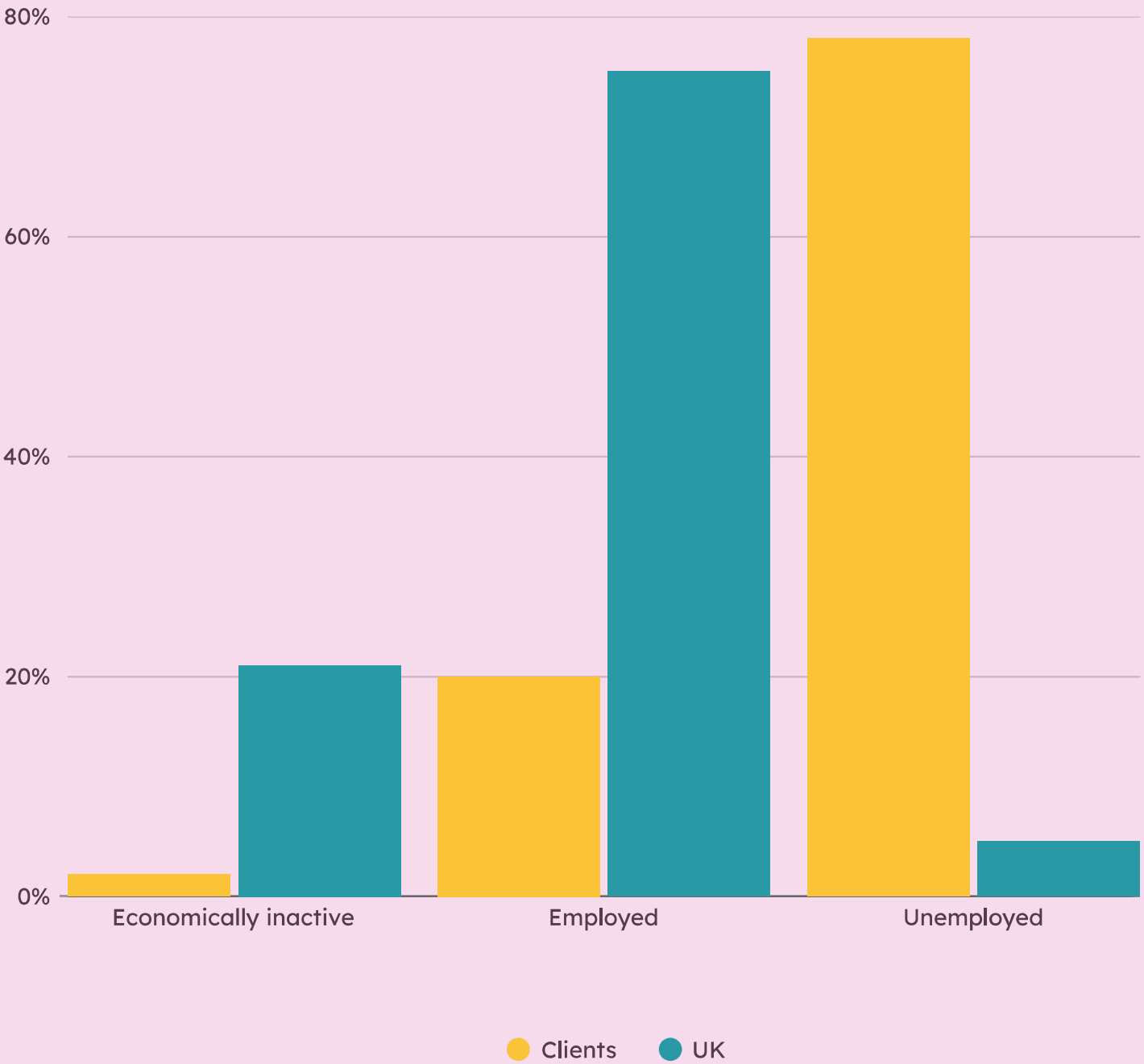
Despite high levels of education and experience, and four fifths having already started their job search, 78% of clients on our Employability Programme were unemployed when they enrolled with us. This compares to 5% of the UK population as a whole, and reflects the many challenges refugees face when looking for work in the UK.[5]

Years of work experience at enrolment



5 *Office for National Statistics Labour Market Overview July 2025*

Clients' employment status at enrolment



Labour market knowledge

One of the barriers between refugees and meaningful employment is understanding how UK recruitment processes and the labour market work.

When they enrolled, three quarters of clients on our Employability Programme felt they knew where to look for job opportunities, and over 70% had applied for jobs in the previous three months. But almost half of those who'd started their job search had never had a UK job interview, and nearly a third had been looking for work for at least a year.

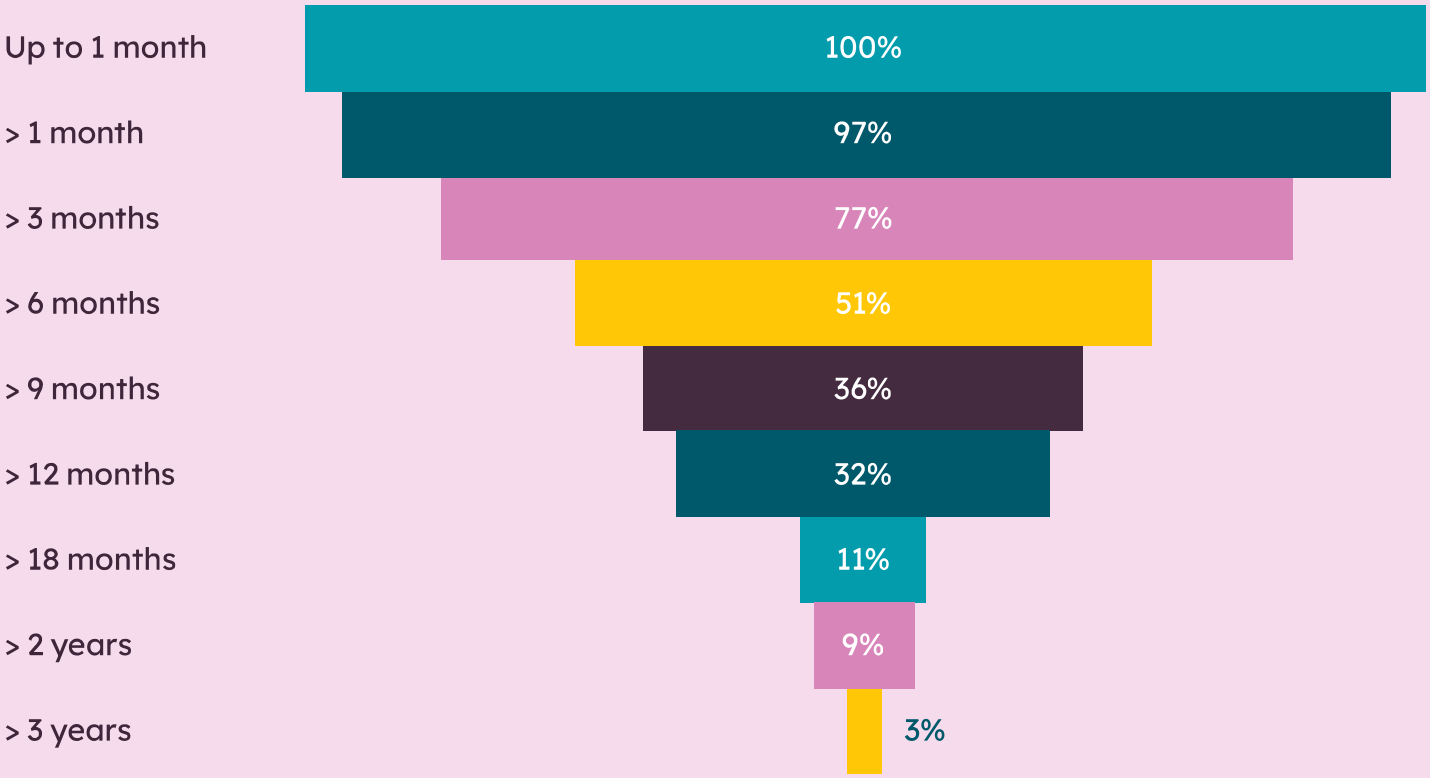
Our one-to-one employment advice, client workshops with corporate partners, and sector-specific training pathways can all help bridge the gaps in refugees' knowledge of the UK and improve their chances of success in job applications.

87%
of employability clients had a CV when they enrolled, but only

43%
felt confident about writing a cover letter



Active job seekers:
Time looking for work pre-enrolment



Said, Employability Programme client

66 Before joining Breaking Barriers, I had attended a few interviews but was unsuccessful. At that time, I lacked confidence and wasn't sure how to approach job applications or interviews, especially since I had no work experience in the UK.

After joining Breaking Barriers, my confidence started to grow. I even began considering new career paths. Breaking Barriers helped me see different options and opened my mind to new opportunities. Even though I only attended one job club session, it gave me the knowledge and confidence I needed to move forward and prepare for interviews. During a one-to-one Zoom session, I practised answering interview questions, which really helped me prepare.

Shortly after that, I attended my first interview since joining Breaking Barriers, and I got the job! This experience showed me just how valuable the support from Breaking Barriers is. Sometimes, people just need a small spark to ignite their potential. 99

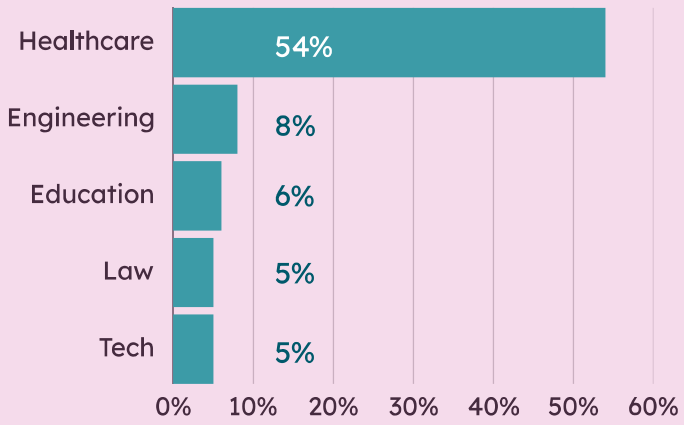
Professions and job sectors

Clients join us with a wide variety of employment goals. For example, they may be seeking their first UK work experience, looking for a role where they can build their English skills, or trying to progress from insecure employment.

But many of our clients have a specific employment path in mind and need help either to access specific training or education, or to restart previous careers. These goals are a particular focus for our Language and Re-accreditation Programmes.

In 2024-25, our Language and Re-accreditation teams supported a diverse range of professionals, from doctors and teachers to electricians, pharmacists and even a Merchant Navy Officer. Healthcare was the most popular sector within these programmes – with over half of clients wanting to kickstart their UK career in this field.

Top employment sectors for Language and Re-accreditation clients



Interrelated challenges

The challenges and barriers faced by refugees are complex and interrelated. So, whilst we focus on refugee employment, we work alongside organisations with other expertise to extend the support for our clients. In particular, we refer clients to – and have clients referred to us by – organisations that provide support with housing and mental health.

Homelessness

Many of our clients struggle with homelessness and insecure housing.

The percentage of clients on our Employability Programme who were homeless at enrolment fell outside London in 2024-25. However, over a quarter were experiencing homelessness when they joined us. This creates many challenges and can affect people's ability to find employment.

For example, clients without a secure home may not know how long they'll be living in a particular area. They may not have access to WiFi, or a desk or table to sit at. And they may be in overcrowded or shared accommodation without a private space for online job interviews or to work.

Employability clients experiencing homelessness



Mental health

The proportion of our employability clients who said they were experiencing mental health difficulties when they joined us fell from 25% in 2023-24 to 21% in 2024-25. However, this still means that one in five reported that they regularly struggled with their mental health.

It's also important to note that, due to ongoing stigma and different cultural perceptions or understanding of mental illness, this challenge may be under-reported.

The causes of mental health challenges for our clients are often complex, but can include:

- Complicated and lengthy legal and asylum processes
- Homelessness or insecure housing
- Language barriers
- Financial stress
- Fears for family and friends who are unsafe
- Racism, discrimination and prejudice
- Trauma
- Social isolation

Aziia,
Employability Programme client

66 I am very grateful for Breaking Barriers' support. Maybe I haven't achieved any significant or desired results yet, but what I've done and where I am now is also an achievement for me. Because honestly speaking, this was the most psychologically difficult year of my life and I'm glad that I went through certain things in it, and I was not alone. 99

Outcomes and Impact

Thanks to the determination of our clients, dedication of our teams, and the support of our volunteers, partners and donors, 2024-25 was a record-breaking year for Breaking Barriers.

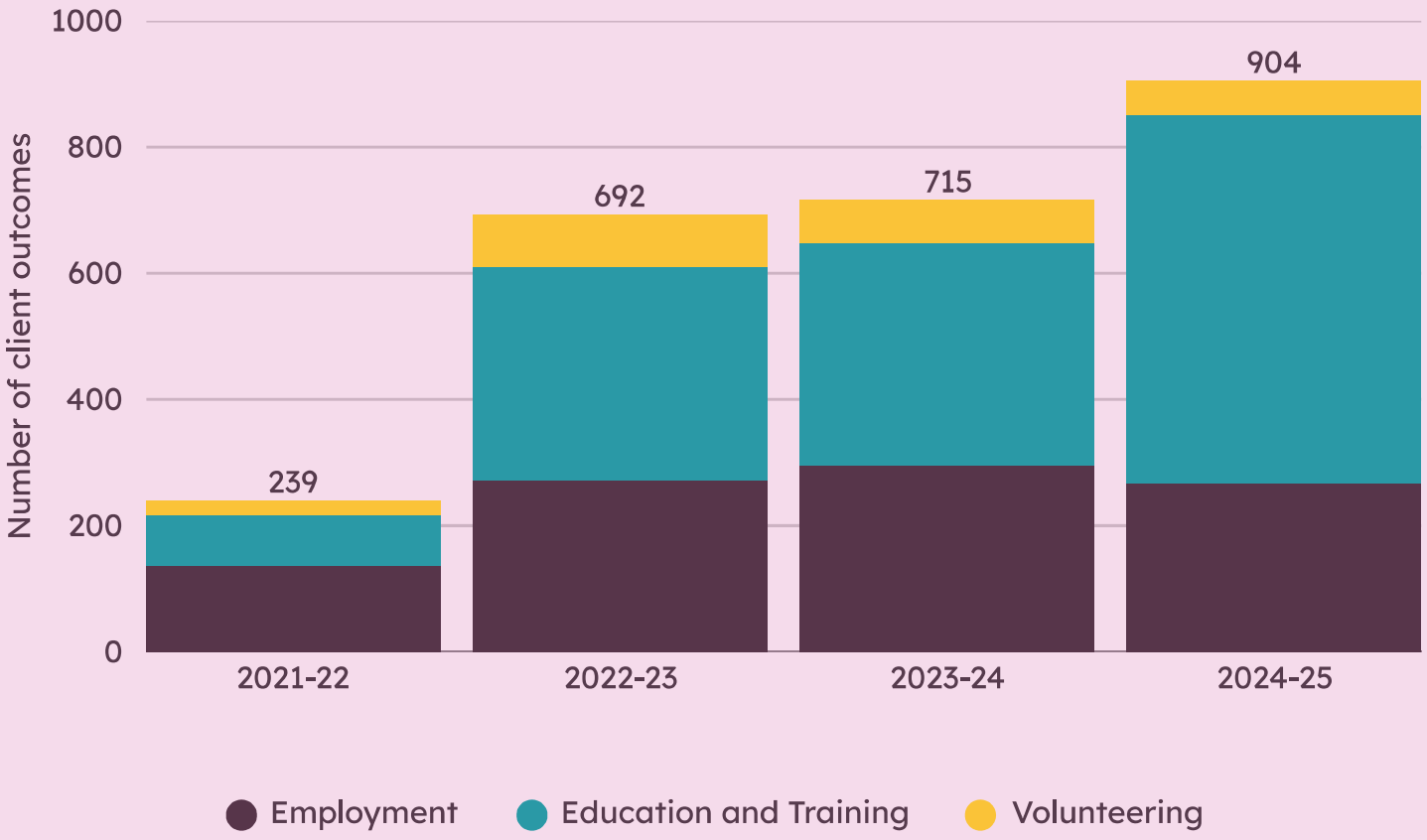
Across our Employability, Language and Re-accreditation Programmes, we supported a total of 1,450 clients. This is more than any previous year, and 16% higher than 2023-24.

2024-25 also saw 612 clients achieve a record 904 positive outcomes on their employment journeys. These outcomes include starting jobs, achieving education or training goals, or entering volunteering – which can help refugees to gain UK work experience, practise English and integrate into their new communities.

The number of outcomes is a 27% increase on 2023-24. And the percentage of clients achieving at least one outcome also increased, from 38% in 2023-24 to 42% in 2024-25.

Here, we highlight some of the key factors behind these figures, before exploring our clients' employment, education and training outcomes in more detail.

Client outcomes by year



Our corporate partners

We believe in the power of responsible business to change society for the better. And our corporate partnerships can help to meet the needs of refugees at various stages of their employment journey.

Our partners provide critical funding for our services, free access to training and other resources, employment opportunities and, in many cases, hands-on assistance for refugees.

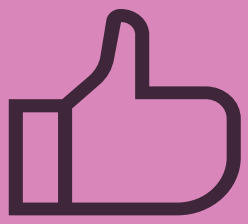
In 2024-25, 192 clients were supported in 41 group recruitment and skills sessions delivered by 29 of our corporate partners. These included:

- Jobs fairs that create opportunities for clients to connect directly with a range of local employers
- Insight sessions on sectors as diverse as law, health care, and green jobs
- Employability workshops on topics ranging from CVs to transferable skills and using AI in job searches.

Clients may join individual sessions, or a pathway of events focused on building knowledge and experience of a particular sector. These pathways can also lead directly to paid work experience for our clients.

85%
of clients giving feedback on workshops felt their confidence applying for jobs and their understanding of the UK workforce had increased.

84%
also felt that the workshops had increased their job interview confidence.



Laura Mountain,
Head of Foundation, Social Value & Sustainability, City & Guilds Foundation

“Working with partners like Breaking Barriers is absolutely critical for achieving our social impact goals. We simply couldn’t do it without them.”

Breaking Barriers with Macquarie

66 At Macquarie, we're passionate about driving social impact through both our financial and non-financial resources. We recognise that many people face systemic barriers to employment, so much of the Macquarie Group Foundation's support focuses on building effective pathways into work. Given this, working with Breaking Barriers felt like a perfect fit.

We began our collaboration with three main goals:

- **To support refugees by funding Breaking Barriers' employment and education programmes**
- **To contribute directly to individuals achieving employment outcomes**
- **To grow national support through skills-based volunteering within Macquarie.**

The immense challenges refugees face, from language barriers to lack of UK work experience, make them around three times more likely to be unemployed than UK-born individuals. Such challenges can't be fixed overnight. But we are proud to have supported the achievements of many Breaking Barriers' clients.

Our CV and Interview Skills workshop, led by volunteers from Macquarie, showed how meaningful direct connections with refugees can be for all involved. This was demonstrated more recently at Employer Insight Sessions, where Macquarie employees shared their personal employment journeys, and offered advice to attendees.

Being part of Breaking Barriers' Business Behind Refugees movement has connected us with like-minded companies across sectors.



Rachel Engel,
Regional Director of the Macquarie Group Foundation

This unique, non-profit-led initiative offers a safe space for collaboration, allowing us to share best practices and increase our collective impact.

Reflecting on the past year, the personal stories of refugees like Fatima and Nanou, from Breaking Barriers' Lived Experience Panel, have been especially inspiring. These stories bring the data on employment barriers and support programmes to life, reinforcing the importance of listening to those with lived experience.

Meaningful collaboration has been key to success. By respecting each partner's expertise and including refugees in decision-making, we have created a truly impactful partnership. We encourage our employees to engage in ways that suit them best, whether through workshops, mentoring, or fundraising challenges with matched donations.

In summary, if your company seeks to address systemic employment barriers and support motivated, talented individuals, a collaborative partnership with refugees could be the right fit. 99

Volunteering

Volunteers play a vital role in supporting Breaking Barriers' clients.

In 2024-25 this included workshop volunteering by corporate partner employees, volunteer-led, one-to-one employability sessions covering everything from job searches to interview practice, and longer-term relationships between clients and a volunteer tutor or mentor.

Volunteer tutoring is allied primarily with our Language Programme. It pairs teachers with refugees who need one-on-one support to develop their English language skills to enter employment or education.

Mentoring is an established part of Breaking Barriers' work. It connects clients with someone who has experience in a particular role or sector, or who is able to give guidance to help them progress into a better role.

With the integration of the Re-accreditation Programme, we are also excited to be partnering with the CIPD Trust, whose commitment to opening doors for refugees through mentoring and professional development has transformed lives. Together, we connect refugee professionals with experienced UK-based volunteers who provide not only career guidance but also encouragement and confidence, helping refugees believe in the possibility of rebuilding meaningful careers in the UK.

Jolie,
Breaking Barriers volunteer

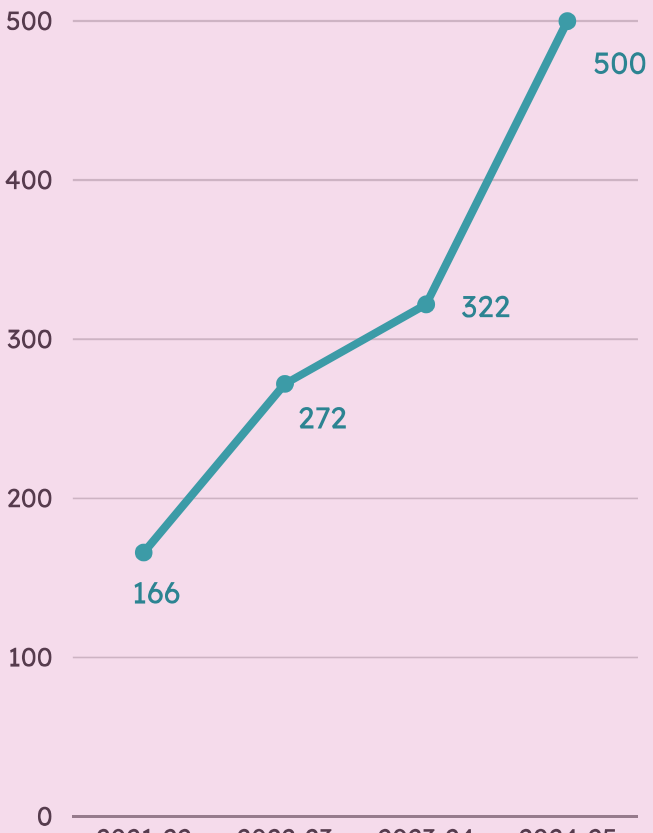
"Volunteering at Breaking Barriers broadened my own world outlook and gave me a better understanding of the hurdles faced by refugees in the UK. I was humbled by the experiences the clients had been through and the challenges they had overcome to get to the start of their life in the UK. Their resilience impressed me greatly."

Education classes

We supported 500 clients to access education opportunities in 2024-25. Because of the integration of the Language Programme, this was an increase of 55% compared to 2023-24, and more than triple the number of clients in 2021-22.

The education support offered during the year comprised a mix of education classes delivered in-house and structured English courses offered by our UK-wide network of partner language schools, universities and online learning platforms.

Clients participating in education programmes





Fiona Dunlop,
Principal at Wimbledon School of English

66 Wimbledon School of English has a long and rewarding history working with the Language Programme, which was part of RefuAid and is now part of Breaking Barriers. We have offered nearly 100 scholarships to students from the programme since 2016 and look forward to welcoming many more.

We have had so many positive results from the students coming to study with us over the years. They are always inspirational and driven, bringing so much to our student body and to the school in general. We are humbled by their stories, their efforts and their progress as we see them making friends, achieving academic goals and rebuilding study journeys or careers.

We thank Breaking Barriers for all that it does in allowing us to support these students. Its support and hard work makes this happen so seamlessly. All in all, it's a great partnership, building something positive in the lives of those in need of a little support, through no fault of their own. 99

Employment related outcomes

Despite a challenging economic climate, our teams were proud to support 219 clients to achieve 269 new jobs in 2024-25.

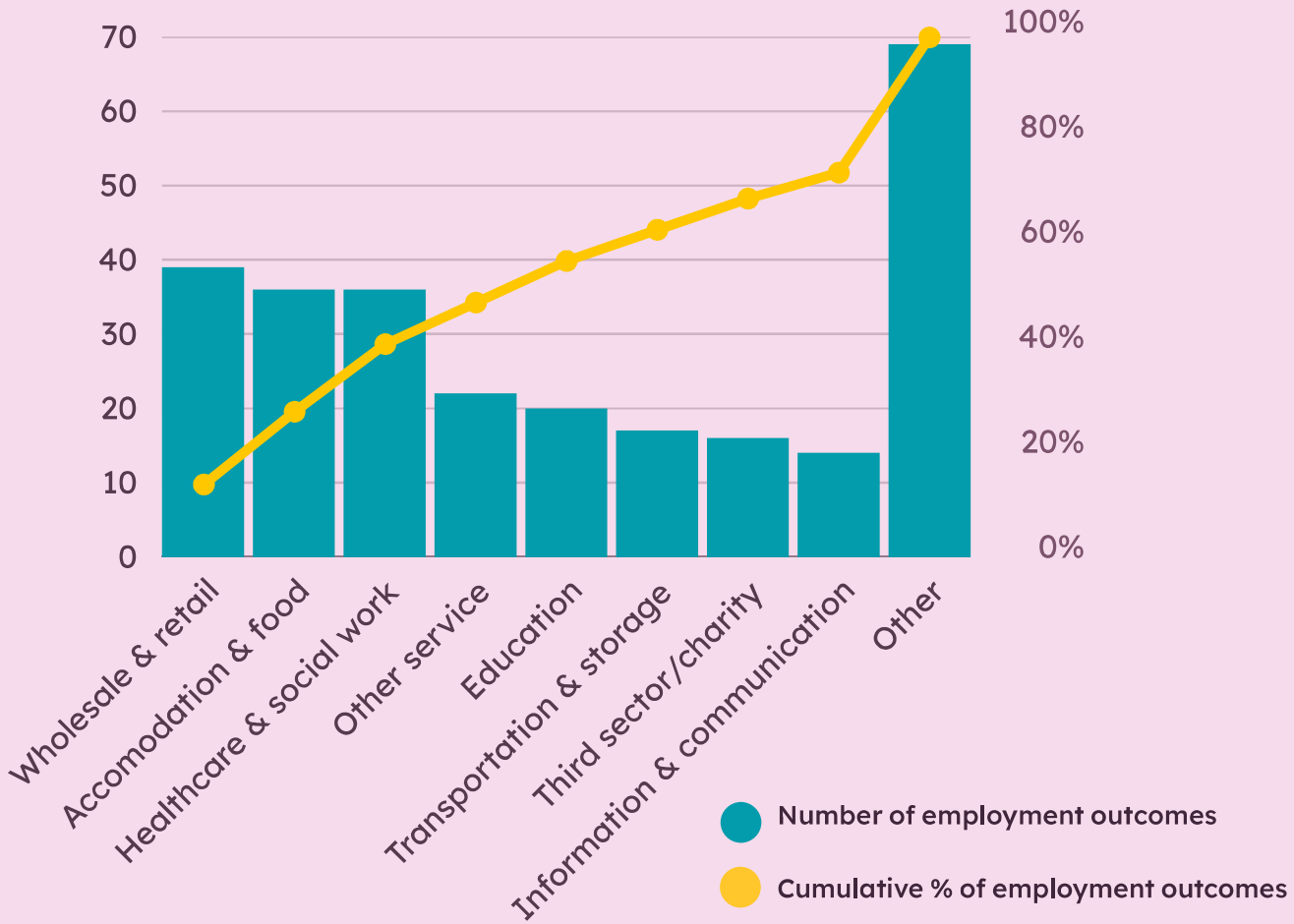
The top three sectors for employment outcomes were:

- Wholesale and retail
- Accommodation and Food
- Health and social work

Client employment outcomes by sector

In 2024-25, our clients secured jobs in a wide range of industries, from construction and engineering to the arts and entertainment. But almost three-quarters gained positions in just eight sectors.

Top sectors for clients' new jobs



How does this compare to the UK population as a whole?

The proportion of Breaking Barriers clients entering jobs in the accommodation and services sectors is significantly higher than the proportion of UK workers in these industries. Our clients were also over-represented in wholesale and retail roles, following a -3% under-representation relative to the UK workforce in 2023-24.

The sectors our clients entered at the lowest rate relative to overall UK employment were professional, scientific & technical activities, and administrative & support services. But, with the integration of the Language and Re-accreditation Programmes, previous under-representation in health & social work (-5% in 2023-24) and education (-4% in 2023-24) largely disappeared in 2024-25.

Role seniority and contracts

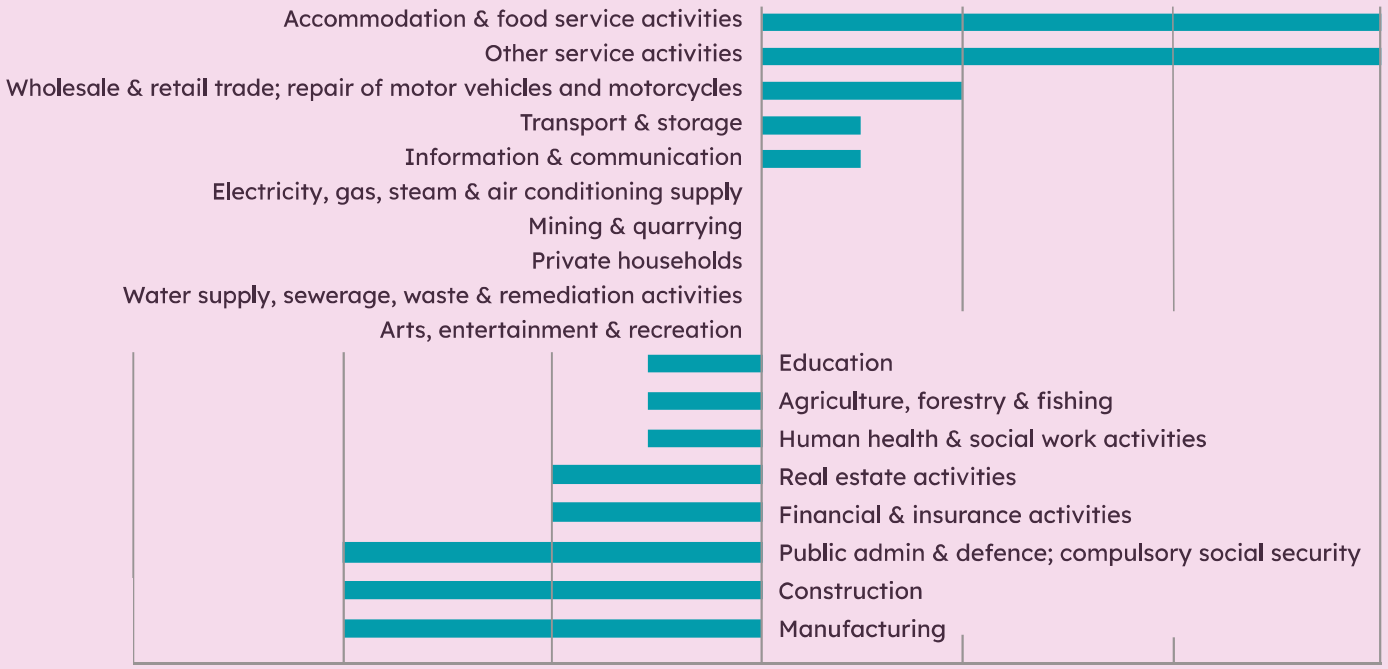
Despite our clients' often high levels of experience and education, the majority of new jobs achieved in 2024-25 by clients on our Employability Programme were at a junior level – with 70% of roles being either entry level or internships.

This may indicate underemployment, with refugees being overqualified for the job they hold. But, for many clients, such roles represent a valuable stepping-stone towards their long-term employment goals. For example, allowing them to build their English skills or gain UK experience whilst completing education or training.

More than a third of our clients' employment outcomes in 2024-25 were permanent jobs, while 31% were temporary roles and 26% were zero-hours contracts.

Again, some clients will have been seeking fixed-term or flexible employment to fit around education, family or other commitments. But, for others, a lack of income security may present a challenge, and is one of the reasons refugees can benefit from our support even after they've achieved their first employment in the UK.

Client employment outcomes by sector vs the UK workforce



Thomas' story



66 My name is Thomas and I'm from Hong Kong. I moved to the UK in September 2023 and now live in Manchester. Like many people starting over in a new country, I knew I needed to find work, but I didn't know where to begin. Everything felt unfamiliar: housing, the weather, even the lifestyle. It was overwhelming.

I first heard about Breaking Barriers through Manchester City Council. I received one-to-one support from Rebecca, my adviser at Breaking Barriers, who guided me through everything. She helped me to improve my CV and cover letter writing skills, prepare for interviews, and feel more confident overall.

In the autumn of 2024, Breaking Barriers partnered with IKEA to offer places on an eight-week internship.

Rebecca supported me with applications and interview practice and, as a result, I got the internship. Just four weeks in, IKEA offered me a permanent contract for a Sales Coworker position. I never imagined that I could be so successful.

Having meaningful employment means so much to me. At work, I enjoy talking to customers, answering their questions, and even having small chats about life. It brings me satisfaction and helps me feel part of the community. It's also improved my mental health and given me the confidence to explore new opportunities.

Since receiving support from Breaking Barriers, I feel my life has changed quite a lot. I joined a football refereeing course and now work part-time as a referee, taking part in more local activities to integrate into the city.

My next goal is to pass my driving test. If I do, I'd love to return to my previous career - I worked as a postman for almost 10 years in Hong Kong. I'd like to bring that experience here, continue to build a life in the UK, and contribute my skills and abilities to the local community. 99

Watch a video interview with Thomas on breaking-barriers.co.uk

Education and training outcomes

Accessing education or training is vital to many of our clients' employment goals.

We measure a range of outcomes in this area. From accessing entry-level digital skills courses and professional development training, to passing vocational qualifications or formal English language tests and securing places on university courses.

Our clients achieved a phenomenal 584 positive education and training outcomes in 2024-25. This represents a 66% increase on 2023-24, associated primarily with our Language and Re-accreditation Programmes.

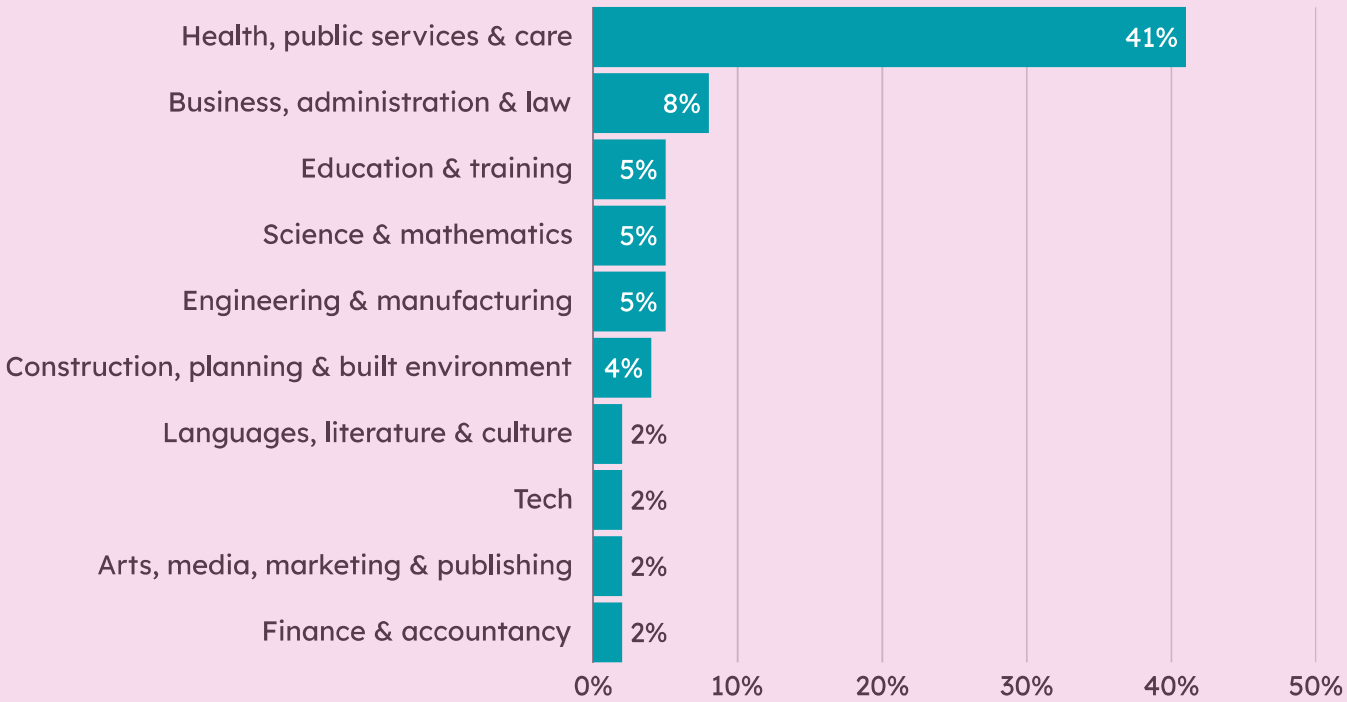
It's also worth highlighting that these programmes were integrated into Breaking Barriers in December 2024, so only six months' outcomes are included in this 2024-25 report.

Connecting education and training to jobs

Many of our clients' education and training outcomes are either in a subject specific to a particular industry, or a language qualification taken by a client seeking to enter that sector in the UK.

In 2024-25, over 40% of all our clients' education and training outcomes were related to health, public services & care. Other common sectors included business, administration & law, education & training, engineering & manufacturing, and science & mathematics.

Top 10 sectors for education and training outcomes



Oleksii's story

> Of all the support Breaking Barriers provided, the most valuable opportunity for me was the fully funded course arranged in partnership with BARBRI and Linklaters.

It included a preparation course for the Solicitors Qualifying Examination (SQE1) and a funded place for the exam itself. I applied and was fortunate to be awarded one of the places.

To further support my preparation, I was matched with a mentor who was a Managing Associate at Linklaters. During our one-to-one sessions, she generously shared her own experience of sitting the exam, helped me navigate complex aspects of the material, and reinforced my belief that with dedication and hard work, anything is achievable...

In January 2025, I successfully passed the SQE1 exam, bringing me one step closer to qualifying as a solicitor in England and Wales.

To help you understand how meaningful this achievement is to me, I would like to share a bit of my personal story. On 23 February 2022, I had my first court trial as a qualified advocate in Ukraine. I still remember delivering my closing speech – it was shaky and rushed due to nerves, but I won the case.



However, the very next morning, life changed completely for me and for millions of Ukrainians when Russia launched its full-scale invasion of Ukraine and left an indelible mark on an entire generation. Everything that had mattered just a day before suddenly felt meaningless, and the future became painfully uncertain.

When I arrived in the UK, I never imagined I would have the opportunity to work in litigation again, let alone pursue qualification as a solicitor. Now, it feels not only possible – it feels real. I am genuinely grateful for the support and encouragement I have received on this incredible journey.

What our clients say

We use an impact survey to understand the benefits that our support is bringing to clients in helping them achieve their career goals.[7] In 2024-25, the responses to this survey showed:

- 88% of clients increased their confidence in achieving their goals
- 81% of clients believed their chances of starting a new job had increased
- 85% of clients reported increased confidence during job interviews
- 90% of clients reported an improved understanding of their preferred sector of work

These insights are vital to help us measure the personal impact of our support beyond the employment, education, training and volunteering outcomes our clients achieve.

And, just as important to us as data, is the individual feedback we receive from clients. About the changes to their lives, and the impact that Breaking Barriers, our partners and supporters have had on their employment journey.

[7] *This impact survey is sent at a timepoint agreed between the client and their Employment Adviser when the client enrols with us. The timing will vary depending on how much the client is able to engage with our services and what the client's goals are, but the usual time for a client to receive the survey is around three months after their enrolment.*

> Maybe most of us asylum seekers or refugees feel at some point frustrated, disappointed, or worried that maybe we won't get a job. But when you come to organisations like Breaking Barriers, they help you and provide support. I think that changes everything.
>
> **– Baldomero**

> I have already found my next steps and new job and I am happy. I want to thank Breaking Barriers for giving me a chance. The feeling of having someone who truly stood by my side and genuinely wanted to help, made me feel like I wasn't fighting alone... A newcomer in the UK might not have the means to find employment opportunities, but Breaking Barriers gives us a chance.
>
> **– Michelle**

> I want to say a special thanks to this organisation and appreciate my adviser, Abdul. He is a real angel in my life. I can't compare how I feel now to around six months ago. I owe my situation to him and Breaking Barriers. God bless you all and I hope to reach my goals to show you how you impacted my personal life and career. Thank you all.
>
> **- Mahmood**

Looking ahead

With demand for our services rising, our mission is more urgent than ever. The world around us presents real challenges, from hostile rhetoric about refugees to shrinking funding and the rollback of DEI initiatives. These pressures make our work harder, but also underline just how vital it is.

Thankfully, we're supported by a powerful coalition of individuals, funders, employers, and allies who not only invest in our mission but help create real opportunities for refugees.

Our donors and corporate partners recognise that not everyone starts from the same place and that meaningful change requires rethinking systems to address structural inequality. That's why we work with employers to build inclusive pathways into work, and celebrate those who lead by example.

In 2025–26, we'll continue growing a network of like-minded organisations and businesses who share our values and commitment to driving change. Whether through advocacy or direct collaboration, collective effort remains one of our greatest strengths.

We're also excited to welcome new trustees to our board, bringing fresh insight, lived experience, and strategic leadership to ensure Breaking Barriers continues to thrive, evolve, and deliver lasting impact.

Looking ahead, we'll continue to adapt our services to meet refugees' needs in a changing job market. We're reviewing how we monitor and evaluate our outcomes and impact for clients.

And we're exploring the transformative potential of AI - investing in our ability to harness this evolving technology responsibly in service of our mission.

Our vision is for Breaking Barriers to support many more refugees, in more communities, across the UK. Helping them to achieve their career goals and build new lives. And we want to see more businesses realise that hiring refugees isn't just morally right, it enriches workplaces and is smart economics. The UK stands to gain enormously from the skills, perspectives and resilience refugees bring.

It's powerful to imagine a future where Breaking Barriers is no longer needed because refugees face a truly level playing field in the UK labour market. That remains our aspiration. But, until that time comes, we'll stand firmly beside each of our clients on their journey towards meaningful employment. And, together, we'll keeping breaking down the barriers refugees face to building a new life.



Trustees' Annual Report

For the year ended 31 May 2025

The Trustees present their report and financial statements for the year ended 31 May 2025. The Trustees confirm that the financial statements comply with the current statutory requirements, the memorandum and articles of association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and Activities

Breaking Barriers was set up to support refugees into meaningful employment. The objects set out in our governing document are as follows:

- To advance the education and training of those granted refugee status, their dependants and those seeking asylum in the United Kingdom so as to advance them in life and assist them to adapt within a new community;
- The relief of unemployment and financial hardship of those granted refugee status, their dependants and those seeking asylum in the United Kingdom, by the provision of vocational skills training, advice and support;
- To advance the education of the public in general about the issues relating to refugees and those seeking asylum; and
- The promotion of social inclusion for the public benefit among people who are refugees, their dependants or those seeking asylum in the United Kingdom, who are socially excluded on the grounds of their social and economic position.

At Breaking Barriers, we deliver on our charitable objectives through our Employability Programme, and new Language and Re-accreditation Programmes, which were integrated from partner charity RefuAid in December 2024.

Our Employability Programme offers personalised one-to-one support to people of a refugee background seeking to work in the UK. We run these appointments in person, via video call or over the phone. We also work with businesses from a wide range of industries. Our partners collaborate with us to build refugees' employability skills through workshops, mentoring and sector specific employment pathways, as well as opening up job opportunities to our clients.

Working with English language teaching institutions across the country, our Language Programme offers refugees structured tuition to help them achieve a high level of English or gain the language qualifications they need to enter UK higher education or employment.

The Re-accreditation Programme provides expert guidance to help refugees who have international qualifications to achieve the certifications they need to re-enter their chosen field in the UK.

Public benefit

When planning Breaking Barriers' activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

Within the constraint of resources, and subject to any eligibility criteria for a specific service, Breaking Barriers' services, described above, are available to all refugees and people of refugee background. Services are offered without charging fees. Our work to help refugees gain meaningful employment is a key contributor to integration for refugees themselves and for members of the host population.

Achievements and performance

2024-25 has been a momentous year for Breaking Barriers. We integrated partner charity RefuAid's Language and Re-accreditation Programmes into our service offering, expanding our expertise and geographic reach to support more refugees across the country.

Together, our Employability, Language and Re-accreditation Programmes increased our impact, and allowed us to reach 1,450 clients. This is a 16% increase on the number of clients we supported in 2023-24 and the highest number we have supported in any single year to date. Our clients also achieved more positive outcomes in employment, education and volunteering; with support from our teams, 42% achieved a positive outcome, which is 4% more than the financial year before.

2024-25 also marked the 10th year since our inception, during which time we have supported 3,848 clients on their journey to meaningful employment. In our first decade, we recorded a total of 3,540 positive outcomes for our clients – including 1,558 new jobs, 1,663 outcomes in education and training, and 319 volunteering roles.

We are proud of all that we, and our clients, have achieved during this past financial year. Particularly against a challenging external backdrop, which has included increasing economic uncertainty, changes to DEI approaches in the business world, and a shifting political landscape. Responding to this world in flux, and to ensure our long-term stability, we made the decision to reduce our cost base against original plans. Simultaneously, we refreshed our Theory of Change and commenced work on a new Monitoring and Evaluation Framework. We also progressed activity to adapt our service model to meet growing need in a sustainable way, with sharper ambitions to reach more people in more places across the UK. Additional information on our achievements and performance is on pages 10 to 37 of this report.

Financial Review

For the year ended 31 May 2025, Breaking Barriers made a surplus of £0.14m (FY24: £0.25m deficit).

Despite the challenging external backdrop, we raised income of £3.60m (FY24: £3.87m) a decrease of 7% from the last financial year.

Income from donations reduced slightly to £2.96m (FY24: £2.99m), and income from charitable activities reduced to £0.63m (FY24: £0.88m).

These reductions are due to a number of statutory and corporate partnerships coming to an end, which were partly offset by increased income from trusts and foundations, but the external fundraising environment is challenging for all charities. In this context, a 7% reduction in our income is a good result.

We have a diversity of income streams, and diversity of donors within those streams. With income split as follows:

1. Income from corporate partnerships £1.04m (FY24: £1.61m)

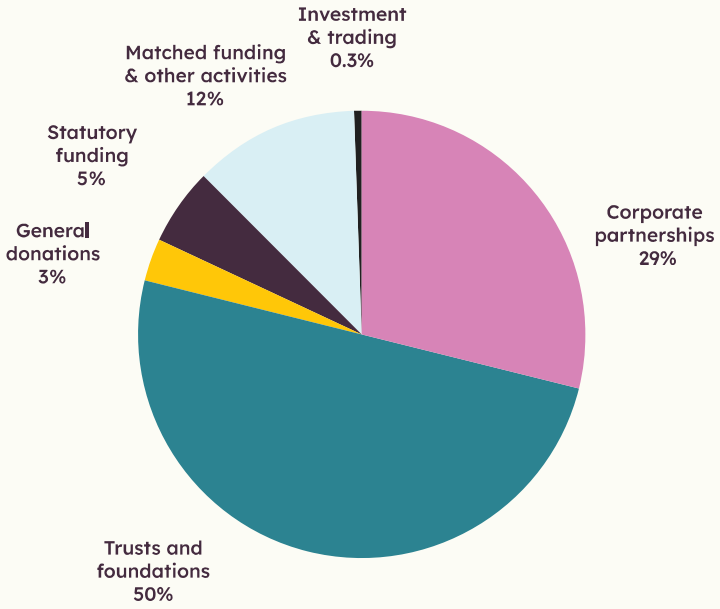
2. Income from trusts and foundations £1.80m (FY24: £1.17m)

3. Income from general donations and donated gifts and services £0.12m (FY24: £0.21m)

4. Statutory funding £0.19m (FY24: £0.78m)

5. Matched funding grants and other charitable activities £0.44m (FY24: £0.10m)

6. Investment income and trading activities £0.01m (FY24: £0.01m)



Total expenditure reduced to £3.46m (FY24: £4.12m), as the challenging external backdrop led to us making changes to the Services team structure to improve efficiency and the sustainability of the model.

Expenditure on raising funds was £0.68m, which was a reduction on the previous year (FY24: £0.82m) and represented 19.5% (FY24: 19.9%) of total expenditure. Our support costs also reduced to £0.55m (FY24: £0.66m), which represented 15.8% (FY24: 16.0%) of total expenditure.

Reserves

At Breaking Barriers, our reserves policy is to maintain a general fund, which represents three months of forward expenditure. At 31 May 2025, our general fund had a balance of £1.12m, representing 3.0 months' expenditure (FY24: £1.00m representing 3.4 months' expenditure).

Going concern

The Trustees have considered the charity's ability to continue as a going concern for a period of at least 12 months from the date of signing the accounts (to the period to December 2026).

Our annual budget for FY26 covers the period to May 2026. This sets out our plans to evolve our service delivery offering, heightening our emphasis on quality outcomes and improving our Monitoring and Evaluation Framework. As part of the budget setting process, we reviewed our cash flow and planned reserves position for the year. Robust monitoring is in place to ensure that we remain liquid, and currently we are able to draw down on our reserves quickly, ensuring we are able to react to a downturn immediately. Whilst the current economic climate remains uncertain, we are confident that we will be able to meet our plans.

Taking into account our current cash position, our forecast, and our principal risks, the Trustees are confident we will continue in operation and will be able to meet our liabilities when they fall due over the medium term. Therefore, the Board have decided to adopt the going concern basis of accounting in preparing these financial statements.

Future plans

Having marked 10 years since the start of our mission, and in the context of significant changes to both the external environment and the job market our clients face, we are embarking upon the process of creating a new multi-year strategy.

The foundations for this strategy have already been laid, with the refresh of our Theory of Change, the development of new strategic principles and the ongoing work on a Monitoring and Evaluation Framework that will enable us to better track the impact of our programmes on the lives of our refugee clients.

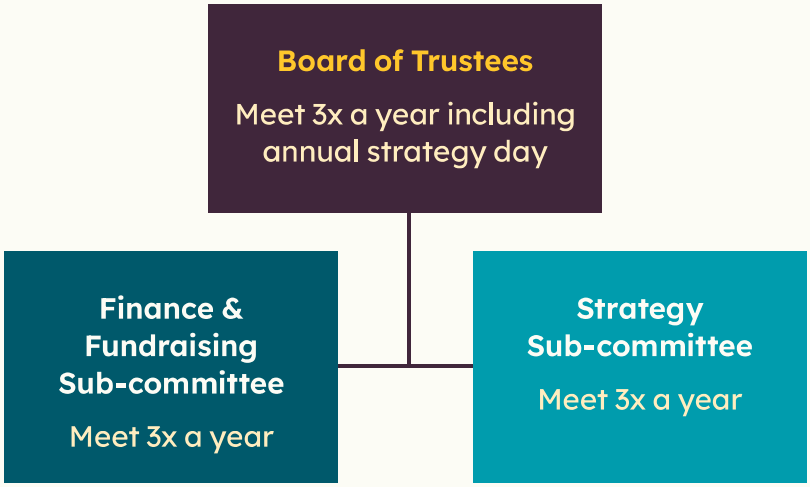
In the coming months, we will be weaving these strands of activity together, and consulting with our Lived Experience Panel, clients, funders, partners and supporters, to launch a strategy that will drive even greater impact for the community that we serve. We look forward to publishing the new strategy in 2026.

Principal risks and uncertainties

The Board is responsible for ensuring that we have effective risk management and that internal systems are in place to understand our risk appetite and manage the major risks we are exposed to.

Currently the Senior Leadership Team review risks on a monthly basis, with the Fundraising, Finance, Audit and Risk Sub-committee meeting on a quarterly basis to review the risk register, and the whole Board undertaking an annual review. Our key risks and their mitigations are summarised in the table below:

Risk	Mitigations
Hostile societal and political environment, with rising tensions around migration having a negative impact on our clients and staff.	• Reviewing and strengthening office security protocols, updating lone working policies and providing training and support for clients, staff and volunteers. • Enhanced event security planning, including risk assessments and incident response procedures. • Monitoring and reporting of hate incidents and threats; liaising with law enforcement as needed. • Increased staff awareness and support around personal safety and wellbeing. • Communicating proactively with stakeholders about steps taken to ensure safety. • Engaging with sector networks to share intelligence and best practice.
Pace of change impacts staff morale	• Tailored change management and engagement • Focussing on wellbeing, supervision, development and connection to mission, and between teams • Secure pro bono training opportunities to support and develop staff



Structure, governance and management

The charity is governed by a Board of Trustees who oversee the strategy, direction, performance and risks of the organisation. They do this by approving budgets, operational plans and key organisational policies. They also review our finance performance, risk register, fundraising income and portfolio of donors, our impact data and feedback from beneficiaries.

Day-to-day management of the charity is delegated by the Trustees to the CEO, supported by their Senior Leadership Team. This group meets weekly to review income, expenditure and cashflow, HR metrics and to monitor organisational risks. It also reviews any other matter that might materially impact the financial position or reputation of the charity and where necessary notifies the Trustees of any issues arising.

Trustees are chosen for their expertise and commitment to support refugees. Potential new Trustees are identified through open search. All candidates submit an application with a CV and personal statement and, following interviews, appointments are approved by majority vote of existing Trustees. A formal induction plan is in place to ensure that new Trustees are fully informed about their responsibilities, and have a clear understanding of the charity's purpose, its current position and the key questions they will need to address.

Trustee terms are fixed terms of three years with optional extensions.

Related parties and relationships with other organisations

The charity has one subsidiary undertaking, Breaking Barriers Trading Ltd, which is wholly owned by the charity and was established in 2018. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts. Breaking Barriers Trading Ltd has a resource sharing agreement with the charity through which the company pays for an equitable share of the administrative services needed to ensure that business activity is compliant with all appropriate and relevant standards. There was no activity in Breaking Barriers Trading Ltd this year. There are currently no plans for the Trading subsidiary, and if this remains the same for the foreseeable future, we will make the organisation dormant until required. No loans have been made by the charity to the trading subsidiary.

There are no formal relationships between the charity and any other organisation.

Remuneration policy for key management personnel

Annual pay awards for the organisation are approved by the Board. The Board considers the CEO and the rest of the Senior Leadership Team's salaries separately, taking into account performance, level of individual responsibility and external benchmarking.

Responsible Fundraising Statement

Breaking Barriers has a deliberately diverse portfolio of donors, of which no donor represents more than 20% of our income.

Breaking Barriers' objective is to achieve as wide a range of income sources as possible in order to reduce the reliance on any one stream of income and to protect the charity from being unable to fulfil its objectives.

Currently, income is received from businesses, statutory sources, charitable trusts and foundations, and individuals (through the promotion of one-off and recurring gifts, legacies, and independent fundraising activities). We fundraise principally through online marketing and advertising and, with organisations, through direct approaches to or from relevant business and grant management functions.

In FY25 Breaking Barriers did not have relationships with any commercial participators.

We are registered with the Fundraising Regulator and ensure that we adhere to the standards set out in the Code of Fundraising Practice. We are committed to treating everyone fairly and with respect. We take privacy seriously and are transparent about how we collect, store and use personal data to help us earn the trust and confidence of all those who are part of our community. Full details of our approach to personal data use can be found in our Privacy Policy on our website.

In respect of our public fundraising, Breaking Barriers has a policy and related processes in place to assist and protect people who may be in a vulnerable circumstance. This policy is available via the privacy statement on our website.

In FY25 we received no complaints directly related to our fundraising practices. We provide details on how to contact us, including our complaints policy and procedure, on our website.

Statement of responsibilities of the Trustees

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

If the Charitable Incorporated Organisation (CIO) is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson were appointed as the auditors of the charity in FY22 and have expressed their willingness to continue in that capacity.

The Trustees' Annual Report has been approved by the Trustees on 16 December 2025 and signed on their behalf by:

A Lamberti

Alba Lamberti, Chair of Trustees

Independent auditors' report to the members and trustees of Breaking Barriers

Opinion

We have audited the financial statements of Breaking Barriers (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 May 2025 which comprise the consolidated statement of financial activities, consolidated and parent charity balance sheet, consolidated statement of cash flows and the related 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 May 2025 and of the group's 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 Charities Act 2011 and Charities and Trustees Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity 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 the provisions available for small entities, 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 group and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not obtained all the information and explanations we require for our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 group and parent charity'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 group or the parent charity 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 auditor under section 151 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts 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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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/auditors responsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008, and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 16th December 2025

Godfrey Wilson Limited

Godfrey Wilson Limited

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

Godfrey Wilson Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial statements

Consolidated statement of financial activities

For the year ended 31 May 2025

	Note	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Income from:					
Donations	3	1,485,993	1,471,996	**2,957,989**	2,986,653
Charitable activities	4	455,292	172,949	**628,241**	876,496
Investment income		10,229	-	**10,229**	7,286
Other trading activities		1,739	-	**1,739**	-
Total income		**1,953,253**	**1,644,945**	**3,598,198**	3,870,435
Expenditure on:					
Raising funds	5	(675,811)	-	**(675,811)**	(819,903)
Charitable activities	5	(1,158,822)	(1,624,202)	**(2,783,024)**	(3,299,875)
Total expenditure		**(1,834,633)**	**(1,624,202)**	**(3,458,835)**	(4,119,778)
Net income/(expenditure) and movement in funds	6	**118,620**	**20,743**	**139,363**	(249,343)
Reconciliation of funds:					
Total funds brought forward		1,003,539	636,104	**1,639,643**	1,888,986
Total funds carried forward	14	**1,122,159**	**656,847**	**1,779,006**	1,639,643

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

Consolidated Balance Sheet

For the year ended 31 May 2025

	Note	2025 £	2025 £	2024 £	2024 £
Current assets:					
Debtors	9	**284,476**		285,610	
Cash at bank and in hand		**1,716,924**		1,629,735	
		2,001,400		1,915,345	
Liabilities:					
Creditors: amounts falling due within one year	10	**(222,394)**		(275,702)	
Net current assets			**1,779,006**		1,639,643
Total net assets	13		**1,779,006**		1,639,643
Funds	14				
Restricted funds			**656,847**		636,104
Unrestricted funds:					
Designated funds		**-**		-	
General funds		**1,122,159**		1,003,539	
Total unrestricted funds			**1,122,159**		1,003,539
Total funds			**1,779,006**		1,639,643

Approved by the Trustees on 16th December 2025 and signed on their behalf by:

A Lamberti

Alba Lamberti, Chair of Trustees

The attached notes form part of the financial statements.

Charity Balance Sheet

For the year ended 31 May 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets:					
Investment	18		1		1
Current assets:					
Debtors	9	**306,305**		316,054	
Cash at bank and in hand		**1,700,347**		1,603,582	
		2,006,652		1,919,636	
Liabilities:					
Creditors: amounts falling due within one year	10	**(222,044)**		(275,691)	
Net current assets			**1,784,608**		1,643,945
Total net assets			**1,784,609**		1,643,946
Funds	14				
Restricted funds			**656,847**		636,104
Unrestricted funds:					
Designated funds		**-**		-	
General funds		**1,127,762**		1,007,842	
Total unrestricted funds			**1,127,762**		1,007,842
Total funds			**1,784,609**		1,643,946

Approved by the Trustees on 16th December 2025 and signed on their behalf by:

A Lamberti

Alba Lamberti, Chair of Trustees

The attached notes form part of the financial statements.

Consolidated statement of cash flows

For the year ended 31 May 2025

	2025 £	2024 £
Cash flows from operating activities:		
Net movement in funds	**139,363**	(249,343)
Decrease in debtors	**1,134**	263,272
Increase/(decrease) in creditors	**(53,308)**	48,790
Dividends, interest and rents from investments	**(10,229)**	(7,286)
Net cash provided by operating activities	**76,960**	55,433
Cash flows from investing activities:		
Dividends, interest and rents from investments	**10,229**	7,286
Net cash provided by investing activities	**10,229**	7,286
Change in cash and cash equivalents in the year	**87,189**	62,719
Cash and cash equivalents at the beginning of the year	**1,629,735**	1,567,016
Cash and cash equivalents at the end of the year	**1,716,924**	1,629,735

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the consolidated financial statements

For the year ended 31 May 2025

Note 1 Accounting policies

General Information and basis of preparation

Breaking Barriers is a charitable company limited by guarantee registered in England and Wales and also registered in Scotland. The registered office address is 71-91 Aldwych, Aldwych House, London, WC2B 4HN.

The financial statements have been prepared in accordance with 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) - (Charities SORP FRS 102) and the Companies Act 2006.

The charity 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 or note.

Basis of consolidation

These financial statements consolidate the results of the charity and its wholly-owned (controlled) subsidiary on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate SOFA has not been presented for the charity.

Going concern

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of services is deferred until the criteria for income recognition are met.

Income from donations and legacies are gifts from individuals, charitable trusts, corporate partners and other donors that are either unrestricted, restricted to core purposes or general organisational targets.

Income from charitable activities is defined as income earned for discrete services or the achievement of specific outcomes.

Income from other trading activities is income from employment related services. These services are invoiced and recognised as revenue when delivered.

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, personnel, payroll and governance costs which support the charity and its activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the basis of staff time as set out in note 5 to the accounts.

Redundancy

Where an employee receives a termination benefit the full cost is recognised at the date the employee is notified.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Investment in subsidiary

Investments in subsidiaries are valued at cost less provision for impairment.

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Debtors

Trade and other debtors are recognised at the settlement amount due 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 cash 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.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

Breaking Barriers operates a defined contribution pension scheme managed by NEST in accordance with current auto-enrolment rules.

Financial instruments

The charity 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 with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

Accounting estimates and key judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are accrued and deferred income adjustments for grants paid in arrears and contracts invoiced in advance, and the percentages used to allocate costs to different activities and funds.

Note 2 Detailed comparatives for the consolidated statement of financial activities

	2024 Unrestricted £	2024 Restricted £	2024 Total £
Income from:			
Donations and legacies	1,629,751	1,356,902	2,986,653
Charitable activities	526,559	349,937	876,496
Investment income	7,286	-	7,286
Total income	2,163,596	1,706,839	3,870,435
Expenditure on:			
Raising funds	(780,520)	(39,383)	(819,903)
Charitable activities	(1,705,080)	(1,594,795)	(3,299,875)
Total expenditure	(2,485,600)	(1,634,178)	(4,119,778)
Net income/(expenditure) and movement in funds	(322,004)	72,661	(249,343)
Total funds brought forward	1,325,543	563,443	1,888,986
Total funds carried forward	1,003,539	636,104	1,639,643

Note 3 Income from donations

	Unrestricted 2025 £	Restricted 2025 £	**Total 2025 £**
Corporate partners	593,365	447,804	**1,041,169**
Trusts and Foundations	773,330	1,024,192	**1,797,522**
Donations	109,544	-	**109,544**
Donated gifts and services	9,754	-	**9,754**
	1,485,993	1,471,996	**2,957,989**

Included within income from donations above is a donation from Prism The Gift Fund to transfer the Language and Re-accreditation programmes from it's charitable fund, RefuAid, to Breaking Barriers.

Donated services income relates to Benefit in Kind for office space and classrooms for Education classes as well as hotel stays for staff travel.

The charity also worked with a number of partner organisations to provide free tuition to clients via our Language Programme, which are not included in the note above, as they do not meet our recognition criteria under the relevant accounting policy (see note 1).

Prior period comparative

	Unrestricted 2024 £	Restricted 2024 £	**Total 2024 £**
Corporate partners	826,326	786,729	**1,613,055**
Trusts and Foundations	622,601	542,606	**1,165,207**
Donations	135,511	27,567	**163,078**
Donated gifts and services	45,313	-	**45,313**
	1,629,751	1,356,902	**2,986,653**

Donated gifts income relates to IT hardware. Donated services income relates to Benefit in Kind for office space and classrooms for Education classes.

Note 4 Income from charitable activities

	Unrestricted 2025 £	Restricted 2025 £	**Total 2025 £**
Statutory funding	12,489	172,949	**185,438**
Matched funding grants and other charitable activities	442,803	-	**442,803**
Total income from charitable activities	455,292	172,949	**628,241**

There are no unfulfilled conditions or contingencies attaching to these grants in the current or prior year.

Prior period comparative (restated)

	Unrestricted 2024 £	Restricted 2024 £	**Restated Total 2024 £**
SIB contract	491,022	-	**491,022**
Statutory grants	7,509	279,937	**287,446**
Matched funding grants and other charitable activities	28,028	70,000	**98,028**
Total income from charitable activities	526,559	349,937	**876,496**

Comparative figures have been restated to reanalyse income between unrestricted statutory funding and other charitable activity funding categories. This has no impact on the income reported in the Statement of Financial Activities.

Note 5 Analysis of expenditure

	Cost of raising funds £	Employment £	Language & Re-accreditation	Education £	Volunteering £	Support costs £	Governance £	**2025 Total £**
Staff costs	(509,490)	(1,285,074)	(296,985)	(176,912)	(185,110)	(397,573)	-	**(2,851,144)**
Work and delivery space	(1,464)	(93,046)	(17,464)	(970)	(970)	(30,011)	-	**(143,925)**
Client and Volunteer costs	-	(3,822)	(33,395)	(274)	(61)	(24)	-	**(37,576)**
Outreach, Engagement and Events	(15,884)	(1,425)	(618)	(243)	(2,399)	(11,410)	-	**(31,979)**
Technology	(22,281)	(81,488)	(37,651)	(11,617)	(16,725)	(61,900)	-	**(231,662)**
Consultancy	(9,447)	(15,655)	(6,813)	(2,598)	(3,597)	(10,756)	-	**(48,866)**
Professional fees	(662)	(3,761)	(1,318)	(340)	(340)	(9,288)	(13,567)	**(29,276)**
Other staff costs	(3,560)	(18,719)	(16,603)	(2,769)	(3,334)	(21,908)	-	**(66,893)**
Other	(3,338)	(5,367)	(1,517)	(1,872)	(691)	(4,729)	-	**(17,514)**
	(566,126)	**(1,508,357)**	**(412,364)**	**(197,595)**	**(213,227)**	**(547,599)**	(13,567)	**(3,458,835)**
Support costs	(106,986)	(285,049)	(77,928)	(37,341)	(40,295)	547,599	-	**-**
	20%	52%	14%	7%	7%			
Governance costs	(2,699)	(7,122)	(1,837)	(926)	(983)	-	13,567	**-**
	20%	52%	14%	7%	7%			
Total expenditure	**(675,811)**	**(1,800,528)**	**(492,129)**	**(235,862)**	**(254,505)**	**-**	**-**	**(3,458,835)**

Governance costs relate to the cost of annual audit.

Note 5 Analysis of expenditure – prior period comparative

	Cost of raising funds £	Employment £	Education £	Volunteering £	Support costs £	Governance £	2024 Total £
Staff costs	(534,211)	(1,821,136)	(192,283)	(204,989)	(424,243)	-	**(3,176,862)**
Work and delivery space	-	(111,925)	-	-	(80,213)	-	**(192,138)**
Client and Volunteer costs	(355)	(5,123)	(1,252)	(126)	(190)	-	**(7,046)**
Outreach, Engagement and Events	(19,282)	(4,095)	(258)	(433)	(3,506)	-	**(27,574)**
Technology	(26,656)	(147,801)	(43,733)	(17,424)	(71,860)	-	**(307,474)**
Consultancy	(78,289)	(54,953)	(4,614)	(7,444)	(36,667)	-	**(181,967)**
Professional fees	-	(5,176)	(304)	(304)	(9,439)	(13,579)	**(28,802)**
Other staff costs	(22,975)	(61,069)	(6,928)	(9,212)	(20,048)	-	**(120,232)**
Grants	-	(48,471)	(2,017)	-	(4,000)	-	**(54,488)**
Other	(3,619)	(8,970)	(846)	(923)	(8,837)	-	**(23,195)**
	(685,387)	(2,268,719)	(252,235)	(240,855)	(659,003)	(13,579)	**(4,119,778)**
Support costs	(131,800)	(434,943)	(46,130)	(46,130)	659,003	-	**-**
	20%	66%	7%	7%			
Governance costs	(2,716)	(8,961)	(951)	(951)	-	13,579	**-**
	20%	66%	7%	7%			
Total	**(819,903)**	**(2,712,623)**	**(299,316)**	**(287,936)**	**-**	**-**	**(4,119,778)**

Governance costs relate to the cost of annual audit.

Note 6 Net income / (expenditure) for the year

This is stated after charging / (crediting):	2025 £	2024 £
Operating lease rentals:		
Property	**(137,075)**	(179,088)
Auditor's remuneration:		
Audit fees	**(11,808)**	(13,579)
Prior year under accrual	**(1,759)**	-
Other services	**(529)**	(457)

Note 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	**2,522,812**	2,828,869
Social security costs	**272,584**	290,447
Employer's contribution to defined contribution pension schemes	**55,748**	57,546
Total staff cost	**2,851,144**	3,176,862

The key management personnel of the charity comprised the Trustees, Chief Executive Officer, Director of Finance, Director of Programmes, Director of income and Engagement, Director of People and our Chief of Staff.

The total employee benefits including pension contributions of the key management was £478,973 (2024: £503,925).

The charity Trustees were not paid and did not recieve any other benefits from employment with the charity or its subsidiary in the year (2024: £nil) neither were they reimbursed expenses during the year (2024: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2024: £nil).

Additionally, within the year £7,429 (2024: £nil) was paid out in redundancy costs during an organisational restructure.

The following number of employees received compensation (excluding employer pension and NI) during the year between:

	2025 No.	2024 No.
£60,000 - £69,999	1	3
£70,000 - £79,999	1	1
£90,000 - £99,999	1	-

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2025 No.	2024 No.
Raising funds	6	7
Charitable activities	62	73
	68	80

Note 8 Taxation

The charity is exempt from corporation tax as all its income is charitable and applied for charitable purposes.

Note 9 Debtors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	130,028	170,228	130,028	170,228
Other debtors	24,251	37,584	24,251	37,584
Prepayments	38,990	25,284	38,990	25,284
Amounts owed by group undertakings	-	-	22,149	30,444
Accrued income	90,887	52,514	90,887	52,514
Taxation and social security	320	-	-	-
	284,476	285,610	306,305	316,054

Note 10 Creditors: amounts falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Taxation and social security	**101,717**	112,955	**101,717**	113,294
Accruals	**81,913**	37,544	**81,563**	37,194
Deferred income	**-**	108,489	**-**	108,489
Trade creditors	**31,342**	8,895	**31,342**	8,895
Other creditors	**7,422**	7,819	**7,422**	7,819
	222,394	275,702	**222,044**	275,691

Deferred income

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Balance at the beginning of the year	**(108,489)**	(3,825)	**(108,489)**	(3,825)
Amount released to income in the year	**108,489**	3,825	**108,489**	3,825
Amount deferred in the year	**-**	(108,489)	**-**	(108,489)
Balance at the end of the year	**-**	(108,489)	**-**	(108,489)

Deferred income comprises amounts received in advance for annual programmes and under contracts.

Note 11 Contingent liability

The charity has engaged a VAT expert to complete an external review of the charity's VAT methodology. The VAT expert has raised a potential issue with how the charity has historically treated output VAT on some of its income streams. The charity is still in the process of quantifying any potential additional VAT liability, so no provision has been included in the accounts for the year ended 31 May 2025, however the potential value could be significant.

Note 12 Pension scheme

Breaking Barriers has a defined contribution scheme operated by NEST.

Note 13 Analysis of net assets between funds

	2025		
	General Unrestricted	Restricted	Total funds
	£	£	£
Net current assets	1,122,159	656,847	**1,779,006**
Net assets at the end of the year	**1,122,159**	**656,847**	**1,779,006**

	2024		
	General Unrestricted	Restricted	Total funds
	£	£	£
Net current assets	1,003,539	636,104	1,639,643
Net assets at the end of the year	1,003,539	636,104	1,639,643

Note 14 Movements in funds

	Note	At the start of the year £	Income £	Expenditure £	Transfers £	At the end of the year £
Restricted funds:						
Integration Activities – Employment	(a)	465,493	1,017,954	(1,077,110)	-	**406,337**
Integration Activities – Education	(b)	76,098	90,544	(157,188)	-	**9,454**
Integration Activities – Volunteering	(c)	55,935	48,955	(86,585)	-	**18,305**
Lived Experience	(d)	22,130	-	(22,130)	-	-
Language and Re-accreditation	(e)	-	375,458	(211,435)	-	**164,023**
Other	(f)	16,448	112,034	(69,754)	-	**58,728**
Total restricted funds		**636,104**	**1,644,945**	**(1,624,202)**	-	**656,847**
Unrestricted funds:						
General funds		1,003,539	1,953,253	(1,834,633)	-	**1,122,159**
Total unrestricted funds		**1,003,539**	**1,953,253**	**(1,834,633)**	-	**1,122,159**
Total funds		**1,639,643**	**3,598,198**	**(3,458,835)**	-	**1,779,006**

Purposes of restricted funds

We have received income restricted to the following purposes:

(a) Employment integration activities seeks to upskill clients for employment through one-to-one information, advice and guidance sessions. This has been offered in five locations- London, Birmingham, Manchester, Liverpool, Glasgow.

(b) Education integration activities supports clients to increase employment prospects with English language classes and digital skills training.

(c) Volunteering activities across our service areas supports the work of Breaking Barriers in delivering specialist skills and support.

(d) To strengthen our decision making we engage a panel of Lived Experience Consultants to advise on key organisational initiatives.

(e) To implement the integration of our new Language and Re-accreditation programmes which were transferred from RefuAid in December 2024 - continuing the delivery of activities which support clients to develop the necessary language skills for professional communication and integration, and those with international qualifications to gain the necessary certifications to work in their chosen fields in the UK, respectively. RefuAid refers to the donor advised fund, previously held under The Prism The Gift Fund. These funds have been given from both Prism The Gift Fund and other corporate donors.

(f) Other funds represent contributions to other projects not covered above, such as Digital and Technology in terms of our finance system implementation, sponsorship of staff at Breaking Barriers by other organisations, and any funding for our fundraising teams.

Acknowledgements: During the year Breaking Barriers received grants from The National Lottery Community fund as part of the RC Midlands Region programme for £80,000, and £20,000 from the Eveson Trust towards our work in the West Midlands. We received funding from CareTech Foundation for our London based services team of £24,500, also towards our London services funding worth £52,455 from City Bridge Foundation, and a grant from the Rayne Foundation for our work across Greater Manchester and Liverpool for £30,000.

General Funds: Breaking Barriers' reserves policy is to work towards approximately three months of total expenditure. At the year-end, General Funds stood at £1,122k (2024: £1,004k) representing approximately 3.0 months' expenditure.

Designated Funds: In FY25, there were no designated funds throughout the year (FY24: opening balance of £117,475 was spent down within the year with no further additions).

Note 14 Movements in funds (continued)

Prior period comparative

	Note	At the start of the year £	Income £	Expenditure £	Transfer £	At the end of the year £
Restricted funds:						
Integration Activities – Employment	(a)	350,532	1,351,310	(1,236,349)	-	**465,493**
Integration Activities – Education	(b)	21,187	186,709	(131,798)	-	**76,098**
Integration Activities - Volunteering	(c)	27,439	93,080	(64,584)	-	**55,935**
Lived Experience	(d)	42,946	12,586	(54,416)	-	**1,116**
Programmes transfer from RefuAid	(e)	32,409	22,130	(32,409)	-	**22,130**
Other	(f)	88,930	41,024	(114,622)	-	**15,332**
Total restricted funds		**563,443**	**1,706,839**	**(1,634,178)**	-	**636,104**
Unrestricted funds:						
Designated funds		117,475	-	(117,475)	-	-
General funds		1,208,068	2,163,596	(2,368,125)	-	**1,003,539**
Total unrestricted funds		1,325,543	2,163,596	(2,485,600)	-	**1,003,539**
Total funds		**1,888,986**	**3,870,435**	**(4,119,778)**	-	**1,639,643**

Note 15 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property 2025 £	Property 2024 £
Less than 1 year	**78,277**	112,653
	78,277	112,653

Note 16 Legal status of the charity

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its foundation model constitution. The Trustees are chosen for their expertise and commitment to support refugees. It is also registered with the Scottish Charity Regulator in respect of its services in Glasgow.

Note 17 Related party transactions

During the year, we received a donation of £148.5K from the Apax Foundation (FY24: £75K), our Trustee Andrew Waidhofer is Vice President of Apax Partners. Additionally, we received £55.2K (FY24: £25k) from the GSR Foundation, where our former Trustee James Newell is on the leadership team. Additionally, we received £81.3K (FY24: £97K) from BNY Mellon, where Hani Kablawi is on the leadership team. Hani served as a trustee from July 2020 to April 2024.

At the end of the year, no amounts were recognised in the parent charity's accounts in relation to Breaking Barriers Trading's use of shared resources (FY24: £1k). Amounts owed to the charity at year end totalled £22.1k (FY24: £30.4k).

Note 18 Subsidiary undertakings

Breaking Barriers Trading Ltd (company no 11707875) is 100% owned by Breaking Barriers and has share capital of £1. The subsidiary runs the charity's non-charitable trading activities. A summary of its financial performance and position are given below:

Entity	Type	Nos. of shares	Value	Interest
Breaking Barriers Trading Ltd	Ordinary	1	1	100%

	2025 £	2024 £
Turnover	-	-
Cost of sales		-
Gross profit (loss)	-	-
Administrative expenses	**(1,300)**	(1,925)
Operating profit (loss)	**(1,300)**	(1,925)
The aggregate of the assets, liabilities and funds was:		
Assets	**16,897**	26,631
Liabilities	**(22,499)**	(30,933)
Funds	**(5,602)**	(4,302)

Note 19 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025 £	2024 £
Gross income	**3,598,198**	3,871,435
Results for the year	**140,664**	(247,419)

Reference and administrative details

	Appointed	Resigned	Role
Alba Lamberti**	Aug-24		Chair
Andrew Waidhofer* **	Feb-21		
Katie Rickard**	Mar-21		
Lena Sabbagh	Mar-22	Oct-24	
Kelly Maklowicz*	Jul-22	Dec-25	
Barbara Serra	Jul-22	Mar-25	
Helen Downie* **	Aug-22		Treasurer
Anna Jones* **	Jan-25		
Alexandra Lucy Traynor	Dec-25		

*Fundraising, Finance, Audit and Risk Sub-committee (Chair: Andrew Waidhofer)

** Strategy Sub-committee (Chair: Katie Rickard)

Charity number: 1161901

Breaking Barriers is also registered as a charity with the Office of the Scottish Charity Regulator (OSCR) number SC052265

Registered office
Breaking Barriers, 71–91 Aldwych, Aldwych House, London, WC2B 4HN

Auditors
Godfrey Wilson Ltd, 5th Floor Mariner House, 62 Prince Street, Bristol, BS1 4QD

Bankers
Barclays, 9 High St, Sutton, Surrey, SM1 1DR

With thanks

Breaking Barriers exists because of the generosity and determination of individuals and organisations who stand with us for an inclusive society.

We are grateful to all our donors, supporters and partners, including those who prefer to remain anonymous. You are helping refugees across the UK to access meaningful employment and build new lives.

the Aesop Foundation

BANK OF AMERICA

CareTech foundation

A&O SHEARMAN

BARCLAYS | LifeSkills

CITY & GUILDS FOUNDATION

AKO Foundation

The Belpech Trust

Christmas Challenge BigGive

Apax

THE BIG YELLOW SELF STORAGE COMPANY

CITY BRIDGE FOUNDATION

Ashmore

BNY

THE CLOTHWORKERS' FOUNDATION

Ashurst

bp

THE CONSIDERED ASK


THE CROWN ESTATE


Good Things
Foundation


JOHN THAW
FOUNDATION


Cummins


THE
GRACE TRUST


JTI


Department for Levelling Up,
Housing & Communities


GSR
FOUNDATION


LIBERTY
GLOBAL


E C F
EVAN CORNISH
FOUNDATION


HERBERT SMITH
FREEHILLS
KRAMER


Linklaters


The
eQ
foundation


Funded by
UK Government


COMMUNITY
FUND


FACTSET


HC


MACQUARIE


Foundation
Scotland


IKEA


Man


W
Garfield Weston
FOUNDATION


Ipsos


marshmallow


GMCA
GREATER
MANCHESTER
COMBINED
AUTHORITY


FOUNDATION


MAYER | BROWN

maximus

Skipton Charitable Foundation
SKIPTON BUILDING SOCIETY

STEPHENSON HARWOOD

Microsoft

smiths

SWIRE CHARITABLE TRUST

nationalgrid

St. GILES HOTELS

West Midlands Strategic Migration Partnership

THE NOEL SWEENEY FOUNDATION

npower Business Solutions powered by E.ON
FOUNDATION

WEA Adult Learning Within Reach

Osborne Clarke

WELLS FARGO

PayPal

St James's Place

WISE

The Rank Foundation
a pebble in the pond

S&P Global Foundation

wtw

Rayne Foundation

SOURCE

THE Zochonis CHARITABLE TRUST

RSMP NORTH WEST REGIONAL STRATEGIC MIGRATION PARTNERSHIP

SOUTER CHARITABLE TRUST

4814 for better...

We would also like to thank:

Craignish Trust

Edward & Dorothy Cadbury Trust

Elizabeth Drummond Charitable Fund

James T Howat Charitable Trust

LinkedIn

The 29th May 1961 Charitable Trust

The CB & HH Taylor 1984 Trust

The Charles Russell Speechlys Foundation

The Etauliers Charitable Foundation

The Hardy Family Foundation

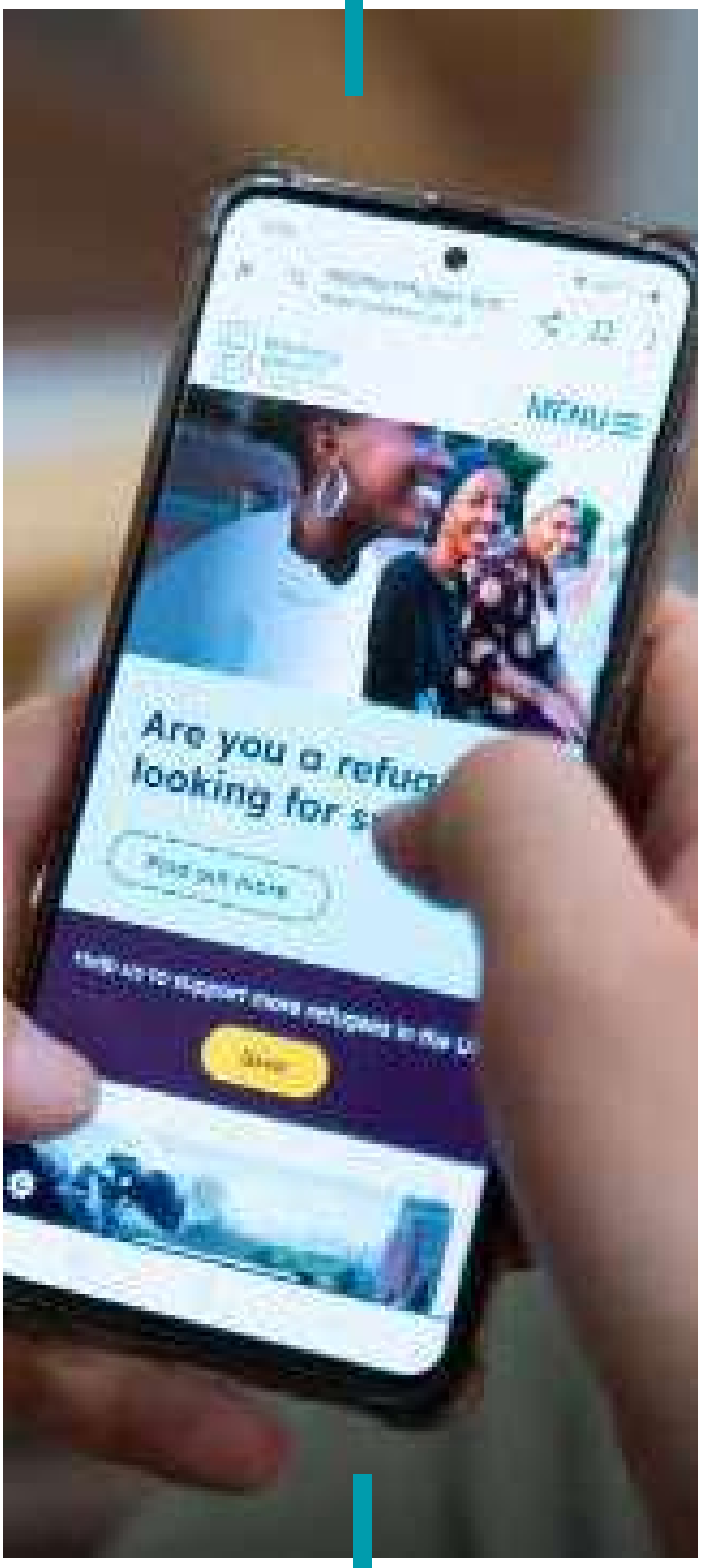
The Hugh Fraser Foundation

The Mbili Charitable Trust

The Vandervell Foundation

WA Cargill Fund

WeWork



Find out more

Contact

breaking-barriers.co.uk

020 4541 0155

enquiries@breaking-barriers.co.uk

Connect

@breaking-barriers

@breakingbarriersuk

@breakingbarriersuk

Breaking Barriers is a registered charity in England & Wales (no. 1161901) and in Scotland (no. SC052265).
Registered address: WeWork Aldwych, 71-91 Aldwych, London, WC2B 4HN.

BREAKING BARRIERS

England & Wales - Charity number 1161901

Accounts

Breaking Barriers

Meaningful employment for refugees

Annual report and accounts

FY2023–2024

For the year ended 31 May 2024



Registered charity in England and Wales (1161901) and Scotland (SC052265)

Our vision

We're Breaking Barriers so every refugee can access meaningful employment and build a new life.

Our mission

We welcome refugees into meaningful employment with advice, experience, and education. We believe in the power of responsible business to change society for the better through our innovative partnerships.

Our values

Mission-led

We put refugees first in everything we do. We listen and respond. We act with integrity. We're focussed on impact.



Welcoming

We welcome people of all backgrounds with an open mind. We will make everybody feel comfortable working with us every step of the way. We treat everybody fairly. We champion diversity, equality, and inclusion.



Entrepreneurial

We believe in the entrepreneurial spirit of every individual to build a better life. We believe in the power of responsible businesses to achieve social change. We're brave and bold enough to give new things a go. We're driven by making a lasting impact.



Collaborative

We believe in the power of teamwork and partnerships. We work collaboratively with colleagues to find creative solutions for the greater good. We're proud to share our expertise and knowledge with partners to further our positive impact.



Contents

Foreword 3

Why we exist 5

Our strategy 6

Diversity, equity and inclusion 7

Our impact 9

A snapshot of our FY23-24 year 10

Who are our clients? 11

Ahmad's story 12

A deep dive into our employment work 13

At the point of enrolment with Breaking Barriers 13

Amy's story 16

After enrolment and towards employment 17

The impact for clients 20

CareTech Foundation 21

Starting a new opportunity 22

An interwoven network of support 26

Looking ahead to 2025 and beyond 29

Trustees' annual report 30

Independent auditors' report 41

Financial statements 45

Reference information 65

Foreword

A message from our CEO, Ciara Devlin

As I sit here reflecting on the last 12 months, it strikes me that it has been a year of excitement, challenge and change. In my first few months as CEO, I was lucky to be able to meet many people and absorb their passion for our mission.



From the incredible team at Breaking Barriers to sector partners and senior business leaders, everyone I have met has really solidified for me what is at the heart of this organisation – people of a refugee background who have a diverse set of skills and life experience, but who are navigating complex barriers to employment. Barriers that, with a bit of thought, imagination and collaboration, can be broken down.

There is much great work going on in the refugee sector. But what has struck me most is how this great work is taking place in an incredibly difficult external environment.

Breaking Barriers has faced its own share of challenges. Like many other charities, the end of EU funding has meant a substantial reduction in income, and we were hit by the cost-of-living crisis, which reduced charitable giving and saw our costs increase. I will forever be grateful to our supporters – existing and new – and to my team, who worked hard to ensure that even with these challenges we still managed to grow our income.

We have always been a resilient organisation. However, when your resilience is tested, it's important to step back, reflect, learn, and ensure that you can weather any future storms. We took the hard decision to restructure, and I believe that we have set Breaking Barriers up to be more resilient and flexible for the next stage of our journey, supporting refugees across the UK.

We are now truly a national charity. In the last financial year, we supported the highest number of clients so far in our history, reaching a total of 1,247 individuals across five locations. And, following our expansion into Liverpool and Glasgow, the majority of our support was for refugees outside of London for the first time.

What a year it has been.

I'd like to end by thanking James Newell, who has been a trustee and then Chair of our Board of Trustees for six years. James has expertly steered us through many storms. I will be sad to say goodbye to his deep knowledge and passion, but I am also excited to welcome Alba Chiara Lamberti as our new Chair.

Thank you to every one of you who has joined us on our journey.
I am looking forward to the coming year, and all that it brings.

Ciara Devlin, CEO

A message from our new Chair, Alba Chiara Lamberti



I am thrilled to be joining Breaking Barriers as the new Chair of the Board of Trustees, taking over from the brilliant James Newell.

Breaking Barriers' mission to enable refugees to build a new life in the UK by supporting their employment journey feels even more urgent in the current political climate. I joined around the time of the racist riots in the UK. As a proud Londoner, originally from Italy, the violence felt deeply personal. And I know it impacted many of the team and clients at Breaking Barriers in the same way too.

That's why I am honoured to be able to contribute to Breaking Barriers' ambition of fostering and protecting a more inclusive society. I am particularly excited to join at this time to help Ciara and the rest of the team scale and deepen our impact at a national level. I think we have an exciting year ahead, and I hope you will join us for the ride.

Alba Chiara Lamberti, Chair of the Board of Trustees

Why we exist

Refugees living in the UK face a variety of barriers to employment, including:

- employment gaps on CVs due to the lengthy asylum process
- lack of UK work experience
- limited understanding of the UK job market and no professional networks
- non-recognition of qualifications
- language barriers
- cultural differences
- public misconceptions and discrimination.

As a result, refugees in the UK are four times more likely to be unemployed than people born here, and on average earn about half the amount per week that UK nationals do. This is despite high levels of qualifications and skills.

Often, refugees and people of refugee background are left to face these barriers alone.

We think that's wrong. And it's why we exist.

Our team at Breaking Barriers, supported by over 100 volunteers, provides one-to-one advice and guidance, education, and training.

We believe in the power of responsible businesses, working with our partners across a range of sectors to build employability skills, experience and opportunities for refugees across the UK.

Together we can break the barriers down, so every refugee will be welcomed into meaningful employment.



Our strategy

In 2023 we established our 2030 goal, which outlines our ambition for the future of Breaking Barriers.

It's focused on reaching more refugees across more areas of the UK, including those facing the toughest barriers to entering the job market, and our ambition to ensure that over 50% of the clients we support will go on to achieve an outcome in education, training, volunteering or employment.

It also outlined the importance of working with sector-leading responsible businesses, being data-led and evidence based in our approach, and working collaboratively with the wider sector.

These principles have underpinned our priorities and successes in 2023 – 2024 as we established our presence in new areas and continued to improve the quality of our services, and they will continue to guide our work going forward.

As we look ahead, we will be further developing the 2030 goals into strategic plans and updating our organisational 'theory of change'. This will ensure we are prioritising activities that lead to more refugees accessing meaningful and sustained employment and building a new life in the UK.







Diversity, equity and inclusion

Our commitment to diversity, equity and inclusion (DEI) at Breaking Barriers runs through everything we do. We've built on previous commitments by:

- extending our panel of external consultants with lived experience to three additional regions, ensuring mission/client-focused decision-making across the organisation and contributing significantly to raising our profile externally
- improving diversity in senior leadership
- providing professionally-led safe spaces for staff to support inclusion and encourage allies
- running an annual DEI staff survey, reporting to staff and trustees on results and actions.

Other work

We shone a spotlight on reasonable adjustments, enhancing our managers' confidence in supporting colleagues with **disabilities**.

We extended our **mental health** and wellbeing provision through a highly dedicated team of staff Mental Health First Aiders, and Mental Health Awareness Week events.

Our well-established **DEI Working Group**, regularly met and engaged with senior leaders. The group provides important input to high-profile decisions, including communications strategies, and they organise and facilitate DEI events for staff.



We created more understanding of the various challenges faced by colleagues and clients through DEI forums/informal DEI catch-ups, policies, guidance and learning events. Topics have included:

- **Gender** in the workplace
- Introducing staff inclusion passports and learning on autism to highlight **neurodiversity**
- New **menopause & menstrual health in the workplace** support via policy, training and office equipment
- Training on **LGBTQI+** challenges faced by refugees and asylum seekers.

These activities have provided rich insight and discussions on matters affecting staff, both as individuals and in the important work they do at Breaking Barriers, leading to more inclusive outcomes.

Much has been achieved in the last year, but we know there is always more to do. We count on the proactive, open engagement of our amazing staff, the willingness of our committed leaders to receive and act appropriately on feedback, and the passion of our People Team to continue learning and growing in this significant area.

Lived experience panel

The Lived Experience Panel was established to embed a client-and-data-led approach at the heart of our work.

We define 'lived experience' as asylum seekers with the right to work, refugees, people from a refugee background or with first-hand experience of seeking sanctuary or migration to the UK.

Since its establishment, the panel of seven consultants have successfully delivered 457 hours of consultancy work. A few examples:

- Improving and participating in recruitment processes for new Employment Advisers, our CEO, Director of People, and Chair of the Board.
- Reviewing over ten policies and documents, including the development of our Diversity Equity and Inclusion Policy.
- Co-Chairing and participating in a Refugee Week Webinar with 180 participants from 70+ organisations.
- Delivering lived experience mentoring sessions to members of our Senior Leadership Team.
- Working with the communications team on new policies and frameworks, participating in campaign and messaging development.
- Engaging in shared learning sessions with senior leaders at our partner organisations to improve understanding of the challenges faced by refugees.
- Feedback from our team highlights the impact of the panel:

86%
said expectations regarding the level of insight/input provided by the panel was fully or mostly met.

100%
agreed or strongly agreed that the panel has added value to their project or initiative.

100%
of the participants rated their overall experience with the panel as very good or excellent.

66

Based on my experience as a consultant at Breaking Barriers, I believe it's an inclusive place to work. The company values diversity in its hiring, so I've had the chance to work with people from different backgrounds and cultures. Everyone here treats each other with respect, and we work together as a team. It's a supportive environment where everyone's ideas are appreciated, which makes it a really inclusive place to be."

Nawal, Lived Experience Panel Member, 2023–2024



Our impact

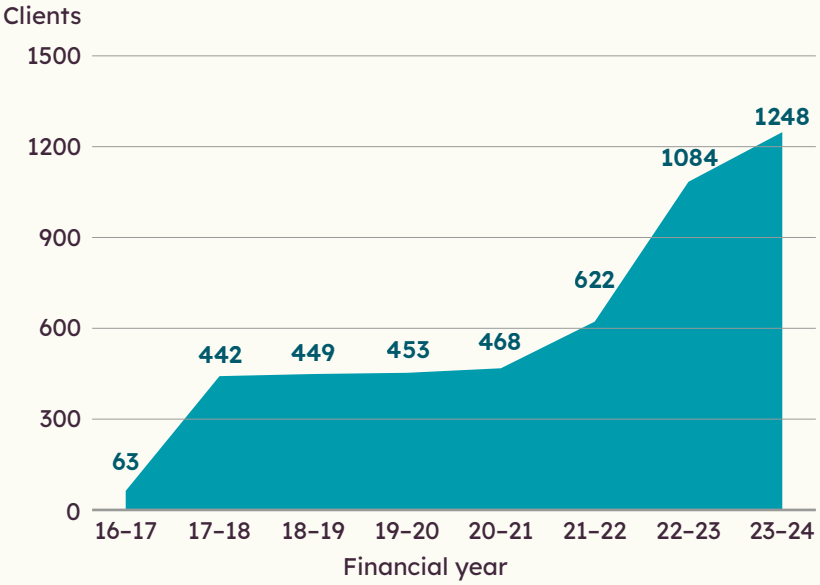
Since it all began in 2015

Breaking Barriers was founded in 2015 and we supported our first clients in London in 2016. We have been on a journey of growth since, and now work in Greater Manchester, Glasgow, Liverpool and the West Midlands.

1,398 clients have achieved **2,594** outcomes:

- **1,272** employment outcomes
- **1,061** education and training outcomes
- **261** volunteering outcomes

2,911 clients supported across five locations between FY16–17 and FY23–24



47,725 hours of support provided

236 group support sessions hosted by **62** corporate partners

48% of clients have achieved a positive outcome since enrolling with us

2,064 education classes attended by **948** clients

A snapshot of our FY23–24 year

In FY23–24 we supported the highest number of clients so far in our history, reaching a total of 1,247 individuals across five locations – a 15% growth on FY22–23, and representing a doubling of our reach since FY21-22.

Our Financial Year (FY) runs from June to May

1,247 clients supported – more than any previous year

54 sessions delivered directly with **34 of our corporate partners**, supporting **293 clients** – double the number of clients since FY21-22

10,548 hours of support delivered – more than any previous year

709 outcomes achieved by **480 clients** – doubling in FY21–22

38% outcome rate this year – above target

135 dedicated volunteers delivered 752 hours of support

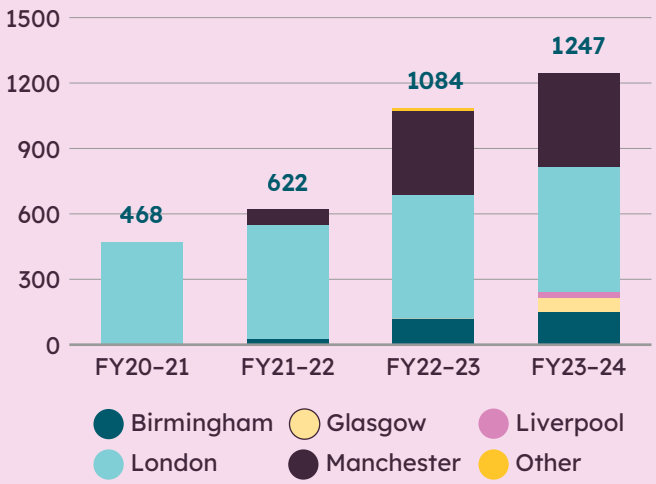
296 new jobs started by clients

83% of clients reporting increased likelihood of finding a job

92% of clients reporting increased motivation to achieve their goals

Following our expansion to Manchester and Birmingham two years ago, we further increased our reach in FY23-24 with the launch of two new locations – Liverpool and Glasgow. For the first time, most of our clients were based outside of London.

Clients supported per location per FY



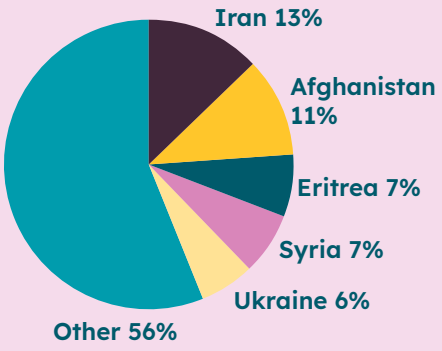
Who are our clients?

Our clients have a diverse range of backgrounds and experiences. Here is an overview of the people we supported during FY23-24.

Country of origin

Clients came from 79 different countries, with the most frequent being Iran, Afghanistan, Eritrea, Syria and Ukraine.

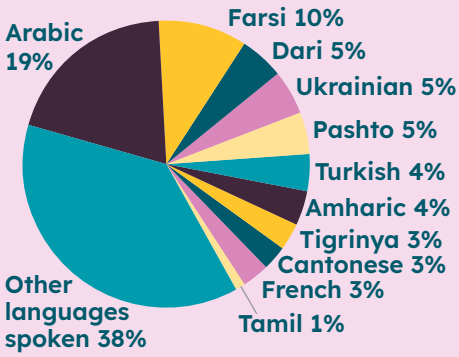
Top 5 countries of origin



Languages

Clients speak a myriad of languages, over 100 in total, the most common being Arabic, Farsi, Dari, Ukrainian and Pashto.

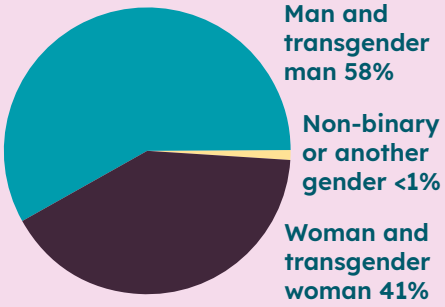
Languages spoken by clients



Gender

58% of our clients identify as a man, 41% identify as a woman, and less than 1% identify as non-binary or another gender.

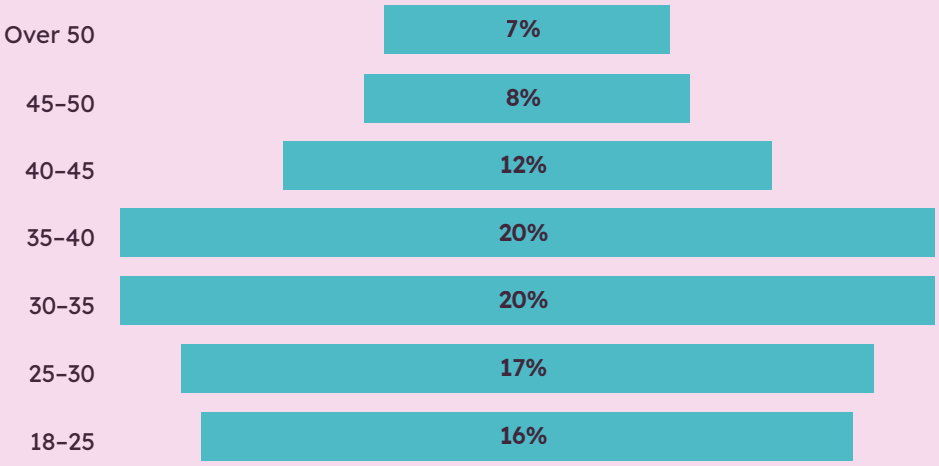
Clients by gender



Age

Our clients range in age, from 18 to 50+, but the majority (53%) of them are young, under the age of 35.

Clients by age at enrolment



66

Ahmad's story

My friends used to call me 'moonstruck' – at least that's the best translation I can think of. I love looking at the sky, and the stars, and I loved physics in high school. I graduated as an electrical engineer in Pakistan.

I worked in various jobs, including as a remote manager for a UK company. In 2021 I arrived in the UK, and I applied for asylum. I couldn't work while my claim was being processed for the first year.



Most people think that living in home office accommodation is living the dream. But it's not. It's really hard to sit there day after day feeling stressed and worried, and not being able to use your brain and work.

After one year, I was allowed to apply for permission to work as I had been waiting for more than 12 months for my claim to be processed through no fault of my own. I am fortunate that engineering was on the shortage occupation list and I could work as a fibre optics engineer. This meant I was able to travel to lots of places around the UK – including accessing the rooftop of one of the tallest buildings in London where the view was amazing!

It was while I was searching for a new job that I came across Breaking Barriers. I kept getting to final interviews, some with prestigious companies, but I couldn't get past this stage. I needed to build a network and understand what I could do differently.

Maria, my Employment Adviser, was my breakthrough. She connected me to lots of different organisations and people – some helped me with interview practice, while others helped me to understand different industries.

The mock interviews really helped and I'm now on a graduate scheme at a process automation company! It's a good feeling to have something to do. To not just be sitting there idle and stressing. It's good to have a sense of security. I get to work in lots of different departments and I'm hoping I'll be able to specialise in project engineering. Perhaps there will also be the option to complete a master's one day.

My dream is to become a Project Director – maybe even for a project that would get me into space so that I could visit Mars!

99

A deep dive into our employment work

At the point of enrolment with Breaking Barriers

When a client first enrols with us, we gather a lot of information to understand more about their background and their goals. Here's what we found out in FY23-24.

Time spent waiting for their refugee status

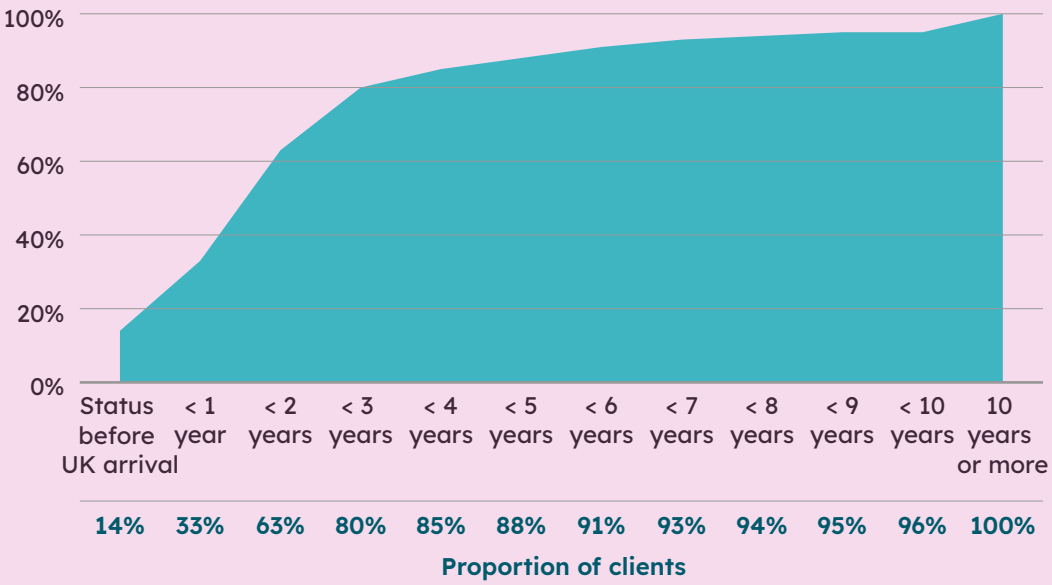
While they wait for their application to be approved, most asylum seekers are not permitted to work, cannot choose where they live, and rely on limited government cash grants for food, sanitation, clothing, bus and train fares, and anything else they may need.

This creates significant barriers to employment including gaps on CVs, a lack of professional connections, a lack of UK work experience and falling behind with skills and advancements in their industries.

In recent years, the proportion of our clients that received their refugee status within one year of arrival has fallen by more than 10% to just one third. In FY23-24, most of our clients (67%) spent over a year waiting to receive their refugee status, with some waiting considerably longer.

One in 20 waited longer than 10 years.

Clients by time spent awaiting refugee status after UK arrival



Education and qualifications

Most of our clients are highly educated. Almost half of our clients (49%) are degree educated at Level 6 or above. Three quarters have the equivalent to A Levels, and 87% have qualifications equivalent to finishing secondary school.

This means our clients, on average, have a higher level of education than the British public as a whole – 59% of clients had a Level 4 qualification or above, compared to 34% of the general public and 44% of immigrants living in the UK (1).

1 Office for National Statistics. (2021). Education, England and Wales: Census 2021

British Regulated Qualification Levels Explained

Here is a list of the British qualification levels and examples of some of the qualifications that are at each level.

- **Entry Level** (including Entry Levels 1, 2 and 3): Entry Level ESOL, Skills for Life
- **Level 1**: GCSE Grades D to G, Level 1 Essential Skills and Level 1 Functional Skills, Music Grades 1 to 3, Level 1 ESOL
- **Level 2**: GCSE Grades A*–C, Level 2 ESOL, Level 2 Essential Skills and Level 2 Functional Skills, Music Grades 4 and 5
- **Level 3**: A Levels, AS Levels, International Baccalaureate Diplomas, Level 3 ESOL, Music Grades 6 to 8, T Levels
- **Level 4**: Certificate of Higher Education and other Level 4 Certificates and Diplomas
- **Level 5**: Diplomas of Higher Education, Foundation Degrees
- **Level 6**: Undergraduate Degrees, Graduate Diplomas, Degree Apprenticeships
- **Level 7**: Master's Degrees, PGCEs, Postgraduate Diplomas
- **Level 8**: Doctorates and other Level 8 Diplomas and Certificates

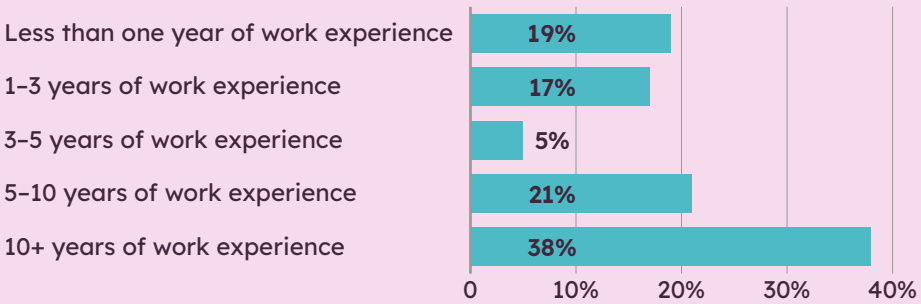
Work experience and employment status

Before enrolling with us, most of our clients have had multiple years of work experience abroad or in the UK – 64% had more than 3 years of experience, and 38% had more than 10 years.

Despite high levels of education and experience, 79% of our clients were either unemployed or economically inactive when they enrolled with us (compared to 4% unemployed and 22% economically inactive for the UK population as a whole) (2).

2 Office for National Statistics Labour Market Overview July 2024, accessed 01/08/2024

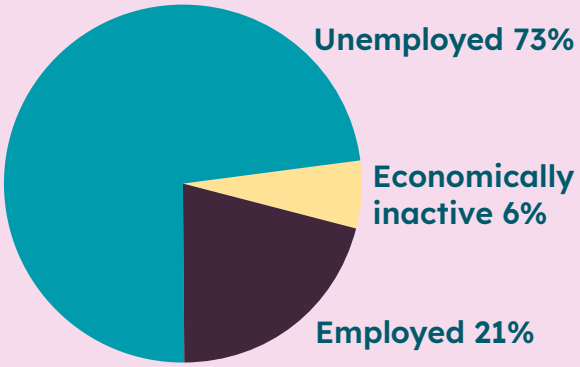
Years of work experience at enrolment



Alongside this, 99% of our clients were seeking our support in applying for entry level roles, and only 12% were actively seeking management level roles. 67% of our clients had already started their job search before they enrolled.

This shows how even highly educated and experienced clients face barriers to unlocking meaningful employment in the UK at a seniority appropriate for them.

Clients by employment status at enrolment



Labour market knowledge

One of the barriers that refugees face to gaining employment in the UK is understanding how our labour market works. The majority of our clients lacked confidence in engaging with the labour market and applying for roles (3).

While 82% had a CV when they enrolled, only 38% said they could confidently write a cover letter.

65% said they could confidently search for appropriate job roles, and the majority had already submitted more than five job applications when they enrolled with us.

But a third of our clients (36%) had never previously submitted a job application in the UK, and 69% had never attended a job interview in the UK before.

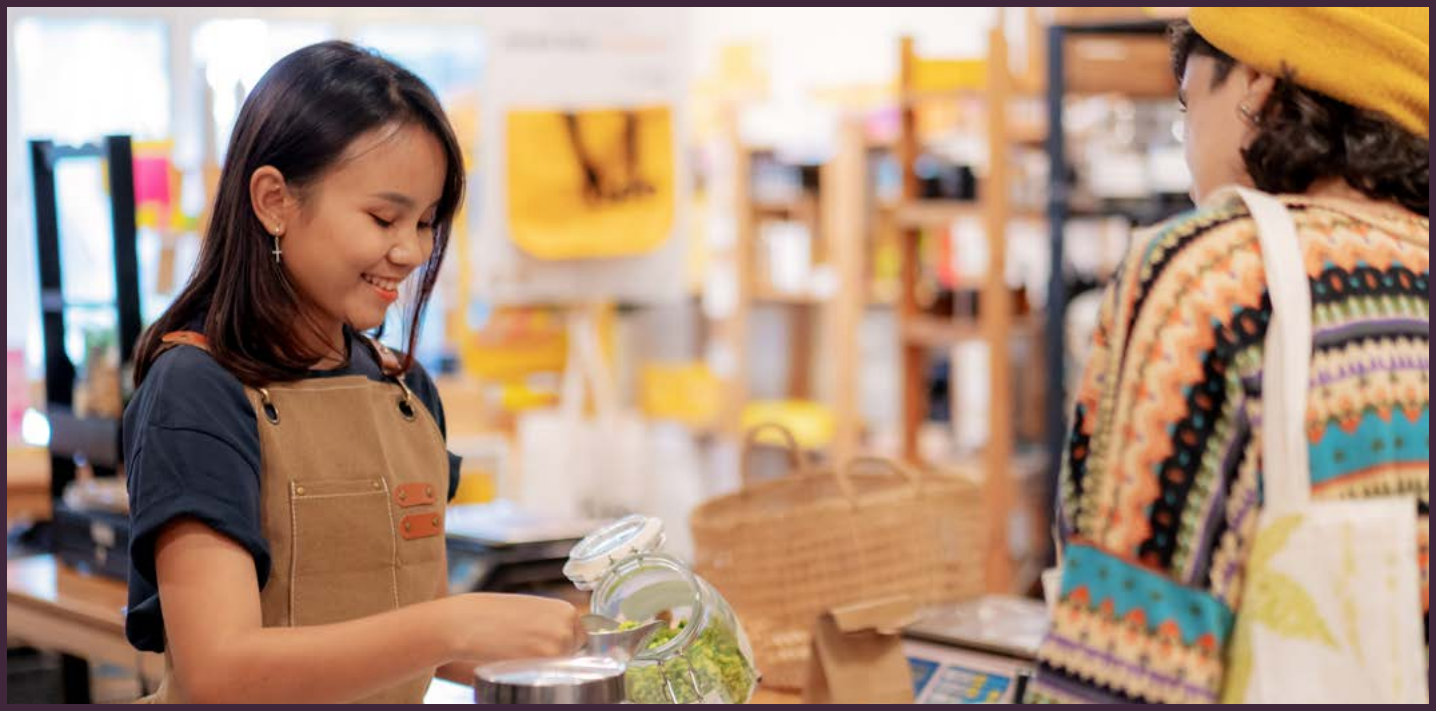


82% of clients had a CV when they enrolled but only **38%** said they could confidently write a cover letter

3 These figures are from a selection of new 'labour market knowledge' questions that we began asking clients part-way through the financial year, and so represent only a subset of the total number of clients supported.

66

Amy's* story



I had my own successful retail business in Hong Kong. I was the main salesperson for my business, so when I was thinking about jobs in the UK, I thought that a career in customer service and sales could be good for me. I would like to be a salesperson, so I can meet a lot of people and develop my communication skills and English level.

Getting a job means taking lots of steps. I needed to update my CV, learn about UK working culture, and get some UK work experience.

I learned from my Employment Adviser, Adiam, about the different style of CVs in the UK. In Hong Kong we put our education first, and we have long CVs with all our experience, usually two or more pages. Adiam helped me to create a CV for the UK, which is simple and just one or two pages.

I also joined two workshops to improve my interview skills and learn about UK working culture and customer service skills. This was quite important to understand before getting a job in the UK, because how you deal with difficult customers, or serve customers, is different to Hong Kong.

I was successful at getting a seasonal job with Lush. I don't mind this part-time work because it means I am gaining work experience in the UK. It was a great experience. I met lots of customers and worked with different people. The team were caring, there was a positive working environment, and my manager made sure I knew what I was doing in my shift.

It is very important to work in the UK, not only to settle in the community but also to use our skills to contribute to the country and establish connections with both local and Hong Kong people.

*Name changed to protect identity

99

After enrolment and towards employment

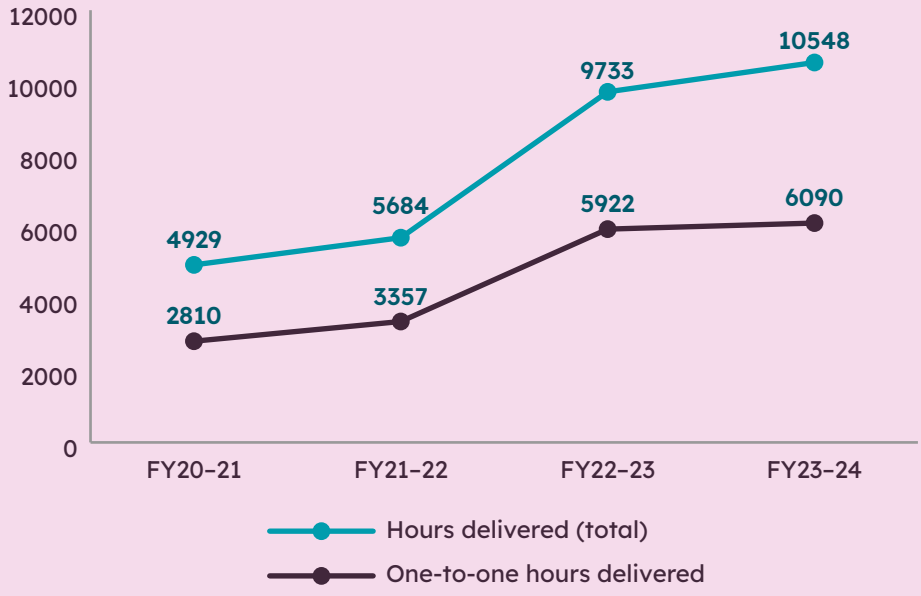
We delivered 10,548 hours of support during FY23–24 – more than we have ever delivered before.

This support covered a variety of activities, including:

- One-to-one advice and guidance sessions, during which clients set goals, work on their CVs and covering letters, apply for jobs or training opportunities, and practice their interview skills
- Mentoring around specific skills, or about specific sectors
- Workshops to build employability skills, such as CVs, interview skills, UK working culture, developing a personal brand and sector specific insight sessions.
- Recruitment events and job fairs
- English language and digital skills classes.

58% of support hours were delivered one-to-one, including 752 hours that were delivered by 135 dedicated volunteers, some of whom provide sector-specific employment and further education guidance.

Hours delivered per FY



> Employment is the best way to help refugees integrate, and the model is very effective. It's the one-to-one support that's really good. Sitting down with an adviser, asking questions, understanding what we need."
>
> Anonymous client

> Until you hear about an individual's circumstances it's hard to understand how uneven the playing field is. Some people are trying to climb a steep hill, while others are on roller skates going down the other side. Sometimes it can feel deeply unfair, but I hope that by volunteering I'm helping to level the playing field in some way."
>
> Graham, volunteer

Remote and in-person support

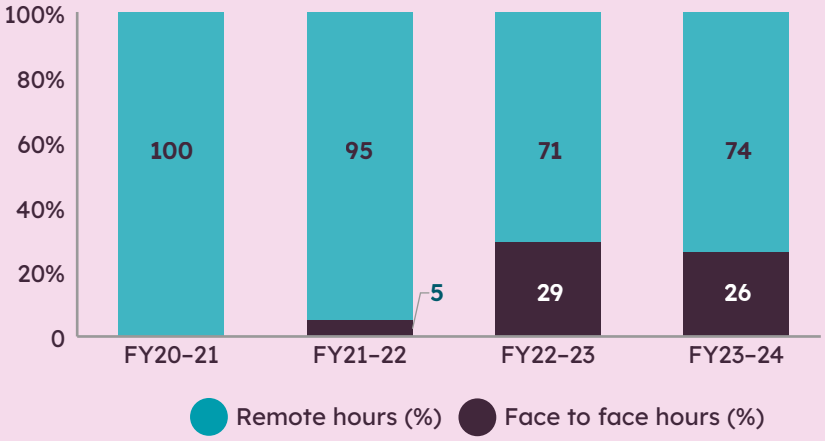
Three quarters of the support we delivered was remote. This is the same proportion as last year, meaning that after a big spike in face-to-face delivery after Covid (during which 95% of delivery was remote) the proportion of support clients choose to receive face-to-face has now plateaued.

Clients generally had a high level of digital literacy – 96% of clients surveyed were confident using email and 91% were confident using Zoom. Slightly fewer, however, were confident using Microsoft Word and an online calendar (79% and 73% respectively).

While 95% of clients reported having regular access to the internet, only 59% own a laptop or desktop computer.

High levels of digital literacy among most clients make Breaking Barriers' predominantly online delivery model possible. However, for clients with lower levels of digital skills, lower English language levels, and for those who don't have reliable forms of digital access or live in insecure housing, face-to-face sessions remain essential.

Support delivered by format

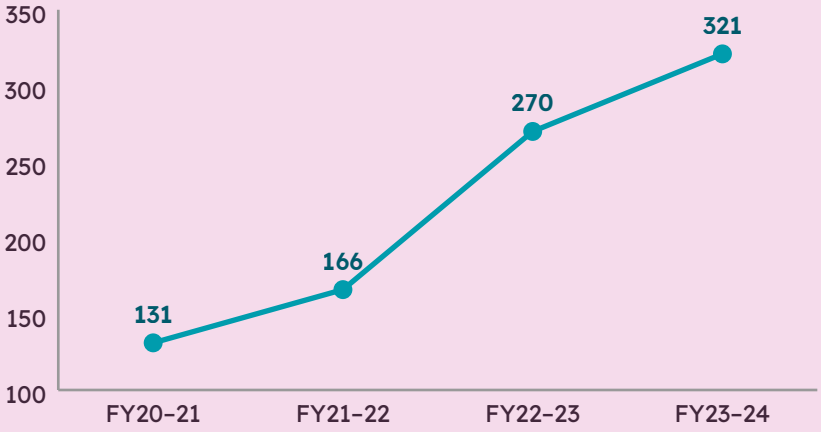


Education classes

Alongside our one-to-one support, we also delivered a record 421 group Education Classes to clients in FY23–24 (doubling the number of classes delivered three years ago).

These classes cover business English, IELTS (International English Language Testing System) exam preparation and IT and digital skills. They were attended by 321 clients and represented 2,656 hours of support.

Education class clients



Our corporate partners

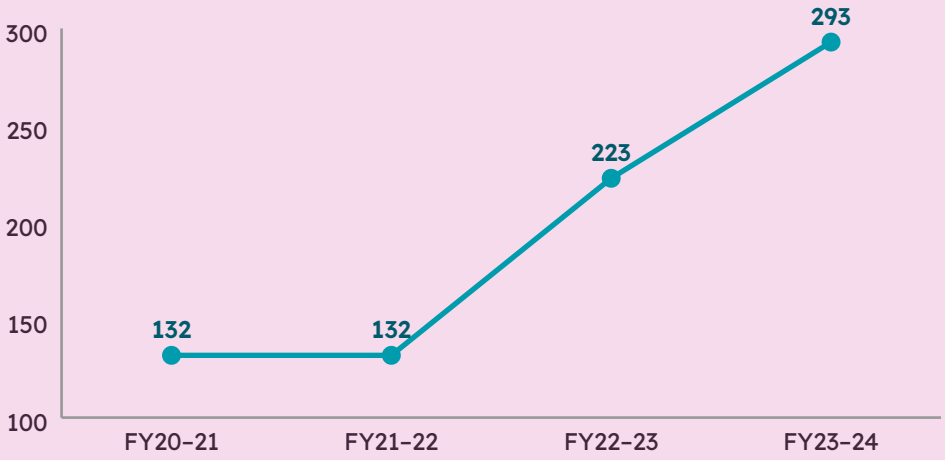
293 clients were supported in 54 sessions delivered directly with 34 of our corporate partners, including:

- 6 industry insight or mentoring sessions
- 3 assessment centres
- 4 job fairs

This totaled 137 hours delivered.

This means that the number of clients supported in sessions with our corporate partners has doubled in the last two years.

Clients directly supported in sessions with corporate partners



293
clients were supported in sessions delivered directly with

34
of our corporate partners, including

137
hours delivered.

Improving our efficiency

In addition to clients achieving a historically high number of outcomes (4), we supported clients into outcomes more efficiently than in previous years.

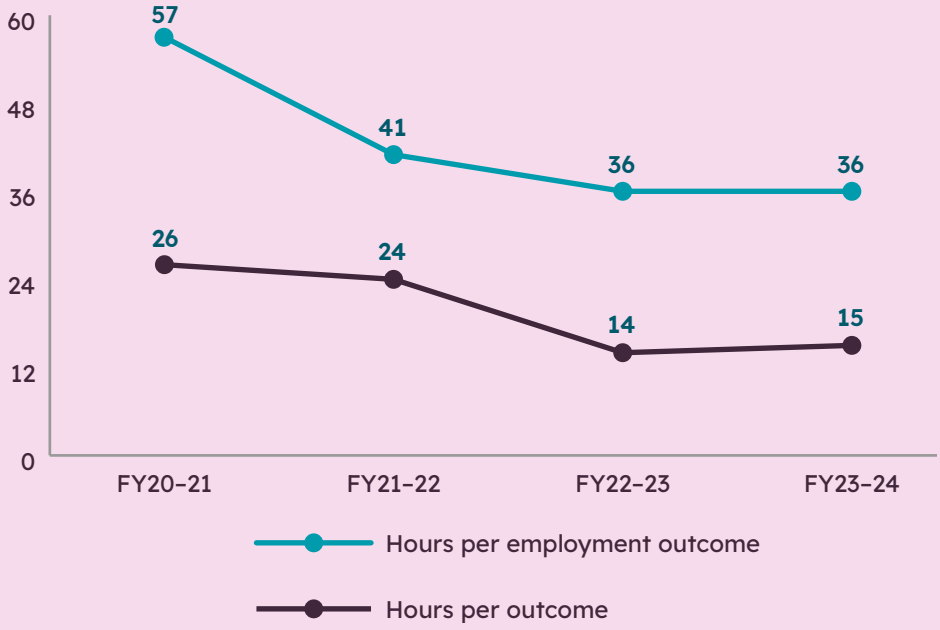
The number of hours of support we provide to clients per outcome they achieved has fallen year on year, indicating that each hour of support we provide has become more efficient over time as we hone our services.

Similarly, the number of outcomes achieved per client we have supported has steadily risen in recent years. This is a promising indicator that we are targeting and delivering our support more effectively.

4 We define an outcome as any employment, education, training or volunteering opportunity achieved.

Nevertheless, supporting a client into an outcome still requires an average of 15 hours, and a new job requires an average of 36 hours – showing how much support time is needed to have a real impact on a client's career trajectory.

Hours per outcome



> 66
>
> My employment adviser, helped me to find a college course, and I've just finished my first year in beauty. She helped me to find a functional English skills course, and she helped me with my CV and interview skills so that I can work while I study."
>
> Mariam, Breaking Barriers client

The impact for clients

We use an impact survey to understand the benefits that our support is bringing to clients in helping them achieve their career goals (5). In the responses to this survey, we found:

92% of clients increased their motivation to achieve their goals.

89% of clients increased their confidence in achieving their goals.

88% of clients reported an increased understanding of UK workplace culture.

83% of clients believed their chances of starting a new job had increased.

87% of clients reported an improved understanding of their preferred sector of work.

76% of clients reported increased confidence during job interviews.

74% of clients reported increased confidence using digital technology.



5 This impact survey is sent at a timepoint agreed between the client and their Employment and Integration Adviser when the client enrols with us. The timing will vary depending on how much the client is able to engage with our services and what the client's goals are, but the usual time for a client to receive the survey is around 3 months after their enrolment.



The CareTech Foundation: building foundations for change

Back in 2022, the health and social care sector consistently ranked as one of the top sectors in which Breaking Barriers clients aspired to work, yet refugees were often finding it challenging to secure employment.

At the same time, there were high vacancy rates in the care sector. According to Skills for Care, vacancy rates in England were at 8.2%, and 105,000 vacancies were being advertised on average each day. Turnover was also high, at 34.4%.

That's why Breaking Barriers and the CareTech Foundation launched a new partnership to simultaneously reduce high unemployment rates among refugees and decrease high vacancy rates in the health and social care sector.

In the past two years we have worked hard to put in place the foundations for systemic change.

Almost 50 people of a refugee background took part in activities, such as insight sessions to upskill the Breaking Barriers team and clients in how the health and social care industry works, workshops on how to succeed in this sector, and two bespoke recruitment pathways in London and Manchester. Over 50% of the refugees who took part have already achieved employment, education or training in the health and social care sector.

The CareTech Foundation have also been vocal in advocating for change and sharing best practice via the Business Behind Refugees movement. Over the past two years, more than 50 clients have gained employment in the health and social care sector, a significant increase on previous years. This is a strong indicator that the work we have been doing to build foundations for change is already achieving success.

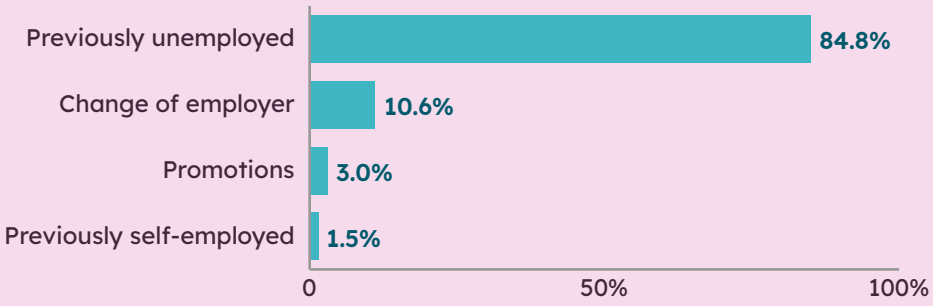
"Working with Breaking Barriers has provided us a unique perspective to work with an organisation that champions something that lies at the Foundation's core. The recognition of skills and experience refugees can bring to the health and social care sector when given the opportunity is profound. This two year partnership has showcased our commitment to addressing social care's vacancy problem, and we are hugely proud of our impact together. As well as the individuals we have seen accessing jobs, the impact of what we've learnt together has real value beyond our partnership – and we hope this is just the start for our sector." – Tariq Raja, CEO, CareTech Foundation

Starting a new job, education, training or volunteering opportunity

FY23-24 was our most successful year yet in terms of client outcomes – 480 clients achieved 709 outcomes during the year, including 256 clients starting 296 new jobs (6).

The number of outcomes achieved by our clients per year has more than trebled since FY21–22 (7). 84 of these outcomes were provided by our corporate partners, including clients starting 27 new jobs with them.

Employment outcome by previous employment status





480
clients achieved
709
outcomes

Employment related outcomes

Of our clients who started new jobs during the year, the overwhelming majority were previously unemployed (85%), with Breaking Barriers often supporting them out of unemployment for the first time in the UK.

Client employment outcomes by sector



Clients most frequently found work in hospitality, retail, health and social care or third sector roles. However, the range of sectors clients found work in was considerable, with these top five most frequent sectors only accounting for 54% of employment outcomes during the year.

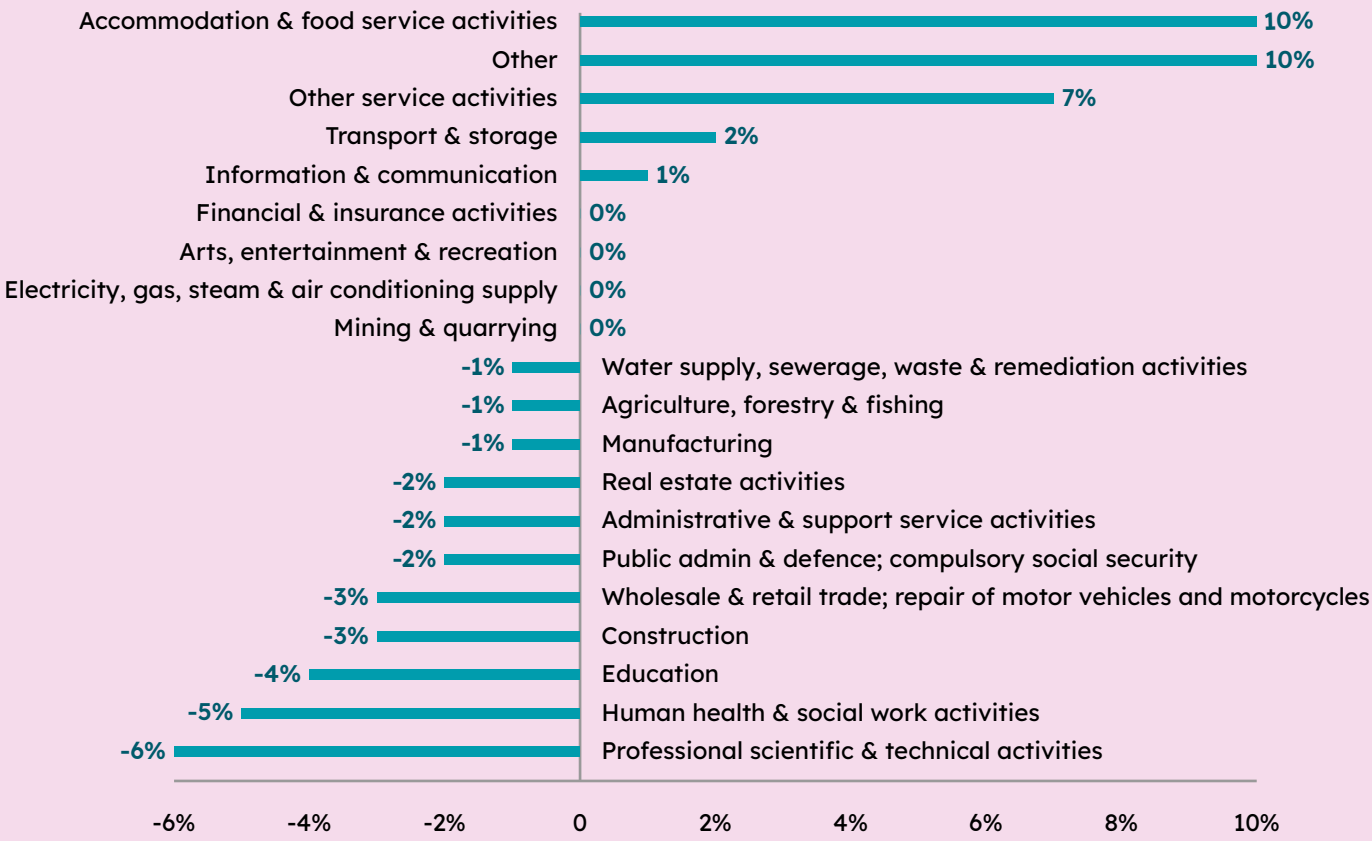
6 This year we have simplified the way we classify outcomes – breaking them down into employment, education or training, and volunteering types.
7 We made a coordinated effort to reach out to clients that had disengaged with us in Manchester and Birmingham last Autumn, which happily resulted in us finding out about a considerable number of previously unknown outcomes that occurred in FY22–23, meaning that the number of FY22–23 outcomes included in analysis in this report is higher than the number included in last year's impact report.

How does this compare to the UK population as a whole?

Despite health and social care and retail being two of the most common sectors for clients to find work, clients were actually under-represented in these sectors relative to the general population (a 5% difference and 3% difference respectively in the proportion of job roles) (8).

Clients were more than twice as likely to find work in accommodation and food than the average member of the UK population (17% vs 7% of job roles) but were proportionally underrepresented in professional scientific and technical activities, education and construction.

Over and under representation of client employment sectors to overall UK workforce



8 Office for National Statistics Dataset on Workforce Jobs by Industry, accessed 01/08/2024

Underemployment and insecure contracts

Although achieving high numbers of employment outcomes, underemployment remains a crucial issue for our clients. Despite our clients' often high levels of experience and education, the majority of employment outcomes were in junior level roles – with 85% of roles being either entry level, graduate roles or internships.

Similarly, the majority of client outcomes were either in temporary (37%) or zero-hours (20%) contracts, indicating the scope for clients to increase their job security even after they enter employment for the first time.

This highlights the vital importance of our client-led model. We do not have an end date for our support, and are here for clients even after they achieve their first outcomes. This means they can come back to us when they are ready to go for a new role or a promotion.

Encouragingly, a portion of clients achieved career growth – of the roles clients started, 11% were moving to a new employer, and 3% were promotions with the same employer.

> 66
>
> I'm settled. I feel like part of society now. I go out and work every day. I have responsibility, I pay my rent, I pay my bills. I have control and independence over my own life. I am building my understanding of technology, I'm going to go to college and get a certificate in English, and then I want to do a degree and become a nurse with the NHS."
>
> Susan (name changed to protect identity)

Education and training

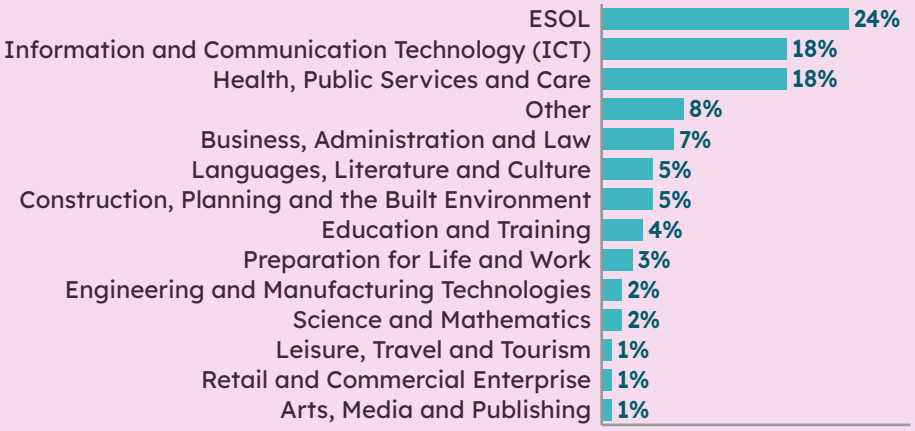
Finding meaningful employment isn't always about getting a job immediately. Many clients progress toward their career goals by undertaking education and training courses.

Our team supports clients to search and apply for these opportunities, as well as to apply for financial support to cover the costs.

By far the most frequent subject of study for clients was ESOL (English for Speakers of Other Languages), which amounted to a quarter of all education and training outcomes (9).

However, large proportions of clients also undertook training in IT or health and social care. These are also two of the areas where clients frequently find employment, so qualifications in these areas are potentially highly valuable for their job search.

Education and training by subject



9 We only started gathering and categorising education and training outcome data using Ofqual subject categories part-way through the financial year, so these figures represent a sample of the total number of education and training outcomes for the whole year. For more information on these categories, click here.

Clients most frequently undertook vocational training courses that are not recognised qualifications in the UK (these could include qualifications for software such as CAD, animation tools or Salesforce, acquiring a Drivers' License, passing an International English Language Testing System (IELTS) exam, or undertaking employability training with a potential employer). Often, these are the most suitable qualifications for helping clients take the next step in their career.

One in ten clients also began an Undergraduate level qualification or above, and seven clients even began Postgraduate degrees.



An interwoven network of support

We are decidedly focused on refugee employment as our area of expertise and specialism. However, the challenges and barriers faced by refugees are complex and interrelated. That's why we work with a wide range of organisations to make sure our clients are supported as best they can be.

Some of these organisations refer clients to us for support, and vice versa.

Based on our data and insights, we have noticed that the three main challenges clients might need further support with to find employment are English language comprehension, homelessness or insecure housing, and mental health issues.

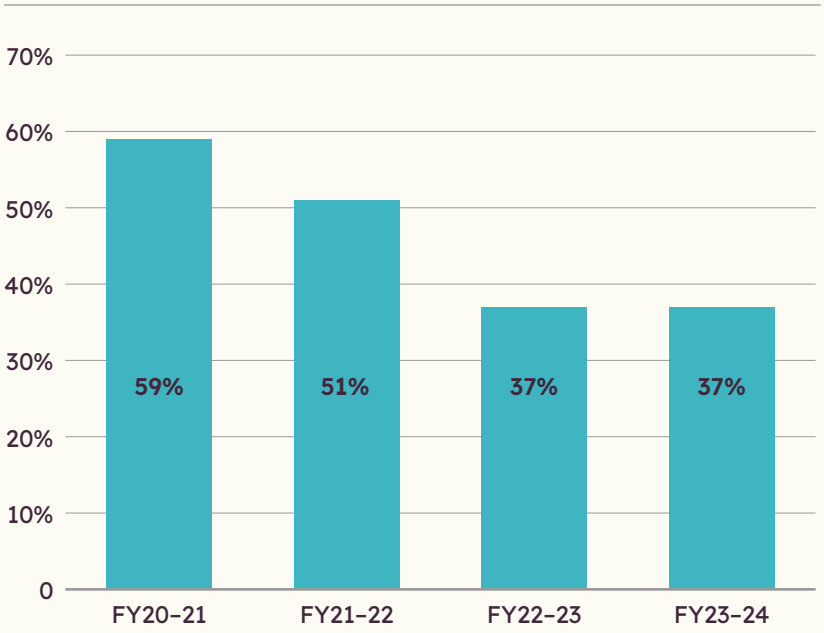
English language

Most of our clients had a good level of English at enrolment with us, with 78% self-reporting that their speaking comprehension was either 'independent' or above.

However, the proportion of clients that consider themselves 'proficient' English speakers was as low (37%) this year as in FY22-23, meaning that levels of English speaking remain lower among our clients than they were two years ago. Even less, only 30% consider themselves 'proficient' in writing.

We provide English classes that are focused on English for work, business English, and IELTS (International English Language Testing System) practice.

Proficient English speaking clients



Homelessness

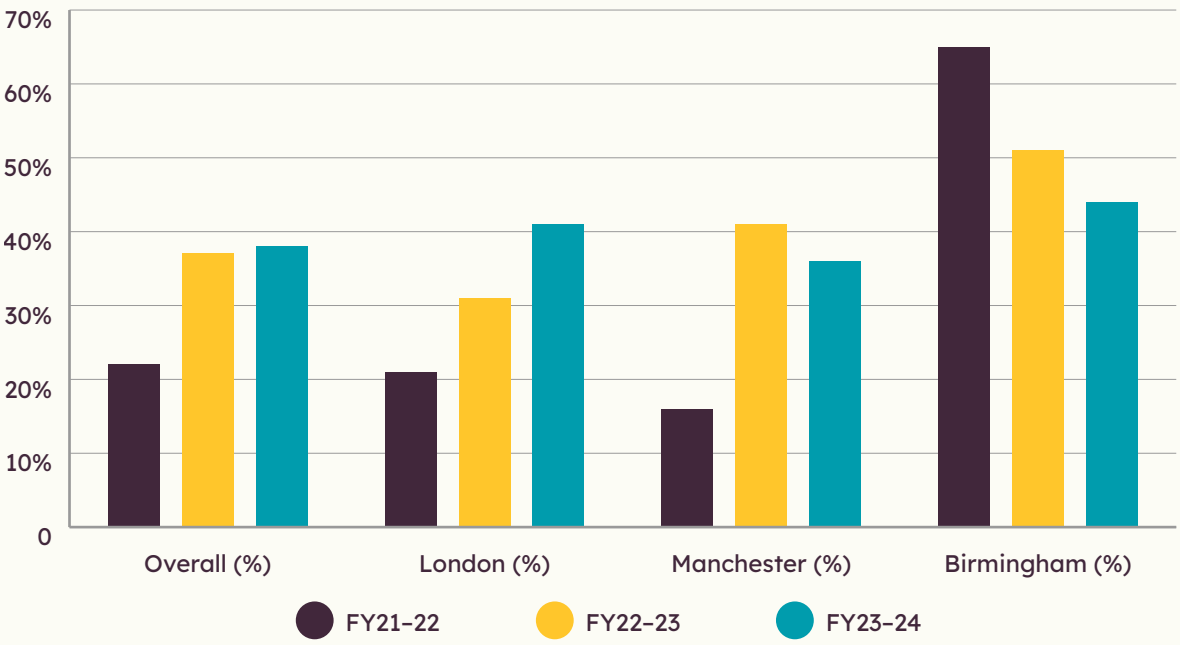
A high proportion of our clients struggle with homelessness and insecure housing, such as hotels and hostels. After a sharp increase last year, the percentage of clients facing this challenge remained relatively stable in FY23-24. But this still means many more of our clients experience homelessness than they did two years ago.

This can make it extremely challenging to find employment due to the possibility of being relocated with little choice or warning about where you are moving to, issues with Wi-Fi, not having furniture such as a desk, living in overcrowded accommodation with a lack of privacy, and the physical and mental health impact of not having a home.

Homeless clients have an 18% likelihood of entering employment, compared to 24% for non-homeless clients.

While the overall percentage of clients experiencing homelessness has remained flat, figures per location have changed considerably. In London, 41% of our clients reported homelessness, up from 31% last year. Unlike London, other locations seem to be improving. 44% of Birmingham clients reported homelessness compared to 51% in FY22-23, and in Manchester this figure was 36% compared to 43% in FY22–23 (10).

Homelessness



10 We have less than one years' worth of data for our newly launched locations Glasgow and Liverpool, so we are not mentioning them here due to the smaller sample size of clients compared to other, more established locations.

Mental health

The number of clients experiencing mental health difficulties has remained consistent over the past years with 25% reporting that they regularly struggle with their mental health.

Clients with mental health issues have a 17% probability of entering employment, compared to 24% for clients without reported mental health issues.

It is important to note here that due to the overall stigma and differing cultural understandings around mental illness, cases may remain underreported.

The causes of mental health and low wellbeing are complex. Some underlying reasons include:

- experiencing homelessness or insecure housing
- financial stress
- worry about family and friends who are unsafe
- facing racism, discrimination and prejudice
- trauma
- social isolation
- navigating complex legal and asylum systems, often not in your first language
- long waiting lists to access mental health services

Looking ahead to 2025 and beyond

As we look ahead to 2024 – 2025, we have to acknowledge the impact of the wider context on our financial health.

The current economic environment, the rapid growth we have undertaken, and the loss of some statutory income has meant that we need to focus on stability and future proofing the organisation.

Despite these challenges, we successfully grew our income in FY23-24, and are committed to continuing this sustainable growth going forward. As a result, our organisational priorities are focused around:



1 Setting up the foundations, funding and infrastructure required for the organisation to grow towards the 2030 goals. This includes focussing on strengthening funding streams that will maintain our income, embedding and implementing improved systems across finance, HR and data, and improving processes and structures across organisation.

2 Improving the quality of our services for our clients and embedding our reputation for offering high quality employment support. We will be focused on implementing the recommendations of a programmes strategic review, including making quality improvements, standardising practices of our services, increasing outcome rates in five locations, and improving our delivery model.

3 Developing our products, services and influence around how we partner with responsible businesses to support refugees into outcomes. Evolving how we work with our corporate partners with a focus on accelerating opportunities for hiring refugees, building on our public fundraising and communications campaigns in support of our partnerships, and continuing to share and amplify the stories and experiences of our refugee clients.

As well as these priorities we will be focussing on key cross organisational areas including developing and sharing our theory of change and reviewing our monitoring and evaluation framework as a result.

Trustees' annual report

For the year ended 31st May 2024

The Trustees present their report and financial statements for the year ended 31st May 2024.

The Trustees confirm that the financial statements comply with the current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Breaking Barriers was set up to support refugees into meaningful employment. The objects set out in our governing document are as follows:

- To advance the education and training of those granted refugee status, their dependants and those seeking asylum in the United Kingdom so as to advance them in life and assist them to adapt within a new community;
- The relief of unemployment and financial hardship of those granted refugee status, their dependants and those seeking asylum in the United Kingdom, by the provision of vocational skills training, advice and support;
- To advance the education of the public in general about the issues relating to refugees and those seeking asylum; and
- The promotion of social inclusion for the public benefit among people who are refugees, their dependants or those seeking asylum in the United Kingdom, who are socially excluded on the grounds of their social and economic position.

At Breaking Barriers, we deliver on our charitable objectives through our Employment and Education programmes.

Our Employment programme offers personalised one-to-one support to people of a refugee background seeking to work in the UK. We run these appointments in person, via video call or over the phone. We also work with businesses from a wide range of industries. Many of our partners offer workshops, mentoring and job opportunities to build our clients employability skills. Our academy placements offer clients paid work placements to gain invaluable skills working for a UK business.

Our Education programme focuses on two key areas we see as essential skills to build your career in the UK. The first is the English language, so we offer one-to-one or small group classes to help clients feel comfortable communicating in English. We also offer IT and Digital skills to ensure our clients can search for and apply for jobs.

Public benefit

When planning Breaking Barriers' activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit. Within the constraint of resources, and subject to any eligibility criteria for a specific service, Breaking Barriers' services, described above, are available to all refugees and people of refugee background. Services are offered without charging fees. Our work to help refugees gain meaningful employment is a key contributor to integration for refugees themselves and for members of the host population.

Achievements and performance

In FY24 has been our most impactful year to date. We supported more 15% more clients this year than we did last year, with 1,247 clients engaging with our service. We also achieved an outcome rate above target, at 38%. This over achievement reflects our recent investment in our services and partnerships model, and of course the talents of our clients.

Excitingly we expanded into Liverpool and Glasgow, taking our first clients on in each region from January. Since then, we have worked with 92 new clients, building strong connections with local refugee networks and service providers. With our operations in these areas set to support more refugees, per year in future, as they mature and develop.

We are proud of our achievements, especially given the broader landscape of high economic uncertainty, political unrest and geopolitical tensions. For BB the inflationary environment, and changes to the statutory landscape – in particular the fact we can no longer access funding from the European Union – meant that we took proactive measures to reduce our cost base this year from what was originally planned. Of importance to us was maintaining the quality and reach of our services, which was front of mind when we restructured the organisation. Having recently conducted a strategic review of our services, we have now implemented changes that will equip the organisation to build sustainably towards our 2030 goals.

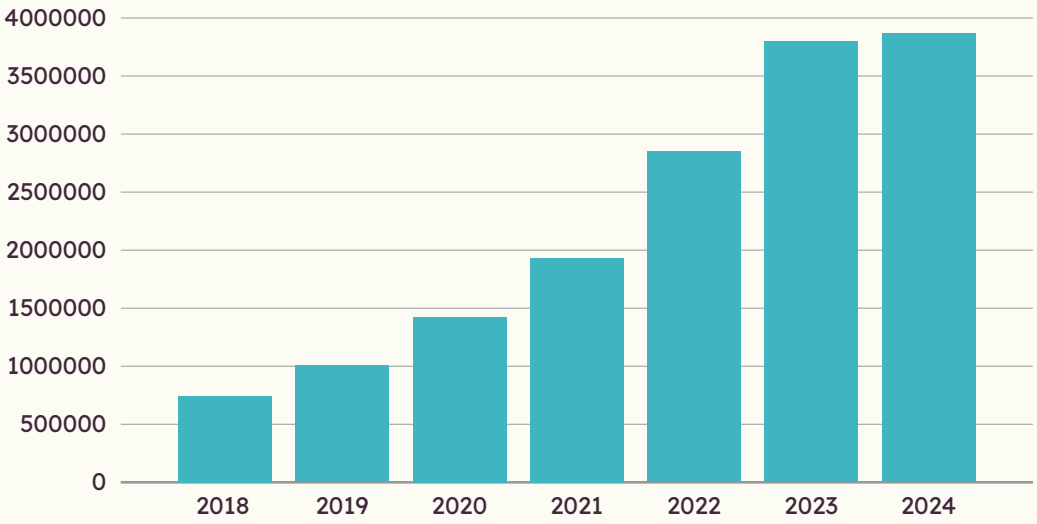
Additional information on our achievements and performance are on pages 9 to 28.

Financial Review

At the year ended 31st May 2024 Breaking Barriers made a small deficit of £0.25m (FY23: £0.54 surplus).

Despite difficult external conditions we had our most successful fundraising year to date, raising income of £3.87m (FY23: £3.80m) an increase of 2% from last financial year. As well as that, within the year we successfully secured and delivered some of our biggest corporate partnerships, expanded our base of charitable trust and foundation donors across the UK, and focused on retaining and deepening our support from our existing corporate supporters. This was aided by the impact of a maturing fundraising function and increased efficiency and shared working across all income streams.

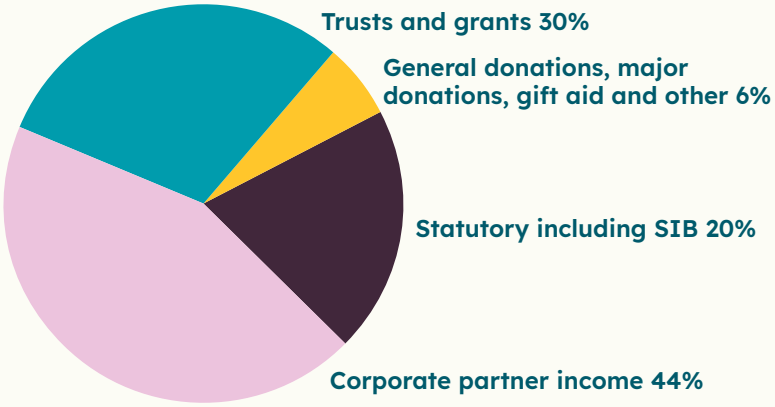
Income over time



We have a diversity of income streams, and diversity of donors within those in those streams. With income split as follows:

1. Statutory income £0.77m (FY23: £1.19m)
2. Income from corporate partnerships including that given for matched funding £1.69m (FY23: £1.44m)
3. Income from trusts and foundations including that given for matched funding £1.17m (FY23: £0.9m)
4. Income from other sources including donations from individuals and gifts, makes up £0.23m (FY23: £0.23m).

Breakdown of FY24 Income by source



As well as our expansion into Liverpool and Glasgow we have made a number of investments this year that are laying the foundations for future success.

Our CRM project has direct costs of £304k (FY23:£177k) in the year and has seen significant development and impact. It now houses both our funder and client data. For our income pipeline it allows us a record of funder interactions, integrations with our email marketing and online donation platforms, the management and impact of events, and more. For our client data it allowed significant improvements to our data model for monitoring, delivery and outcomes, which will enable us to refine our services for maximal impact.

Our Lived Experience strategy, in its infancy last year, has been incredibly impactful, with our Lived Experience panel driving client and data led decisions through their advice on key initiatives throughout the year, specific initiatives are referenced earlier in the report. Spend in FY24 was £51k.

Our first, pilot, public fundraising campaigns were delivered during the year, underpinned by investment in research and creative development, and the recruitment of a specialist member of staff. We were pleased that these digital campaigns attracted initial engagement from a range of audiences. However, further testing and supporter feedback is needed to expand the role of donations from individuals in organisational stability and growth in the coming years. Spend in FY24 was £172k of which £117k was funded by our designated fund (FY23: £83K)

Expenditure on raising funds was £0.82m (FY23: £0.57m) which represents 19% (FY23: 17%) of total expenditure. Within the year our fundraising team grew by two people, within philanthropy and public fundraising, and our communications and engagement team also drove some of our fundraising engagements with key audiences, contributing to our cost of raising funds.

Our support costs have also increased to £0.66m, 16% (FY23: £0.27m, 8%) which reflects the investment in key roles across Finance and HR that are driving best practice. It also reflects the fact our CRM in no longer used for solely client data, as it was previously, and therefore the Data team are taking a role in facilitating the organisations broader decision making, through the provision of financial data.

Reserves

At Breaking Barriers our reserves policy is to maintain a general fund which represents three months of forward expenditure. At 31st May 2024, our general fund had a balance of £1.00m, representing 3.4 months' expenditure (FY23: £1.21m representing 3.4 months' expenditure).

Going concern

The trustees have considered the charity's ability to continue as a going concern for a period of at least 12 months from the date of signing the accounts (to the period to December 2025).

Our annual budget for FY24/25 covers the period to May 2025. This sets out our plans to evolve our service delivery offering, heightening our emphasis on quality outcomes and improving our Monitoring and Evaluation framework. We will solidify our offering in Glasgow and Liverpool also. As part of the budget setting process, we reviewed our cash flow and planned reserves position for the year. Robust monitoring is in place to ensure that we remain liquid, and currently we are able to draw down on our reserves quickly, ensuring we are able to react to a downturn immediately. Whilst the current economic climate remains uncertain, we are confident that we will be able to meet our plans.

Taking into account our current cash position, our forecast, and our principal risks, the Trustees are confident we will continue in operation and will be able to meet our liabilities when they fall due over the medium term. Therefore, the board have decided to adopt the going concern basis of accounting in preparing these financial statements.

Future plans

In 2023 we established our 2030 goal, which outlines our ambition for the future at Breaking Barriers.

It's focused on reaching more refugees across more areas of the UK, including those facing the toughest barriers to enter the job market, and our ambition to ensure that over 50% of the clients we support will go on to achieve an outcome in education, training, volunteering or employment.

It also outlined the importance of working with sector-leading responsible businesses, being data-led and evidence based in our approach, and working collaboratively with the wider sector.

These principles have underpinned our priorities and successes in 2023 – 2024 as we established our presence in new areas and continued to improve the quality of our services, and they will continue to guide our work going forward.

As we look ahead, we will be further reviewing and developing the 2030 goals into strategic plans and updating our organisational 'theory of change'. This will ensure we are prioritising activities that lead to more refugees accessing meaningful and sustained employment and building a new life in the UK.

Principal risks and uncertainties

The Board is responsible for ensuring that we have effective risk management and that internal systems are in place to understand our risk appetite and manage the major risks we are exposed to.

Currently the Senior Leadership Team review risks on a monthly basis, with the Finance, Audit and Risk Sub-Committee meeting on a quarterly basis to review the risk register, and the whole Board undertaking an annual review. Our key risks and their mitigations are summarised in the table below:

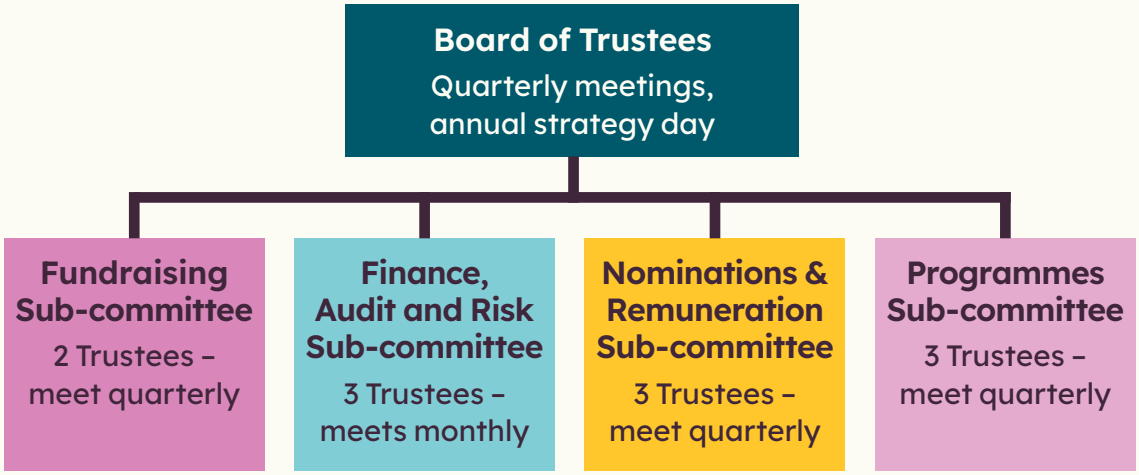
Risk	Mitigations
Risk that our income does not meet target, and this impacts our services	• Robust review of our income targets to ensure they are realistic • Scenario planning to understand the impact of various outcomes that are different to the agreed budget. • Significant investment into individual giving to diversify our income. • Diverse portfolio of donors across various businesses, trusts and foundations and statutory sources. No one donor represents more than 20% of our income • Proactive approach to building good relationships with local authorities and public bodies, to position ourselves for and develop funding opportunities across regions • Having a reserves policy and holding the planned amount of reserves, that can be utilised in a downturn
Ensure we maintain a long term sustainable financial position	• Cash flow forecasting on a monthly basis to ensure we can meet our financial obligations • Tight controls on budget, and all out of budget expenditure requiring pre-authorisation from SLT and the board • Close tracking of our income pipeline and funding gap • A number of internal controls to ensure good financial governance- budgets, forecast, reconciliations, financial policies, appropriate review of salary payments etc. • Close scrutiny from board representatives on a finance, audit and risk sub committee, currently meeting monthly

Risk	Mitigations
Risk of delivering a product that doesn't meet client need or where the cost per beneficiary is unaffordable or unfundable	• Robust review of current delivery model, including regular scrutiny from board representatives on a services sub committee, and development of strategic roadmap for sustainable growth • Embed good practice and change management governance controls • Further develop enhanced monitoring approach and embed continuous improvement into all service delivery • Ensure consistent delivery of best practice quality management standards and tools
Risk that we do not attract and retain high performing talent and are therefore less effective	• Considerable focus on staff engagement and retention with increase in non-monetary perks • Attrition rate monitored and staffing matters discussed at SLT and the nominations and remuneration sub-committee • Financial measures taken to support staff through cost of living crisis • Staff engagement forum and feedback loop with senior leaders • Whistleblowing, grievance and disciplinary policies and procedures in place • Benchmarking of benefits and packages across the sector • Robust staff appraisal processes • Training and development to support staff to build capabilities • Diversity and inclusion activities embedded and increased support for staff from a refugee background

Risk	Mitigations
Risk to the safety and welfare of our clients, volunteers and staff	• Safeguarding policy and procedure reviewed by the programmes sub-committee and approved by Board, reviewed annually. • All staff and volunteers receive safeguarding training tailored to their role; safeguarding team receives advanced training • DBS checks to be introduced for some staff/ volunteer roles • Trustees provided with basic safeguarding training
Risk that we suffer reputational damage as a consequence of not meeting stakeholder expectations	• Crisis comms approach - responsibility with the CEO lead formation of crisis management team and crisis training for SLT and managers • Serious incidents procedure for employees and Trustees created • SLT trained on due diligence processes • Communication and training of serious incidents procedure for all staff • Gift acceptance policy and due diligence process for other partners in place • Serious Incidents procedure reviewed annually by CEO so that new staff receive training as part of their induction and all staff are updated/trained on any changes which come out of annual review.

Structure, governance and management

The charity is governed by a Board of Trustees who oversee the strategy, direction, performance and risks of the organisation. They do this by approving budgets, operational plans and key organisational policies. They also review our finance performance, risk register, fundraising income and portfolio of donors, our impact data and feedback from beneficiaries.



Day-to-day management of the charity is delegated by the trustees to the CEO, Ciara Devlin, supported by her Senior Leadership Team. This group meets monthly to review income, expenditure and cashflow, HR metrics and to monitor organisational risks. It also reviews any other matter which might materially impact the financial position or reputation of the charity and where necessary notifies the trustees of any issues arising.

Trustees are chosen for their expertise and commitment to support refugees. Potential new trustees are identified either from suitable candidates known to the board or CEO or through open search. All candidates submit an application with a CV and personal statement and appointments are approved by majority vote of existing trustees. A formal induction plan is in place to ensure that new trustees are fully informed about their responsibilities, the current position of the charity and the key questions they will need to address.

Trustee terms are fixed terms of three years with optional extensions.

Related parties and relationships with other organisations

The charity has one subsidiary undertaking, Breaking Barriers Trading Ltd, which is wholly owned by the charity and was established in 2018. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts. BB Trading has a resource sharing agreement with the charity through which the company pays for an equitable share of the administrative services needed to ensure that business activity is compliant with all appropriate and relevant standards. The activity in BB Trading this year related to our academy placement offering and was immaterial. There are currently no plans for the Trading subsidiary, and if this remains the same for the foreseeable future we will make the

organisation dormant until required. No loans have been made by the charity to the trading subsidiary.

There are no formal relationships between the charity and any other organisation.

Remuneration policy for key management personnel

Annual pay awards for the organisation are approved by the Board. The Board considers the CEO and the rest of the Senior Leadership Team's salaries separately, taking into account performance, level of individual responsibility and external benchmarking.

Responsible Fundraising Statement

Breaking Barriers has a deliberately diverse portfolio of donors, of which no donor represents more than 20% of our income. Breaking Barriers' objective is to achieve as wide a range of income source as possible in order to reduce the reliance on any one stream of income and to protect the charity from not being able to fulfil its objectives.

Currently, income is received from businesses, statutory sources, charitable trusts and foundations, and individuals (through the promotion of one-off and recurring gifts, legacies, and independent fundraising activities). We fundraise principally through online marketing and advertising and, with organisations, through direct approaches to or from relevant business and grant management functions.

In FY24 Breaking Barriers did not have relationships with any commercial participators. During the year we employed one professional fundraiser whose contract required them to adhere to Breaking Barriers values and practices in relation to fundraising activity. Their fundraising activities were directly supervised by the Director of Development, who reviewed fundraising proposals and participated regularly in the fundraiser's external meetings.

We are registered with the Fundraising Regulator and ensure that we adhere to the standards set out in the Code of Fundraising Practice. We are committed to treating everyone fairly and with respect. We take privacy seriously and are transparent about how we collect, store and use personal data to help us earn the trust and confidence of all those who are part of our community. Full details of our approach to personal data use can be found in our Privacy Policy on our website.

In respect of our public fundraising, Breaking Barriers has a policy and related processes in place to assist and protect people who may be in a vulnerable circumstance. This policy is available via the privacy statement on our website.

In FY24 we received no complaints directly related to our fundraising practices. We provide details on how to contact us, including our complaints policy and procedure on our website.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

If the Charitable Incorporated Organisation (CIO) is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson were appointed as the auditors of the charity in FY22 and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 9th December 2024 and signed on their behalf by:

A Lamberti

Alba Lamberti, Chair of Trustees

Independent auditors' report

Opinion

We have audited the financial statements of Breaking Barriers (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 May 2024 which comprise the statement of financial activities, consolidated and parent charity balance sheet, consolidated statement of cashflows and the related 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 May 2024 and of the group's 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 Charities Act 2011 and Trustees Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity 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 the provisions available for small entities, 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 group and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 group and parent charity'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 group and parent charity 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 auditor under section 151 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts 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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008, and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 9 December 2024

Godfrey Wilson Limited

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol, BS1 4QD

Godfrey Wilson Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial statements

Consolidated statement of financial activities

For the year ended 31 May 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Restated 2023 Total £
Income from:					
Donations	3	1,629,751	1,356,902	**2,986,653**	2,413,541
Charitable activities	4	526,559	349,937	**876,496**	1,377,598
Investment Income		7,286	-	**7,286**	-
Other trading activities		-	-	**-**	7,715
Total income		**2,163,596**	**1,706,839**	**3,870,435**	3,798,854
Expenditure on:					
Raising funds	5	(780,520)	(39,383)	**(819,903)**	(569,164)
Charitable activities	5	(1,705,080)	(1,594,795)	**(3,299,875)**	(2,694,010)
Total expenditure		**(2,485,600)**	**(1,634,178)**	**(4,119,778)**	(3,263,174)
Net income/(expenditure) and movement in funds	6	**(322,004)**	**72,661**	**(249,343)**	535,680
Reconciliation of funds:					
Total funds brought forward		1,325,543	563,443	**1,888,986**	1,353,306
Total funds carried forward	13	**1,003,539**	**636,104**	**1,639,643**	1,888,986

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

The prior period comparative income has been restated to split out expenditure between different charitable activities. There is no change to total income, or net movement in funds.

Consolidated Balance Sheet

For the year ended 31 May 2024

	Note	2024 £	2024 £	2023 £	2023 £
Current assets:					
Debtors	9	**285,610**		548,882	
Cash at bank and in hand		**1,629,735**		1,567,016	
		1,915,345		2,115,898	
Liabilities:					
Creditors: amounts falling due within one year	10	**(275,702)**		(226,912)	
Net current assets			**1,639,643**		1,888,986
Total net assets	12		**1,639,643**		1,888,986
Funds	13				
Restricted funds			**636,104**		563,443
Unrestricted funds:					
Designated funds		**-**		117,475	
General funds		**1,003,539**		1,208,068	
Total unrestricted funds			**1,003,539**		1,325,543
Total funds			**1,639,643**		1,888,986

Approved by the trustees on 9th December 2024 and signed on their behalf by:

A Lamberti

Alba Lamberti, Chair of Trustees

The attached notes form part of the financial statements.

Charity Balance Sheet

For the year ended 31 May 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets:					
Investment	17		1		1
Current assets:					
Debtors	9	**316,054**		565,361	
Cash at bank and in hand		**1,603,582**		1,552,551	
		1,919,636		2,117,912	
Liabilities:					
Creditors: amounts falling due within one year	10	**(275,691)**		(226,548)	
Net current assets			**1,643,945**		1,891,364
Total net assets			**1,643,946**		1,891,365
Funds					
Restricted funds			**636,104**		563,443
Unrestricted funds:					
Designated funds		**-**		117,475	
General funds		**1,007,842**		1,210,447	
Total unrestricted funds			**1,007,842**		1,327,922
Total funds			**1,643,946**		1,891,365

Approved by the trustees on 9th December 2024 and signed on their behalf by:

A Lamberti

Alba Lamberti, Chair of Trustees

The attached notes form part of the financial statements.

Consolidated statement of cash flows

For the year ended 31 May 2024

	2024 £	2023 £
Cash flows from operating activities:		
Net movement in funds	**(249,343)**	535,680
(Increase) / decrease in debtors	**263,272**	(110,116)
Increase in creditors	**48,790**	25,894
Dividends, interest and rents from investments	**(7,286)**	-
Net cash provided by operating activities	**55,433**	451,458
Cash flows from investing activities:		
Dividends, interest and rents from investments	**7,286**	-
Net cash provided by investing activities	**7,286**	-
Change in cash and cash equivalents in the year	**62,719**	451,458
Cash and cash equivalents at the beginning of the year	**1,567,016**	1,115,558
Cash and cash equivalents at the end of the year	**1,629,735**	1,567,016

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the consolidated financial statements

For the year ended 31 May 2024

Note 1 Accounting policies

General Information and basis of preparation

Breaking Barriers is a charitable incorporated organisation registered in England and Wales and also registered in Scotland. The registered office address is 71–91 Aldwych, Aldwych House, London, WC2B 4HN.

The financial statements have been prepared in accordance with 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) – (Charities SORP FRS 102).

The charity 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 or note.

Basis of consolidation

These financial statements consolidate the results of the charity and its wholly-owned (controlled) subsidiary on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate SOFA has not been presented for the charity.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of services is deferred until the criteria for income recognition are met.

Income from donations and legacies are gifts from individuals, charitable trusts, corporate partners and other donors that are either unrestricted, restricted to core purposes or general organisational targets.

Income from charitable activities is defined as income earned for discrete services or the achievement of specific outcomes.

Income from other trading activities is income from employment related services, some of which are carried out by Breaking Barriers Trading. These services are invoiced and recognised as revenue when delivered.

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, personnel, payroll and governance costs which support the charity and its activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the basis of staff time as set out in note 5 to the accounts.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Investment in subsidiary

Investments in subsidiaries are valued at cost less provision for impairment.

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Debtors

Trade and other debtors are recognised at the settlement amount due 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 cash 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.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

Breaking Barriers operates a defined contribution pension scheme managed by NEST in accordance with current auto-enrolment rules.

Foreign currency transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

Financial instruments

The charity 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 with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are accrued and deferred income adjustments for grants paid in arrears and contracts invoiced in advance, and the percentages used to allocate costs to different activities and funds.

Note 2 Detailed comparatives for the consolidated statement of financial activities

	2023 Unrestricted £	2023 Restricted £	2023 Total £
Income from:			
Donations and legacies	1,317,163	1,096,378	2,413,541
Charitable activities	637,402	740,196	1,377,598
Other trading activities	7,715	-	7,715
Total income	1,962,280	1,836,574	3,798,854
Expenditure on:			
Raising funds	(478,945)	(90,219)	(569,164)
Charitable activities	(1,150,870)	(1,543,140)	(2,694,010)
Total expenditure	(1,629,815)	(1,633,359)	(3,263,174)
Net income and movement in funds	332,465	203,215	535,680
Total funds brought forward	993,078	360,228	1,353,306
Total funds carried forward	1,325,543	563,443	1,888,986

Note 3 Income from donations

	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £
Corporate partners	826,326	786,729	**1,613,055**
Trusts and Foundations	622,601	542,606	**1,165,207**
Donations	135,511	27,567	**163,078**
Donated gifts and services	45,313	-	**45,313**
	1,629,751	1,356,902	**2,986,653**

Donated gifts income relates to IT hardware. Donated services income relates to Benefit in Kind for office space and classrooms for Education classes.

Prior period comparative

	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £
Corporate partners	923,060	533,574	**1,456,634**
Trusts and Foundations	227,614	505,633	**733,247**
Donations	141,466	57,171	**198,637**
Donated gifts and services	25,023	-	**25,023**
	1,317,163	1,096,378	**2,413,541**

Donated services income relates to Gift in Kind for office space and classrooms for Education classes.

Note 4 Income from charitable activities

	Unrestricted 2024 £	Restricted 2024 £	Total 2024 £
SIB contract	491,022	-	**491,022**
Statutory grants	-	279,937	**279,937**
Matched funding grants and other charitable activities	35,537	70,000	**105,537**
Total income from charitable activities	526,559	349,937	**876,496**

Included within charitable activities income above is a services partnership with Big Integration (Social Impact Bond) relating to our expansion in Manchester and Birmingham which continued from FY23 through to FY24. In addition two Statutory Grants relating more broadly to our continuing work in London along with Trusts & Foundation Grants and partnerships with Corporates. There are no unfulfilled conditions or contingencies attaching to these grants in the current or prior year.

Prior period comparative

	Unrestricted 2023 £	Restricted 2023 £	Restated Total 2023 £
SIB contract	629,262	-	**629,262**
Statutory grants	-	565,196	**565,196**
Matched funding grants and other charitable activities	8,140	175,000	**183,140**
Total income from charitable activities	637,402	740,196	**1,377,598**

Note 5 Analysis of expenditure

	Cost of raising funds £	Employment £	Education £	Volunteering £	Support costs £	Governance £	2024 Total £
Staff costs	(534,211)	(1,821,136)	(192,283)	(204,989)	(424,243)	-	**(3,176,862)**
Work and delivery space	-	(111,925)	-	-	(80,213)	-	**(192,138)**
Client and Volunteer costs	(355)	(5,123)	(1,252)	(126)	(190)	-	**(7,046)**
Outreach, Engagement and Events	(19,282)	(4,095)	(258)	(433)	(3,506)	-	**(27,574)**
Technology	(26,656)	(147,801)	(43,733)	(17,424)	(71,860)	-	**(307,474)**
Consultancy	(78,289)	(54,953)	(4,614)	(7,444)	(36,667)	-	**(181,967)**
Professional fees	-	(5,176)	(304)	(304)	(9,439)	(13,579)	**(28,802)**
Other staff costs	(22,975)	(61,069)	(6,928)	(9,212)	(20,048)	-	**(120,232)**
Grants	-	(48,471)	(2,017)	-	(4,000)	-	**(54,488)**
Other	(3,619)	(8,970)	(846)	(923)	(8,837)	-	**(23,195)**
	(685,387)	(2,268,719)	(252,235)	(240,855)	(659,003)	(13,579)	**(4,119,778)**
Support costs	(131,800)	(434,943)	(46,130)	(46,130)	659,003	-	**-**
	20%	66%	7%	7%			
Governance costs	(2,716)	(8,961)	(951)	(951)	-	13,579	**-**
	20%	66%	7%	7%			
Total	**(819,903)**	**(2,712,623)**	**(299,316)**	**(287,936)**	**-**	**-**	**(4,119,778)**

Governance costs relate to the cost of annual audit.

Last year D&I was split out as a separate programme of work, whilst we haven't split it out this year it is still a focus area of ours

Note 5 Analysis of expenditure – prior period comparative (restated)

	Cost of raising funds £	Employment £	Education £	Volunteering £	Thought Leadership £	D&I £	Support costs £	Governance £	2023 Total £
Staff costs	(378,403)	(1,679,530)	(143,413)	(120,726)	(20,741)	(1,359)	(195,544)	-	**(2,539,715)**
Work and delivery space	(9,270)	(123,374)	(1,015)	(927)	-	-	(26,884)	-	**(161,470)**
Client and Volunteer costs	-	(5,673)	(1,182)	-	-	-	-	-	**(6,855)**
Outreach, Engagement and Events	(4,168)	(29,603)	(8,977)	(8,082)	(6,977)	-	(3,856)	-	**(61,663)**
Technology	(11,187)	(140,138)	(18,509)	(13,377)	(5,878)	(67)	(13,194)	-	**(202,350)**
Consultancy	(107,088)	(13,496)	(2,645)	(2,645)	(8)	(15)	(7,245)	-	**(133,142)**
Professional fees	(3,331)	(12,384)	(781)	(481)	-	-	(8,875)	(12,200)	**(38,052)**
Other staff costs	(5,349)	(60,151)	(4,865)	(4,760)	(149)	(172)	(13,649)	-	**(89,095)**
Grants	-	(17,459)	(1,910)	-	-	-	-	-	**(19,369)**
Other	(925)	(7,754)	(366)	(288)	(108)	(1)	(2,021)	-	**(11,463)**
	(519,721)	(2,089,562)	(183,663)	(151,285)	(33,861)	(1,614)	(271,268)	(12,200)	**(3,263,174)**
Support costs	(47,315)	(190,230)	(16,720)	(13,773)	(3,083)	(147)	271,268	-	**-**
	17%	70%	6%	5%	1%	0.1%			
Governance costs	(2,128)	(8,555)	(752)	(619)	(139)	(7)	-	12,200	**-**
	17%	70%	6%	5%	1%	0.1%			
Total	**(569,164)**	**(2,288,347)**	**(201,135)**	**(165,677)**	**(37,083)**	**(1,768)**	**-**	**-**	**(3,263,174)**

Note 6 Net income / (expenditure) for the year

This is stated after charging / (crediting):	2024 £	2023 £
Operating lease rentals:		
Property	**(179,088)**	(130,088)
Auditor's remuneration:		
Audit fees	**(13,579)**	(12,220)
Accountancy services	**(457)**	(536)

Note 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	**2,828,869**	2,257,179
Social security costs	**290,447**	237,532
Employer's contribution to defined contribution pension schemes	**57,546**	45,004
Total staff cost	**3,176,862**	2,539,715

The key management personnel of the charity comprise the Trustees, Chief Executive Officer, Director of Development, Director of Finance, Director of Programmes, Director of Comms and Engagement, Director of People and our Chief of Staff.

The total employee benefits including pension contributions of the key management personnel were £503,925 (2023: £433,896).

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2023: £nil) neither were they reimbursed expenses during the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

The following number of employees received compensation (excluding employer pension and NI) during the year between:

	2024 No.	2023 No.
£60,000 - £69,999	3	1
£70,000 - £79,999	1	-
£80,000 - £89,999	-	1
£90,000 - £99,999	-	-

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2024 No.	2023 No.
Raising funds	7	5
Charitable activities	73	61
	80	66

Note 8 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Note 9 Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	**170,228**	75,106	**170,228**	73,186
Other debtors	**37,584**	37,488	**37,584**	37,489
Prepayments	**25,284**	43,903	**25,284**	43,903
Amounts owed by group undertakings	**-**	-	**30,444**	18,398
Accrued income	**52,514**	392,385	**52,514**	392,385
	285,610	548,882	**316,054**	565,361

Note 10 Creditors: amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Taxation and social security	**(112,955)**	(104,809)	**(113,294)**	(104,795)
Accruals	**(37,544)**	(34,507)	**(37,194)**	(34,157)
Deferred income	**(108,489)**	(3,825)	**(108,489)**	(3,825)
Trade creditors	**(8,895)**	(83,771)	**(8,895)**	(83,771)
Other creditors	**(7,819)**	-	**(7,819)**	-
	(275,702)	(226,912)	**(275,691)**	(226,548)

Deferred income

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Balance at the beginning of the year	**(3,825)**	(51,033)	**(3,825)**	(48,949)
Amount released to income in the year	**3,825**	47,208	**3,825**	45,124
Amount deferred in the year	**(108,489)**	-	**(108,489)**	-
Balance at the end of the year	**(108,489)**	(3,825)	**(108,489)**	(3,825)

Deferred income comprises amounts received in advance for annual programmes and under contracts.

Note 11 Pension scheme

Breaking Barriers has a defined contribution scheme operated by NEST.

Note 12 Analysis of net assets between funds

	2024			
	General Unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Net current assets	1,003,539	-	636,104	**1,639,643**
Net assets at the end of the year	**1,003,539**	**-**	**636,104**	**1,639,643**

	2023			
	General Unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Net current assets	1,208,068	117,475	563,443	1,888,986
Net assets at the end of the year	1,208,068	117,475	563,443	1,888,986

Note 13 Movements in funds

	Note	At the start of the year £	Income £	Expenditure £	At the end of the year £
Restricted funds:					
Integration Activities – Employment	(a)	350,532	1,351,310	(1,236,349)	**465,493**
Integration Activities – Education	(b)	21,187	186,709	(131,798)	**76,098**
Integration Activities – Volunteering	(c)	27,439	93,080	(64,584)	**55,935**
BB Grants	(d)	42,946	12,586	(54,416)	**1,116**
Lived Experience	(g)	32,409	22,130	(32,409)	**22,130**
Other	(h)	88,930	41,024	(114,622)	**15,332**
Total restricted funds		**563,443**	**1,706,839**	**(1,634,178)**	**636,104**
Unrestricted funds:					
Designated funds		117,475	-	(117,475)	**-**
General funds		1,208,068	2,163,596	(2,368,125)	**1,003,539**
Total unrestricted funds		**1,325,543**	**2,163,596**	**(2,485,600)**	**1,003,539**
Total funds		**1,888,986**	**3,870,435**	**(4,119,778)**	**1,639,643**

Purposes of restricted funds

Restricted Funds: We have received income restricted to the following purposes:

(a) Employment integration activities seeks to upskill clients for employment through one-to-one information, advice and guidance sessions. This has been offered in five locations- London, Birmingham, Manchester, Liverpool, Glasgow.

(b) Education integration activities supports clients to increase employment prospects with English language classes and digital skills training.

(c) Volunteering activities across our service areas supports the work of Breaking Barriers in delivering specialist skills and support.

(d) BB Grants provide opportunities for Breaking Barriers clients to apply for individual funding aligned with specialist skills or to take part in courses for qualifications to help progress and/or re-establish careers.

(e) To strengthen our decision making we engage a panel of Lived Experience members to advise on key organisational initatives.

(f) Other funds represent contributions to other projects not covered above, such as Digital and Technology in terms of our CRM implementation, sponsorship of staff at Breaking Barriers by other organisations, and any funding for our fundriasing teams.

Acknowledgements: During the year BB received grants from The National Lottery Community fund as part of the RC Midlands Region programme for £90,000, from CareTech Foundation for our London based services team of £70,000, also for london and Grant from City Bridge Trust for £40,000, and from the Rayne Foundation for our work across Greater Manchester and Liverpool for £30,000.

General Funds: Breaking Barriers' reserves policy is to work towards approximately three months of total expenditure. At the year-end, General Funds stood at £1,004k (2023: £1,208k) representing approximately 3.4 months' expenditure.

Designated Funds: In 2024 £117,475 remained of the designated fund from FY22. These were for the purpose of diversifying income streams to meet future growth. This strategic work progessed and was fully expended in 2024 to understand if individual giving is a viable option for the charity. There were no additional designated funds started in FY23/FY24.

Note 13 Movements in funds (continued)

Prior period comparative

	Note	At the start of the year £	Income £	Expenditure £	At the end of the year £
Restricted funds:					
Integration Activities – Employment	(a)	285,854	1,359,529	(1,294,851)	**350,532**
Integration Activities – Education	(b)	5,402	107,599	(91,814)	**21,187**
Integration Activities - Volunteering	(c)	-	66,638	(39,199)	**27,439**
BB Grants	(d)	2,878	46,190	(6,122)	**42,946**
Thought / Action leadership	(e)	20,217	-	(20,217)	**-**
D&I	(f)	1,296	-	(1,296)	**-**
Lived Experience	(g)	-	40,000	(7,591)	**32,409**
Other	(h)	44,581	216,618	(172,269)	**88,930**
Total restricted funds		**360,228**	**1,836,574**	**(1,633,359)**	**563,443**
Unrestricted funds:					
Designated funds		200,000	-	(82,525)	**117,475**
General funds		793,078	1,962,280	(1,547,290)	**1,208,068**
Total unrestricted funds		993,078	1,962,280	(1,629,815)	**1,325,543**
Total funds		**1,353,306**	**3,798,854**	**(3,263,174)**	**1,888,986**

Note 14 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property 2024 £	Property 2023 £
Less than 1 year	**112,653**	93,630
	112,653	93,630

Note 15 Legal status of the charity

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its foundation model constitution. The Trustees are chosen for their expertise and commitment to support refugees. The charity registered with the Scottish Charity Regulator during the year as the charity expanded its services to Glasgow.

Note 16 Related party transactions

During the year, we received a donation of £75K from the Apax Foundation (FY23: £75K), our Trustee Andrew Waidhofer is Vice President of Apax Partners. Additionally, we received £97K (FY23: £80K) from BNY Mellon, where Hani Kablawi is on the leadership team (Hani's trusteeship ran from July 2020 to April 2024). We also received £25K (FY23: £0) from the GSR Foundation, where our Trustee James Newell is on the leadership team.

At the end of the year, there was £1k raised in the parent charity's accounts in relation to the BB Trading's use of shared resources (FY23: £0k) and amounts owed to the charity at year end totalled £30.4k (FY23:£18.3k).

Note 17 Subsidiary undertakings

Breaking Barriers Trading Ltd (company no 11707875) is 100% owned by Breaking Barriers and has share capital of £1. The subsidiary runs the charity's non-charitable trading activities. A summary of its financial performance and position are given below:

Entity	Type	Nos. of shares	Value	Interest
Breaking Barriers Trading Ltd	Ordinary	1	1	100%

	2024 £	2023 £
Turnover	-	7,715
Cost of sales		(9,941)
Gross profit (loss)	-	(2,226)
Administrative expenses	**(1,925)**	(151)
Operating profit (loss)	**(1,925)**	(2,377)
The aggregate of the assets, liabilities and share capital and reserves was:		
Assets	**26,631**	16,385
Liabilities	**(30,933)**	(18,762)
Share capital and reserves	**(4,302)**	(2,377)

Note 18 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2024 £	2023 £
Gross income	**3,871,435**	3,791,140
Results for the year	**(247,419)**	538,058

Reference and administrative information

Trustees

	Appointed	Resigned	Role
Rachel Harrington	Aug 17	Dec 23	
James Newell	Jun 18	Aug 24	Chair
Hani Kablawi	Jul 20	Apr 24	
Prudence Mwanza	Sep 20	Dec 23	
Andrew Waidhofer	Feb 21		
Katie Rickard	Mar 21		
Lena Sabbagh	Mar 22		
Kelly Maklowicz	Jul 22		
Barbara Serra	Jul 22		
Helen Downie	Aug 22		Treasurer
Jonas Huruy Kidane	Oct 22	Apr 24	
Alba Lamberti	Aug 24		Chair

CEO: Ciara Devlin

Charity number: 1161901

Breaking Barriers is also registered as a charity with the Office of the Scottish Charity Regulator (OSCR) number SC052265

Registered office

Breaking Barriers, 71–91 Aldwych, Aldwych House, London, WC2B 4HN

Auditors

Godfrey Wilson Ltd, 5th Floor Mariner House, 62 Prince Street, Bristol, BS1 4QD

Bankers

Barclays, 9 High St, Sutton, Surrey, SM1 1DR

With thanks

Breaking Barriers exists because of the generosity and determination of individuals and organisations who stand with us for an inclusive society.

We are grateful to all our donors, supporters and partners, including those who prefer to remain anonymous. You are helping refugees across the UK to access meaningful employment and build new lives.

the Aēsop Foundation

A&O SHEARMAN

AKO Foundation

Apax

Ashmore

Ashurst

BANK OF AMERICA

BARCLAYS | LifeSkills

The Belpech Trust

THE BIG YELLOW SELF STORAGE COMPANY

BNY

CareTech foundation

CITY & GUILDS 1878 FOUNDATION

Christmas Challenge BigGive

CITY BRIDGE FOUNDATION

THE CLOTHWORKERS' FOUNDATION

THE CONSIDERED ASK

THE CROWN ESTATE

Cummins

Department for Levelling Up, Housing & Communities

The eq foundation

FACTSET

Garfield Weston FOUNDATION

THE GRACE TRUST

GSR FOUNDATION

The Henry Smith Charity founded in 1628

HERBERT SMITH FREEHILLS





























































We would also like to thank:

The Eleanor Rathbone Charitable Trust

The Hardy Family Foundation

The Hugh Fraser Foundation

The Patrick Trust

The Vandervell Foundation

Breaking Barriers is a registered charity in England & Wales (no. 1161901) and in Scotland (no. SC052265)

BREAKING BARRIERS

England & Wales - Charity number 1161901

Accounts

Breaking Barriers

Meaningful employment for refugees



Annual report 2022–2023

For the year ended 31 May 2023

Registered charity in England and Wales (1161901) and Scotland (SC052265)

Our vision

We're Breaking Barriers so every refugee can access meaningful employment and build a new life.

Our mission

We welcome refugees into meaningful employment with advice, experience, and education. We believe in the power of responsible business to change society for the better through our innovative partnerships.

Our values

Mission-led

We put refugees first in everything we do. We listen and respond. We act with integrity. We're focussed on impact.



Welcoming

We welcome people of all backgrounds with an open mind. We will make everybody feel comfortable working with us every step of the way. We treat everybody fairly. We champion diversity, equality, and inclusion.



Entrepreneurial

We believe in the entrepreneurial spirit of every individual to build a better life. We believe in the power of responsible businesses to achieve social change. We're brave and bold enough to give new things a go. We're driven by making a lasting impact.



Collaborative

We believe in the power of teamwork and partnerships. We work collaboratively with colleagues to find creative solutions for the greater good. We're proud to share our expertise and knowledge with partners to further our positive impact.



Contents

Foreword	3
Diversity and inclusion	5
Our 2030 goal	6
Our impact	8
Our clients	13
Outcomes and impact	17
Looking ahead to 2024 and beyond	20
Trustees' annual report	22
Independent auditors' report	33
Financial statements	37
Reference and administrative information	57
With thanks	58

Foreword

A message from our Chair and CEO

Eight years on from its foundation, and Breaking Barriers has emphatically outgrown the notion of being a 'small' charity. We are a high-performing team of 70+ people, our income has increased to over £3.75m and we have expanded beyond London by cementing our delivery in Birmingham and Greater Manchester, with long-term plans for these regions.



Most importantly, this year we supported more refugees than ever before, who achieved more employment, education and volunteering outcomes than in previous years, all with the help of our biggest pool of volunteers to date.

Scaling up an organisation isn't always straight-forward. We have learned many lessons and professionalised an unrecognisable amount since we first started around Matt's kitchen table all those years ago. This will stand us in good stead as we look to launch in Glasgow and Liverpool in the coming year.



We exceeded the objectives laid out in our three-year strategy, and we are delighted to launch our 2030 goal. Details are included in this report. In summary, by 2030 we want to:

- Be supporting 4,000 people per year – including those facing the toughest barriers to enter the job market.
- Have 100% of the clients we support moving further towards meeting their goals with over 50% of these clients going on to achieve an outcome in education, training, volunteering or employment.
- Be working with sector-leading responsible businesses, be data-led and evidence based in our approach, and working collaboratively with the wider sector.
- Raise up to £14m income annually, raise public awareness of refugee needs and sustainably invest in our people and infrastructure.

We are excited for the coming years, and we believe we are set-up for success. We wouldn't be in this position without every single one of you who believes that refugees deserve to find meaningful employment and build a new life in the UK. If you refer refugees to us for employment support, partner with us to create meaningful employment opportunities, volunteer your time, donate your money, or support our work in any other way – thank you.

Our success is yours too, and we look forward to continuing our work together in the coming year.

Matt Powell, CEO and Founder

James Newell, Chair of Trustees

66 Narsina's* story



I was a teacher back in my home country. However, I was forced to leave everything behind and flee to the UK.

Imagine going to a new country and not knowing anything about the language, the culture, or the processes for studying and working. It's like a tree that's been forcibly uprooted and planted in a new land in a new soil. Half of my roots were still back home, and the rest of me was trying to start a new life here. Everything was new and it hurt.

I needed help to figure out how to navigate the UK job market, and the qualifications I needed to pursue further education. I reached out to Breaking Barriers and I've been receiving employment support from Ellie, my employment adviser. She is so patient and never judges my choices. She has helped me with employment advice, writing a CV, applying to university, and preparing for interviews.

Ellie also helped me to successfully apply for a Breaking Barriers grant, which went towards my art and helped me to get closer to my dream of becoming an artist. The grant was life-changing. It helped me to get over the barriers and move forward and build a future.

Breaking Barriers believed in me and my dreams. I still can't quite believe that in October I will be going to university to study a Masters in Digital Media and Design at Birkbeck University.

*Not her real name

"When I first met Narsina we were looking into how we could make her art and her passion into a living. I think all the people we work with have so much wonderful experience and so many wonderful ideas." 99

Ellie Bush, Senior Employment and Integration Advisor



Diversity and inclusion

We are committed to continually improving and prioritising diversity, equity and inclusion (DEI) at Breaking Barriers.

In September 2022 we launched an updated DEI strategy which was informed by the results of the annual diversity and inclusion survey. Following employee feedback on the survey results and work to date, the strategy focuses on the following five areas:

1. Reflecting the refugee community that we work with
2. Increasing diversity in leadership positions
3. Attracting more diverse talent and improving access to jobs at Breaking Barriers
4. Developing awareness around diversity and inclusive safe spaces
5. Creating feedback loops and assessing progress against our DEI aims



Thanks to additional capacity with our new HR Advisor role, we reviewed our recruitment process to make it more accessible for disabled applicants, applicants for whom English is not their first language and applicants from a refugee background.

We developed a Lived Experience Strategy, focused on how we reflect the refugee community that we work with in everything we do at Breaking Barriers. This included the creation of a new role – an Involvement Officer – who coordinates a panel of Lived Experience Consultants who will advise across a variety of teams, projects and policies.

The DEI Working Group facilitated monthly catch-ups which all staff are welcome to join, shared regular blogs about cultural events and awareness days, and coordinated several events including an office decorating session for Ramadan, lunches for Refugee Week and a meditation session for Mental Health Awareness Week. The group also held quarterly, themed DEI Forums for all staff, which included discussions and/or training on disability, fasting for cultural reasons and neurodiversity.

We continue to review the effectiveness of our initiatives, seeking feedback from staff through anonymous surveys and feedback sessions and updating our Terms of Reference for the DEI Working Group and its activities.

Our 2030 goal

We have made considerable progress against our FY22–24 strategy including increasing our impact through the expansion of our services, achieving our 1,000th client outcome, and building on our accessible and inclusive support model in our response to a new environment post covid.

We have also been successful in diversifying our income streams and the impact of our corporate partners, investing in our infrastructure and people, and positioning ourselves in the sector through sharing knowledge and insights leading to meaningful collaborations.

In light of this accelerated organisational development and continued funding opportunities for growth, there was a need for a clearer organisational story for what the future of Breaking Barriers would look like. So, we have developed our 2030 goal which outlines our ambition for the next seven years.

The need for our services is also accelerating. There are over 230,000 refugees in the UK, a significant increase in recent years. Refugees are still 4x more likely to be unemployed, face huge barriers to accessing employment, and are increasingly geographically dispersed across the UK.

We want to take significant steps towards meeting our vision of ensuring every refugee can access meaningful employment and build a new life.

Our 2030 goal

Over the next seven years we want to:

- Support **4,000 people per year** – including those facing the toughest barriers to enter the job market.
- 100% of the clients we support will move further towards meeting their goals and over **50% of these clients will go on to achieve an outcome** in education, training, volunteering or employment.
- We will do this by working with **sector-leading responsible businesses**, being data-led and **evidence based** in our approach, and working **collaboratively** with the wider sector.
- To make this possible we will need to **raise up to £14m income** annually, **raise public awareness of refugee needs** and sustainably invest in our people and infrastructure.

Our values of being **mission led, welcoming, collaborative and entrepreneurial** will guide us in how we plan to adapt, grow, and deliver.



Strategic focus areas:

To reach our goals we are prioritising the following strategic areas:

1 Support more individuals in more geographies across the UK. Our current model lends itself to urban areas with high density populations. With increased refugee dispersal, we need to develop alternative models to increase our reach.

2 Segment our support model to have flexible and streamlined products, using data to understand how we can better support different client groups to achieve outcomes.

3 Be accessible for refugees at any stage of work readiness. We will ensure easy access to our services, no matter a client's length to the labour market, education levels or English language capabilities.

4 Generate impactful partnerships with private and public sector organisations that further our purpose. This will mean co-creating hundreds of jobs across the UK, meaningful volunteering opportunities and tailored employability support.

To enable this impact, we need to also focus on how we support and enable our core delivery, so we will:

5 Maximise the impact of existing funding streams and invest in key areas of fundraising growth, building on the long-term and mutually beneficial relationships that have been a foundation for our growth to date.

6 Raise the profile of Breaking Barriers as *the* specialist employment charity and change narratives about the refugee experience to enable refugees to effectively integrate in the UK, through sharing our data, insights and the lived experience of our clients.

7 Invest in growing our infrastructure and staff structures mindfully. We will grow our staff teams and prioritise employee engagement and culture. We will invest in back-office processes to ensure effective growth and that as much of our income as possible goes directly to supporting refugees.



Our impact

Highlights

1,104 clients supported – **more than in any previous year**



9,785 hours of support delivered – **more than in any previous year**



610 outcomes achieved by **419** clients – **more than in any previous year**



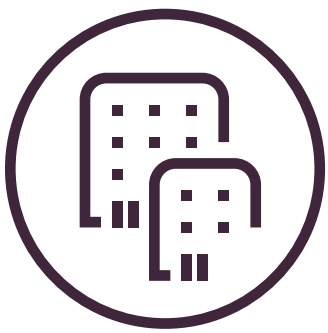
38% outcome rate – **above target**



256 new jobs started by clients



40 corporate partners supporting clients



90% of clients reporting **improved confidence** in achieving their goals



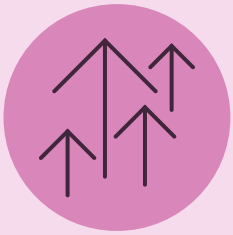
83% of clients said they now have **better chances of finding a role**



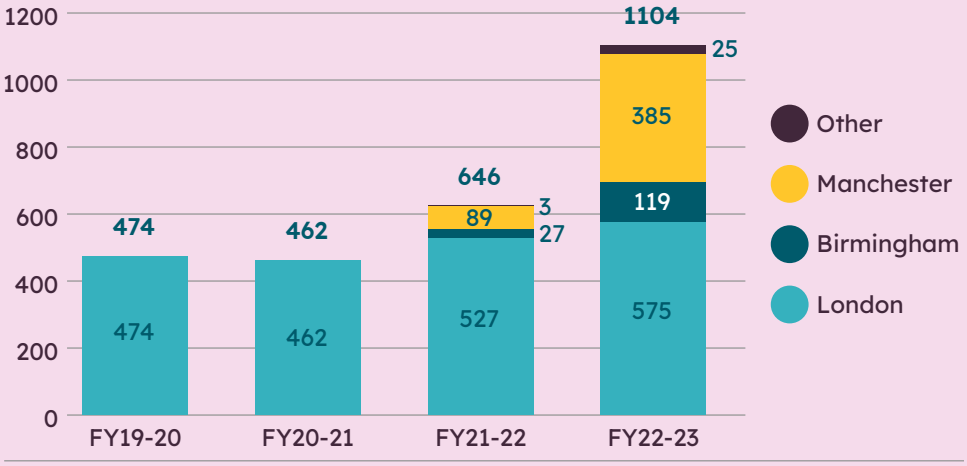
Reach

In FY22–23 Breaking Barriers reached a scale it had never seen before – supporting a total of 1,104 clients, 764 of whom received support from Breaking Barriers for the first time. This represents a 77% increase in the number of clients compared to our previous year, and a remarkable 136% increase compared with the year before that.

This rapid growth was driven primarily by our national expansion. We launched in Birmingham and Greater Manchester, and as these new locations reached full capacity, we were able to scale our operations significantly. The Greater Manchester team supported 385 clients, over 5 times more than in the previous year. The Birmingham team supported 119 clients, over 4 times more than the previous year.



77%
increase in the number of clients supported

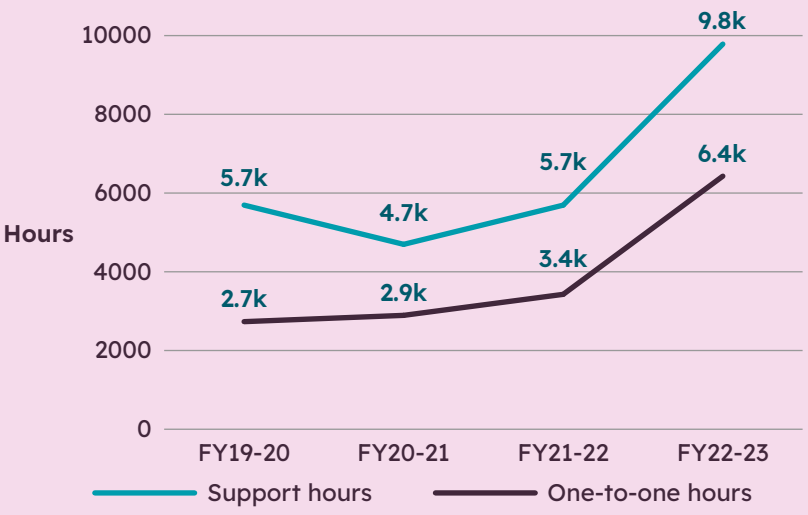


Clients supported per year

Our support

Hours delivered

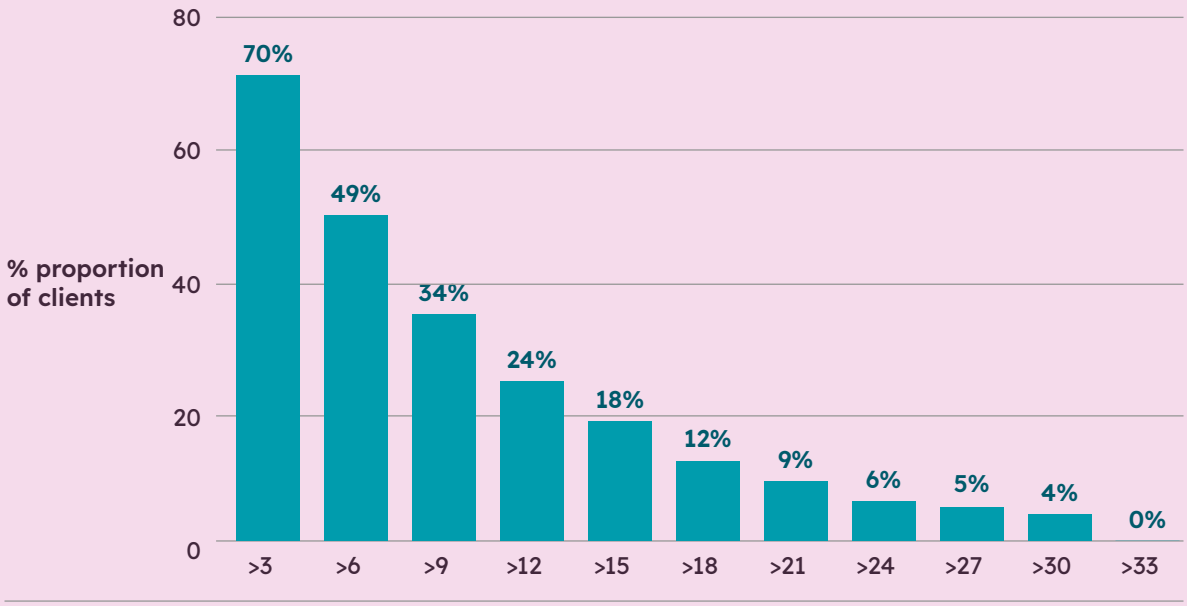
We delivered 9,784 hours of support time to our clients – more than in any previous year. This represents a 70% increase on last year and nearly double our total for the year before. 6,429 hours (66%) were delivered as one-to-one support, more than in any previous year.



Hours delivered per FY



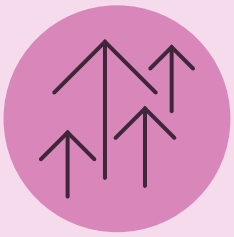
We delivered
9,784
hours of support time to our clients



Support hours received per client

The average hours of support per client totals 8.9 hours. However, a portion of clients leave the programme shortly after enrolment, or enrolled shortly before the end of the year, which skews the figures. Many clients received considerably more than 8.9 hours' support – nearly one in five received more than 15 hours of support, and one in ten received more than 20 hours of support.

As well as our one-to-one support, in FY23 we delivered a total of 405 education classes, attended by 287 clients – 70% more than last year.



70%

more clients attended our education classes compared with last year

Volunteers

We worked with 389 fantastic volunteers.

152 volunteers delivered one-to-one support with clients – more than in any previous year. Each volunteer delivered an average of 5 hours of support (approximately the same as in previous years), with a total of 759 hours in total.

Other volunteers also taught education classes, delivered workshops with our corporate partners, sat on our Ambassador Council, acted as mentors and supported us operationally in our offices.



We worked with

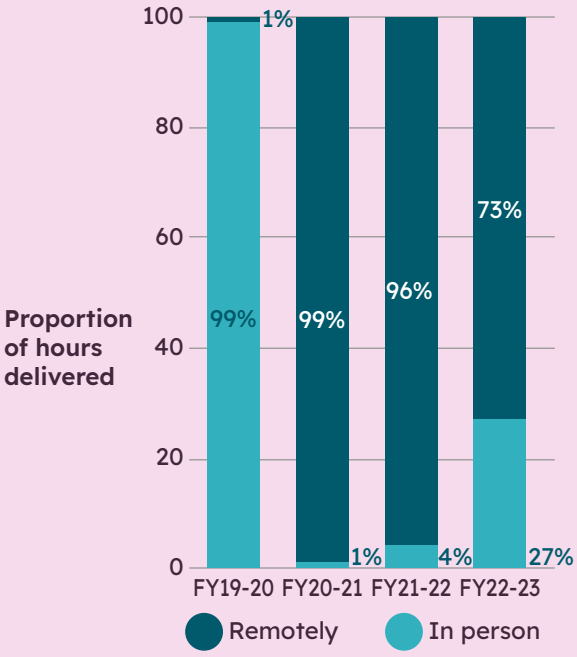
389

volunteers

Face-to-face delivery

This year also saw a considerable return to face-to-face support. Historically, we delivered nearly all of our support in-person at delivery centres across London. However, during the two financial years impacted by Covid lockdowns, over 95% of all support was delivered remotely.

We have now settled into a hybrid model of support, where this year 27% of support time was face-to-face and the rest remote. This flexibility is highly beneficial to clients – those with caring commitments or long travel times struggle to access in-person support, whereas face-to-face support is a lifeline for those with lower digital skills.



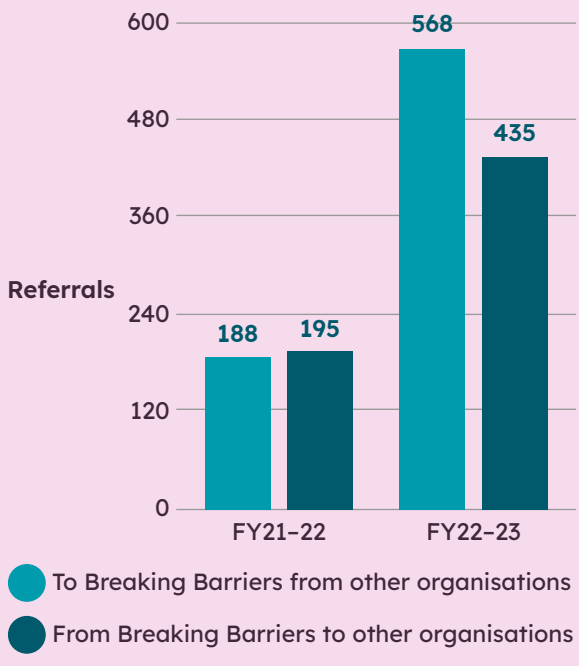
Proportion of hours delivered

Our flexible, hybrid model of support is highly beneficial to clients

Collaboration

We believe in the power of collaboration and this year we worked closely with other organisations in the sector to deliver support. 568 clients were referred to us from other organisations, more than triple the number from the previous year.

Meanwhile, we also made 435 referrals to other organisations to support our clients with issues outside our areas of specialism – more than double the number of referrals made last year.



Client referrals in partnership

Triple the amount of clients were referred to us

66

Bahaa's story



Having overseas work experience is nice, but when starting your employment journey in a new country it's a big challenge to convince HR that you have the right experience and skills to do the job properly.

Breaking Barriers supported me with all that I asked for. What do you need? How to write an impressive CV, portfolio or covering letter? English classes and employment workshops? Maybe you need some clothes for an interview? Or perhaps you need new friends!? Oh! Maybe you need financial support?

The day after I got a new laptop from Breaking Barriers, I had an interview with the biggest construction company in the UK, and the top 10 in the world, to work as a structural engineer in railways. My heart was beating rapidly when I picked up the call from the company. It was my best luck ever. I just got the job I love where I live!

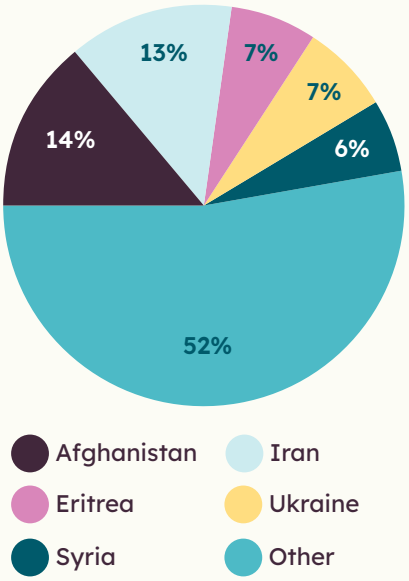
99

Our clients

Country of origin

We welcome people of all backgrounds with an open mind. This year, clients came from 79 different countries of origin, with the most frequent being Afghanistan (159 clients), Iran (138 clients), Eritrea (82 clients), Ukraine (78 clients) and Syria (73 clients).

This represents a considerable change. Syria had historically been the most frequent country of origin for our clients, whereas now it is the fifth most common, and clients from Ukraine were almost entirely absent before the current year.



Client country of origin



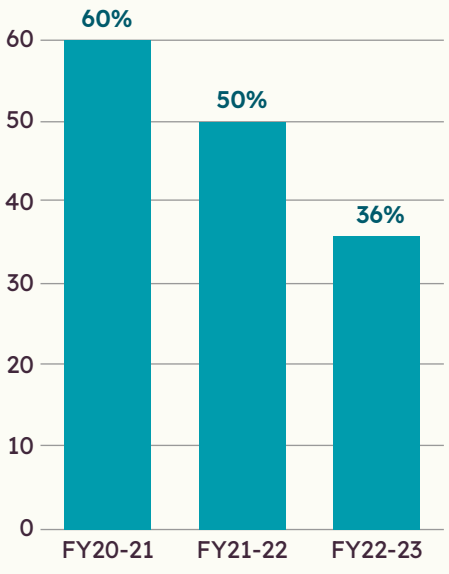
Clients came from 79 different countries of origin

English language

Most clients had good English language levels – with only 26% saying they had either basic or no English speaking ability. However, the clients we supported in FY23 had a lower level of English language than in previous years – with only 36% rating themselves as 'proficient' in English speaking, compared to 50% last year and 60% the year before.

This was partially driven by our expansion beyond London, where 44% of clients rated themselves as 'proficient' in English speaking, compared to 37% in Birmingham and just 23% in Greater Manchester.

For areas beyond London, our contract enabled us to support clients who were further away from the job market due to being newly granted their status. To support the significant barrier of language levels, we built strong relationships with ESOL providers and established our own in-person education classes which proved popular and supported confidence building.



Proportion of clients reporting that they are 'proficient' in English speaking

Education

45% of clients were educated to degree level or above, and 77% had at least three years of work experience. Nevertheless, 82% of clients were unemployed (or economically inactive) when they enrolled with Breaking Barriers (a figure roughly equal across all locations), showing the barriers that all refugees, no matter the extent of their education or experience, can face in the UK. Despite their extensive qualifications, the majority of clients (60%) were primarily seeking entry level roles.

45% educated to degree level or above

77% had at least 3 years of work experience

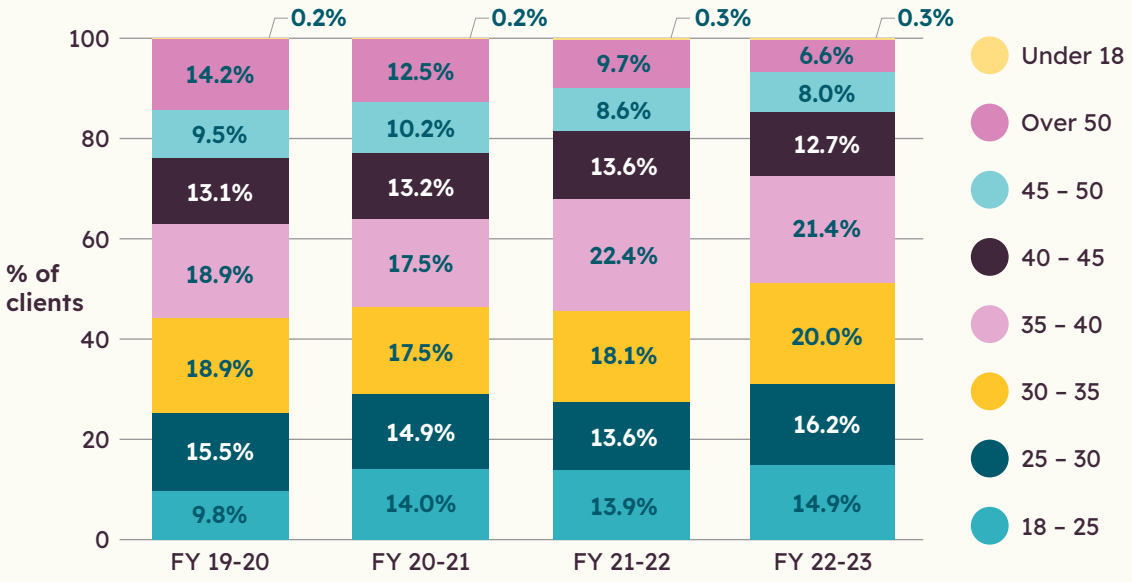
BUT

82% were un-employed or economically inactive and

60% were seeking entry level roles

Age

Our clients were predominantly young – the majority were under 35 years old. We have also seen the average age of our clients fall over time. In FY19–20 10% of our clients were under 25 and 14% were over 50, by FY23 15% were under 25 and only 7% were over 50.



Clients by age group per FY

Accommodation

Clients outside London were much more likely to be homeless or experiencing insecure housing. While 31% of clients in London reported they were homeless when they enrolled with Breaking Barriers, in Greater Manchester this figure was 43%, and in Birmingham it was 51%.

This high percentage can be attributed to clients we supported on a specific contract. These clients received their refugee status within the last two years and we worked closely with housing partners and Local Authorities to support clients into more stable accommodation and access meaningful opportunities.



51%

of clients in Birmingham reported they were homeless

Mental health

Despite high levels of homelessness, clients were less likely to report mental health difficulties outside London. Whereas 31% of clients reported mental health issues in London, only 19% did in Birmingham and 17% did in Greater Manchester.

This could be related to additional difficulties of living in London, for example increased costs of living, or it could be due to other factors that determine which kinds of refugees end up in which cities.

Due to the delivery contract we had in Greater Manchester and Birmingham, the clients we supported were on average newer arrivals to the UK, meaning they may have differences in their interpretations of mental health compared to clients in London, or fear that they might be refused support if they disclosed mental health issues.

It is also important to note that, due to the potential stigma surrounding mental health issues, rates of mental illness among clients may be underestimated and margins for error may be large.

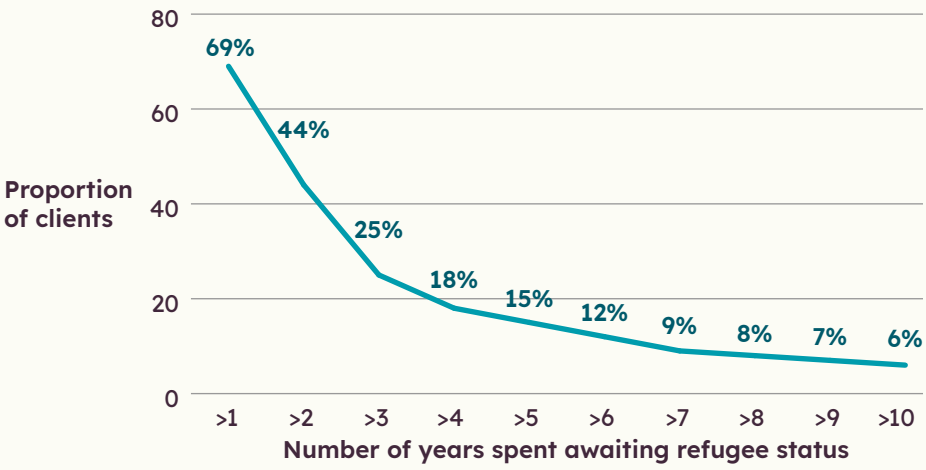


31%

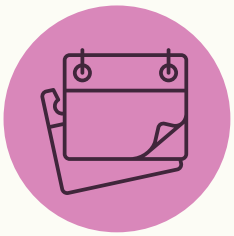
of clients reported mental health issues in London

Time to receive refugee status

The majority of all our clients (69%) spent over a year waiting to receive their refugee status after arrival in the UK, with some waiting considerably longer. One in ten waited more than six years to receive their refugee status, and one in 20 waited longer than 10 years. As asylum seekers are usually forbidden from working, these incredibly long waiting periods are highly distressing and can make it extremely challenging for clients to re-enter the labour market once their status is received.



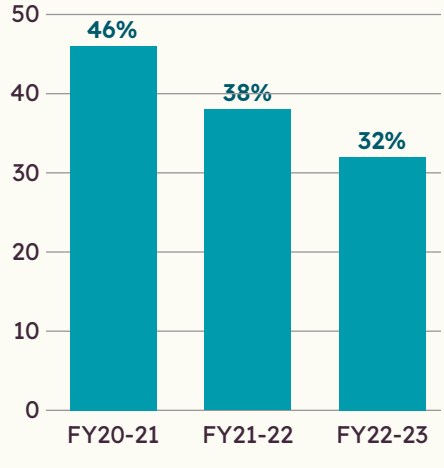
Number of years clients are waiting for refugee status



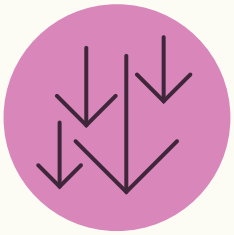
69%

of clients spent over a year waiting to receive their refugee status

Over the last few years, we have seen a decrease in the proportion of clients granted refugee status within one year of their arrival in the UK. This year, 32% of clients received status within a year, compared to 38% last year and 46% the year before. This is a worrying trend for all of those within the UK asylum system.



Proportion of Breaking Barriers clients who received refugee status within a year of UK arrival



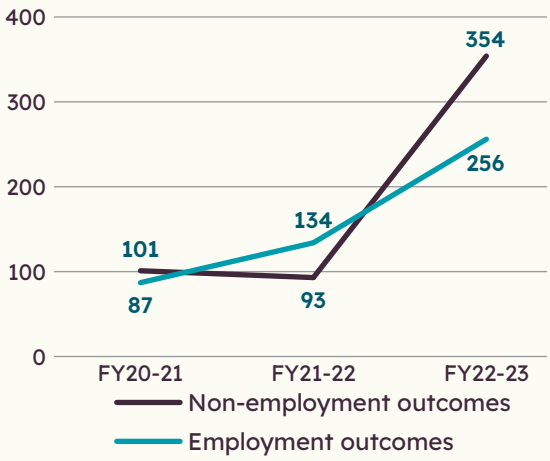
32%

of clients received refugee status within a year

Outcomes and impact

This was our most successful year to date for client outcomes. 419 clients achieved 610 outcomes during the year. This is nearly triple as many outcomes as in the previous year. To put this number fully into context, this means that more clients achieved outcomes in FY22–23 than received any form of one-to-one support in FY21-22.

38% of clients achieved outcomes, comfortably more than our 33% target, and higher than in the two preceding years.



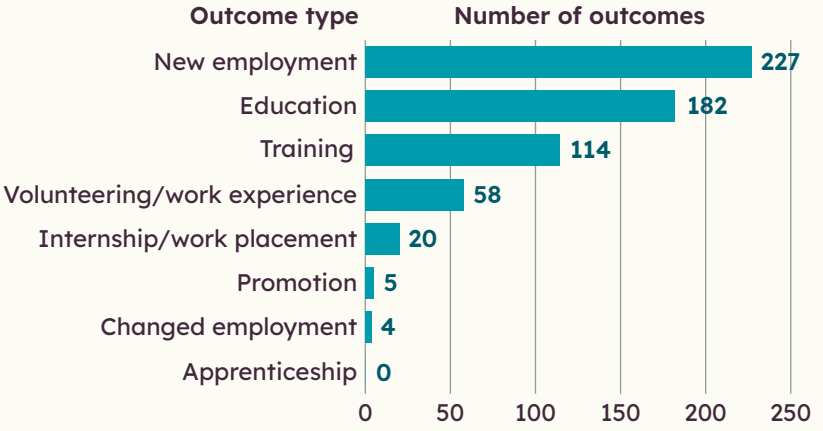
Outcomes achieved



Clients achieved

610

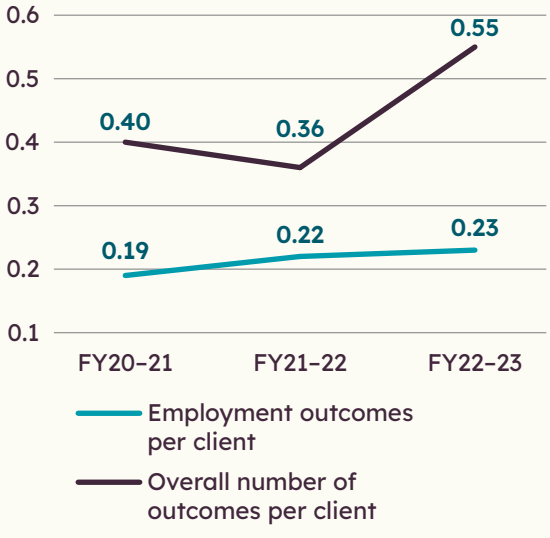
outcomes during the year



Outcomes by type

227 clients entered employment during the year, starting 256 new jobs – equivalent to one new job for every four clients. This is more new jobs for clients than in any previous year, representing nearly double the number of new jobs as in the previous year.

Clients also excelled at achieving non-employment outcomes (such as entering education or training or doing work experience). Considerable improvements in the rates of non-employment outcomes have driven Breaking Barriers' overall outcome rate upwards.



Outcomes per client supported

Programme efficiency

We were more efficient in supporting clients into outcomes than in previous years. On average, clients received 16 hours of support per outcome they achieved in FY22–23, compared to 25 hours the previous year and 26 hours the year before that. Similarly, clients received 38 hours of support on average for each new job they started in FY22–23, compared to 42 hours the previous year and 57 in the year before that.

However, this may simply be because a higher proportion of the support delivered in FY22–23 was one-to-one than in previous years, potentially increasing its impact. Covid also made employment outcomes more challenging to achieve in the immediately preceding years, so comparisons of efficiency between years are not necessarily fair.



Clients received 16 hours of support per outcome they achieved

Client self-assessment

In addition to measuring 'hard' outcomes (such as employment, education and training), we also survey clients on the benefits of the support they receive from us. Of the clients completing the survey:



90% felt more confident about achieving their goals

89% felt more motivated to achieve their goals

90% said they had an improved understanding of how to succeed in their preferred sector

83% said they had better chances of entering employment

80% said they felt more confident about attending job interviews

60% said they felt more confident using digital technology in daily life

71% said they had an improved understanding of UK workplace culture

Corporate partnerships

In FY22–23, Breaking Barriers was supported by our community of 40 corporate partners. 18 of our corporate partners created bespoke employment pathways or work placement opportunities for our refugee clients.

We held 30 workshops, attended by 248 unique clients and supported by 322 corporate volunteers. After attending a workshop with our corporate partners:

- 95% of clients said their professional skills had improved.
- 84% of clients felt more confident about meeting their goals.
- 90% of clients felt their knowledge of UK work culture had improved.

After volunteering at a Breaking Barriers workshop:

- 93% of corporate volunteers said their understanding of the needs of refugees had increased.
- 88% said their pride in working for their company had increased.
- 96% would recommend volunteering with Breaking Barriers.



40
corporate partners

66

Anas' story

Through our partnership with Cummins, two clients have been hired into life-changing roles. Here's what Anas had to say:

The opportunity I have from Cummins to join the RePower program (a return-to-work programme) has substantially and positively impacted my health, knowledge, and family.

Life's challenges often lead to career breaks, raising concerns about re-entering the workforce. For me, Cummins Company's RePower Program was the answer.

After a two-year hiatus, the program empowered me as a product engineer, restoring my confidence and reigniting my ambitions.

Joining Cummins' engineering team felt like entering a collaborative, diverse community where knowledge sharing was cherished, fostering personal growth. The program bridged my past experiences with the latest advancements, allowing me to excel. Credit also goes to Breaking Barriers, equipping me with the skills to confidently present myself.

99

Looking ahead to 2024 and beyond

We are excited to look ahead to FY23–24 after such a successful year. Our priorities for the next financial year are to:

- **Support more individuals in more geographies across the UK.** We are excited to launch our work in two new areas, Glasgow and Liverpool, which will enable us to reach more refugees that need our support. We will also be exploring how we can work with other organisations to support clients in less densely populated regions.
- **Continue delivering high quality support in current regions.** We will ensure our employment support maintains its high quality and we will continue work to improve our programmes by streamlining our delivery products.
- **Develop a bigger and bolder voice that will help raise the profile of Breaking Barriers and its work.** We will be implementing the first year of our communications & engagement strategy and continue to generate impactful partnerships with employers, through our Business Behind Refugees movement.
- **Invest in the infrastructure critical to sustain our growth.** Diversifying income streams remains a priority and we will be making investments in public fundraising. We will also continue to ensure clients are at the heart of the organisation by delivering our Lived Experience strategy. And, we will invest in key support functions necessary to enable the next phase of growth.



66

Nawal's story

My dream is to study sociology at university. I used to work as a case worker for the UNHCR and I want to understand how and why wars start, and how people rebuild their country after a war ends.

To reach my dream I needed to improve my English. When I arrived in the UK, I had studied English grammar in high school, and I'd also watched lots of English-language films but I'd never had to speak English aloud. I wasn't confident going to the shops or having conversations. Sometimes if I was tired or stressed my 'English brain' just shut down and I couldn't say anything at all.

Fast-forward two years and my English is much better. I feel confident and I'm ready to go to university. However, to do this I need to complete an access to higher education course, and to get onto that course I need to pass an IELTs exam (IELTS is an English language test for study, migration or work). You have to pay for IELTs exams and I can't afford it.

I started with these classes, but I've learned so much more. My Employment Advisor understood my dream and what I needed to get there.

I was searching for support for refugees and I saw that Breaking Barriers offered IELTs classes. I started with these classes, but I've learned so much more. My Employment Advisor understood my dream and what I needed to get there. She has helped me with reading and understanding job descriptions, CV writing, interview preparation skills and how to write a personal statement or cover letter.

I now work as a waitress in a pub. In the pub I get to meet people from across the world and it's helping me to understand different English accents – although sometimes it's still so hard!

I also work as a Lived Experience Consultant for Breaking Barriers, where I bring my experiences as a client and person of refugee background to support the development of their work.

I'm in a strong position. I'm working, my English has improved and I'm preparing for my access to university course. I hope that, once I pass my IELTs exam, I'll be able to go to university and achieve my dream.

99

Trustees' annual report

For the year ended 31st May 2023

The Trustees present their report and financial statements for the year ended 31st May 2023.

The Trustees confirm that the financial statements comply with the current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Breaking Barriers was set up to support refugees into meaningful employment. The objects set out in our governing document are as follows:

- To advance the education and training of those granted refugee status, their dependants and those seeking asylum in the United Kingdom so as to advance them in life and assist them to adapt within a new community;
- The relief of unemployment and financial hardship of those granted refugee status, their dependants and those seeking asylum in the United Kingdom, by the provision of vocational skills training, advice and support;
- To advance the education of the public in general about the issues relating to refugees and those seeking asylum; and
- The promotion of social inclusion for the public benefit among people who are refugees, their dependants or those seeking asylum in the United Kingdom, who are socially excluded on the grounds of their social and economic position.

At Breaking Barriers, we deliver on our charitable objectives through our Employment and Education programmes.

Our Employment programme offers personalised one-to-one support to people of a refugee background seeking to work in the UK. We run these appointments in person, via video call or over the phone. We also work with businesses from a wide range of industries. Many of our partners offer workshops, mentoring and job opportunities to build our clients employability skills. Our academy placements offer clients 6-month paid work placements to gain invaluable skills working for a UK business.

Our Education programme focuses on two key areas we see as essential skills to build your career in the UK. The first is the English language, so we offer one-to-one or small group classes to help clients feel comfortable communicating in English. We also offer IT and Digital skills to ensure our clients can search for and apply for jobs.

Public benefit

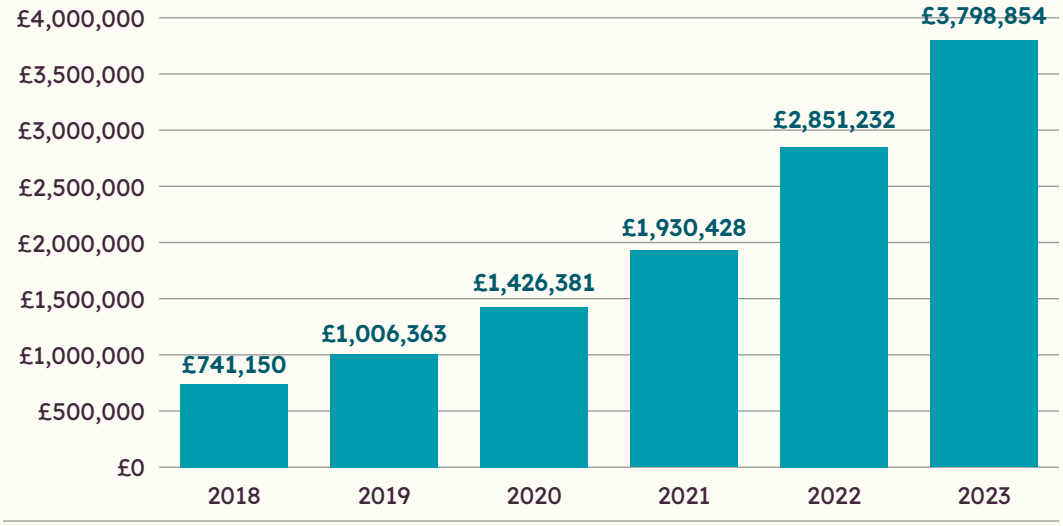
When planning Breaking Barriers' activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit. Within the constraint of resources, and subject to any eligibility criteria for a specific service, Breaking Barriers' services, described above, are available to all refugees and people of refugee background. Services are offered without charging fees. Our work to help refugees gain meaningful employment is a key contributor to integration for refugees themselves and for members of the host population.

Achievements and performance

On pages 8 to 19 we outline the significant growth and achievements made over the last 12 months.

Financial Review

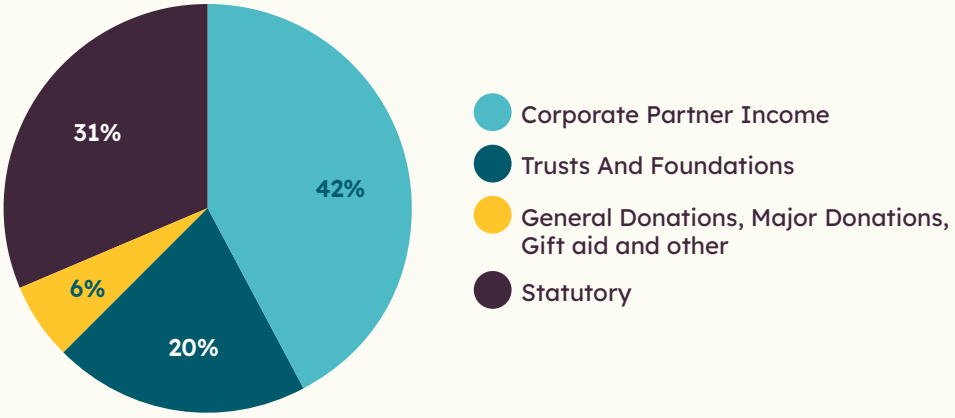
At the year ended 31st May 2023 Breaking Barriers made a surplus of £0.54m (FY22: £0.55m). These funds will enable us to expand our programmatic delivery into Liverpool and Glasgow in FY24, without impacting our reserves position in terms of months cover FY23: 3.4m (FY22: 3.80m). We had our most successful fundraising year yet, raising income of £3.8m (2022: £2.85m) which is an increase of £0.95m or 33%.



Income over time

We have a diversity of income streams, and diversity of donors within those streams. With income split as follows:

1. Statutory income including SIB £1.20m (2022: £0.89m)
2. Income from corporate partnerships including match funding £1.60m (2022: £0.92m)
3. Income from trusts and foundations including match funding £0.77m (2022: £0.83m).
4. Income from other sources including donations and gifts, makes up £0.23m (FY22: £0.17m).



Breakdown of FY23 Income by source

The growth in corporate partnership income when compared to last year (74%) is due to investments in the team enabling us to increase the number of corporate partners we work with, raise more funds and help more refugees seeking employment.

Total expenditure for FY23 was £3.26m (2022: £2.30m) which represents an increase of 42%. We expanded our teams to enable us to help more people, including our teams in Birmingham (+2) and Manchester (+8), our Data (+1) and HR (+2) teams, Corporate Partnerships (+3) and our Comms and Engagement team (+1). Expansion in these teams led to a subsequent increase in office and technology costs.

We started two projects this year that will be transformative for the organisation. The first is the implementation of a new CRM, which will house client and donor data. This project will ensure we work efficiently and effectively, with our key data stored in one place to ensure accuracy, access and compliance.

The other project relates to public fundraising, as set out in last year's Annual Report and Accounts. We started the project to understand our target audience and audience proposition, conducted client, staff and audience research and developed our creative concept and are due to start testing in the autumn of 2023.

We also ran an awareness campaign this year, in the form of a documentary where we followed five refugees as they navigate temporary accommodation, employment, love, family and education in the UK. Called 'My (Refugee) Life' and available on YouTube, the documentary sheds light on many of the misconceptions people have about the lives of refugees. Our clients were involved in the making of the film - they made up the trainee crew supporting the film and launch of the documentary, as well as 27 other clients who put themselves forward as candidates for the trainee roles or casting. The documentary was impactful, leading to high social media engagement, being covered by several national news outlets.

Expenditure on raising funds was £0.57m (FY22: £0.32) which represents 17% of total expenditure (FY22: 14%).

Reserves

At Breaking Barriers our reserves policy is to maintain a general fund which represents three months of forward expenditure. At 31st May 2023, our general fund had a balance of £1.21m, representing 3.4 months' expenditure (FY22: £0.79m representing 3.8 months' expenditure).

Going concern

The trustees have considered the charity's ability to continue as a going concern for a period of at least 12 months from the date of signing the accounts (to the period to December 2024).

Our annual budget for FY23/24 covers the period to May 2023. This set out our plans for expansion into Liverpool and Glasgow, investments in our infrastructure and bolstering our partnership work. As part of the budget setting process, we reviewed our cash flow, and set out various scenarios in terms of our fundraising success and understood what impact this would have on the organisation and its reserves. Robust monitoring is in place to ensure that we remain liquid, and currently we are able to draw down on our reserves quickly, ensuring we are able to react to a downturn immediately. Whilst the current economic climate remains uncertain, we are confident that we will be able to meet our plans.

Taking into account our current cash position, our forecast, and our principal risks, the Trustees are confident we will continue in operation and will be able to meet our liabilities when they fall due over the medium term. Therefore, the board have decided to adopt the going concern basis of accounting in preparing these financial statements.

Future plans

The need for our services is accelerating , with over 230,000 refugees in the UK and refugees 4 times more likely to be unemployed than the general population. With this in mind, and our previous strategy running its term, in FY23 we developed our 2030 goal.

By 2030 we want to:

- Support 4,000 people per year – including those facing the toughest barriers to enter the job market.
- 100% of the clients we support will move further towards meeting their goals and over 50% of these clients will go on to achieve an outcome in education, training, volunteering or employment.
- We will do this by working with sector-leading responsible businesses, being data-led and evidence based in our approach, and working collaboratively with the wider sector.
- To make this possible we will need to raise up to £14m income annually, raise public awareness of refugee needs and sustainably invest in our people and infrastructure.

Principle risks and uncertainties

The Board is responsible for ensuring that we have effective risk management and that internal systems are in place to understand our risk appetite and manage the major risks we are exposed to.

Currently the Senior Leadership Team review risks on a monthly basis, with the Finance, Audit and Risk Sub-Committee meeting on a quarterly basis to review the risk register, and the whole Board undertaking an annual review. Our key risks and their mitigations are summarised in the table below:

Risk	Mitigations
Risk that our income does not meet target, and this impacts our services	• Robust review of our income targets to ensure they are realistic • Scenario planning to understand the impact of various outcomes that are different to the agreed budget • Significant investment into public fundraising from the designated fund set up in FY22 • Diverse portfolio of donors across various businesses, trusts and foundations and statutory sources. No one donor represents more than 20% of our income • Proactive approach to building good relationships with local authorities and public bodies, to position ourselves for and develop funding opportunities across regions • Having a reserves policy and holding the planned amount of reserves, that can be utilised in a downturn

Risk	Mitigations
Risk that our long term financial position is not sustainable	• Cash flow forecasting on a monthly basis to ensure we can meet our financial obligations • Tight controls on budget, and all out of budget expenditure requiring pre-authorisation from SLT and the board • Close tracking of our income pipeline and funding gap • A number of internal controls to ensure good financial governance- budgets, forecast, reconciliations, financial policies, appropriate review of salary payments etc
Risk of delivering a product that doesn't meet client need or where the cost per beneficiary is unaffordable or unfundable	• Robust review of current delivery model and development of strategic roadmap for sustainable growth • Embed good practice and change management governance controls • Further develop enhanced monitoring approach and embed continuous improvement into all service delivery • Ensure consistent delivery of best practice quality management standards and tools
Risk that we do not attract and retain high performing talent and are therefore less effective	• Considerable focus on staff engagement and retention with increase in non-monetary perks • Attrition rate monitored and staffing matters discussed at SLT and the nominations and remuneration sub-committee • Financial measures taken to support staff through cost of living crisis • Staff engagement forum and feedback loop with senior leaders • Whistleblowing policies and procedures in place • Benchmarking of benefits and packages across the sector • Robust staff appraisal processes • Training and development to support staff to build capabilities

Risk	Mitigations
Risk to the safety and welfare of our clients, volunteers and staff	• Safeguarding policy and procedure reviewed by the programmes sub-committee and approved by Board • All staff and volunteers receive safeguarding training tailored to their role; safeguarding team receives advanced training • DBS checks to be introduced for some staff/ volunteer roles • Trustees provided with basic safeguarding training
Risk that we suffer reputational damage as a consequence of not meeting stakeholder expectations	• Crisis comms approach – responsibility with Head of Comms to lead formation of crisis management team and crisis training for SLT and managers • Serious incidents procedure for employees and Trustees created • SLT trained on due diligence processes • Communication and training of serious incidents procedure for all staff • Gift acceptance policy and due diligence process for other partners in place • Serious Incidents procedure reviewed annually by CEO so that new staff receive training as part of their induction and all staff are updated/trained on any changes which come out of annual review

Structure, governance and management

The charity is governed by a Board of Trustees who oversee the strategy, direction, performance and risks of the organisation. They do this by approving budgets, operational plans and key organisational policies. They also review our financial performance, risk register, fundraising income and portfolio of donors, our impact data and feedback from beneficiaries.



Day-to-day management of the charity is delegated by the trustees to the CEO, Matt Powell, supported by his Senior Leadership Team. This group meets monthly to review income, expenditure and cashflow, recruitment and to monitor organisational risks. It also reviews any other matter which might materially impact the financial position or reputation of the charity and where necessary notifies the trustees of any issues arising.

Trustees are chosen for their expertise and commitment to support refugees. Potential new trustees are identified either from suitable candidates known to the board or CEO or through open search. All candidates submit an application with a CV and personal statement and appointments are approved by majority vote of existing trustees. A formal induction plan is in place to ensure that new trustees are fully informed about their responsibilities, the current position of the charity and the key questions they will need to address.

Trustee terms are fixed terms of three years with optional extensions.

Breaking Barriers Trading Ltd, a wholly-owned subsidiary of Breaking Barriers, CIO was set up in 2018 to help the charity provide employment related services to refugees in order to assist them in finding meaningful work and to support their successful settlement in, and integration with local communities. In 2019, 2020 and 2021, its only source of income was income from these employment services. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts. BB Trading has a resource sharing agreement with the charity through which the company pays for an equitable share of the administrative services needed to ensure that business activity is compliant with all appropriate and relevant standards.

Related parties and relationships with other organisations

The charity has one subsidiary undertaking, Breaking Barriers Trading Ltd, which is wholly owned by the charity and was established in 2018. No loans have been made by the charity to the trading subsidiary.

There are no formal relationships between the charity and any other organisation.

Remuneration policy for key management personnel

Annual pay awards for the organisation are approved by the Board. The Board considers the CEO and the rest of the Senior Leadership Team's salaries separately, taking into account performance, level of individual responsibility and external benchmarking.

Responsible Fundraising Statement

Breaking Barriers has a deliberately diverse portfolio of donors, of which no donor represents more than 20% of our income. Breaking Barriers' objective is to achieve as wide a range of income streams as possible in order to reduce the reliance on any one stream of income and to protect the charity from not being able to fulfil its objectives. Currently, income is sourced from businesses, statutory sources, charitable trusts and foundations, and individuals (through the promotion of one-off and recurring gifts, legacies, and independent fundraising activities.)

Towards the end of FY22 we commissioned an independent study to review further diversification of fundraising streams for Breaking Barriers. This review will be complete in early FY24.

The trustees chose to designate £200k of financial year 2022's free reserves to invest in income diversification and the implementation of accelerated growth plans over the next three financial years. We believe that this will ensure we remain sustainably financed, as well as providing a greater platform for future growth as we respond to a continued growth in the need for our services.

Breaking Barriers does not currently employ any commercial participators. In FY23 we employed one professional fundraiser whose contract required them to adhere to Breaking Barriers values and practices in relation to fundraising activity. Their fundraising activities were directly supervised by the Director of Development, who reviewed fundraising proposals and participated regularly in the fundraiser's external meetings.

We are registered with the Fundraising Regulator and ensure that we adhere to the standards set out in the Code of Fundraising Practice. We are committed to treating everyone fairly and with respect. We take privacy seriously and are transparent about how we collect, store and use personal data to ensure that our supporters trust us and feel part of our community. Full details of our approach to personal data use can be found in our Privacy Policy on our website.

In 2022/23 we received no complaints directly related to our fundraising practices. We provide details on how to contact us, including our complaints policy and procedure on our website.

'Safety and safeguarding risk' statement

The safety and welfare of our clients, volunteers and staff is of paramount importance. We have a formal safeguarding policy and all staff and volunteers have been trained to meet its requirements. The safeguarding policy is updated annually and reviewed with sign off by the Board.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

If the Charitable Incorporated Organisation (CIO) is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson were re-appointed as the auditors of the charity and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 5 December 2023 and signed on their behalf by:

James Newell

James Newell, Chair of Trustees

Independent auditors' report

Opinion

We have audited the financial statements of Breaking Barriers (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 May 2023 which comprise the consolidated statement of financial activities, consolidated and parent charity balance sheet, consolidated statement of cash flows and the related 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 May 2023 and of the group's 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 Charities and Trustees Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity 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 charity'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 auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

1 We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

2 We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

3 We inspected the minutes of trustee meetings.

4 We enquired about any non-routine communication with regulators and reviewed any reports made to them.

5 We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

6 We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

7 We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008, and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 5 December 2023

Godfrey Wilson Limited

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Financial statements

Consolidated statement of financial activities

For the year ended 31 May 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Restated 2022 Total £
Income from:					
Donations	3	1,317,163	1,096,378	**2,413,541**	1,679,655
Charitable activities	4	637,402	740,196	**1,377,598**	1,094,731
Other trading activities		7,715	-	**7,715**	76,846
Total income		**1,962,280**	**1,836,574**	**3,798,854**	2,851,232
Expenditure on:					
Raising funds	5	(478,945)	(90,219)	**(569,164)**	(321,077)
Charitable activities	5	(1,150,870)	(1,543,140)	**(2,694,010)**	(1,976,496)
Total expenditure		**(1,629,815)**	**(1,633,359)**	**(3,263,174)**	(2,297,573)
Net income and movement in funds	6	**332,465**	**203,215**	**535,680**	553,659
Reconciliation of funds:					
Total funds brought forward		993,078	360,228	**1,353,306**	799,647
Total funds carried forward	13	**1,325,543**	**563,443**	**1,888,986**	1,353,306

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

The prior period comparative income has been restated between income from donations and charitable activities. There is no change to total income, or net movement in funds.

Consolidated Balance Sheet

For the year ended 31 May 2023

	Note	2023 £	2023 £	2022 £	2022 £
Current assets:					
Debtors	9	**548,882**		438,766	
Cash at bank and in hand		**1,567,016**		1,115,558	
		2,115,898		1,554,324	
Liabilities:					
Creditors: amounts falling due within one year	10	**(226,912)**		(201,018)	
Net current assets			**1,888,986**		1,353,306
Total net assets	12		**1,888,986**		1,353,306
Funds	13				
Restricted funds			**563,443**		360,228
Unrestricted funds:					
Designated funds		**117,475**		200,000	
General funds		**1,208,068**		793,078	
Total unrestricted funds			**1,325,543**		993,078
Total funds			**1,888,986**		1,353,306

Approved by the trustees on 5 December 2023 and signed on their behalf by:

James Newell

James Newell, Chair of Trustees

The attached notes form part of these financial statements.

Charity Balance Sheet

For the year ended 31 May 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets:					
Investment	17		1		1
Current assets:					
Debtors	9	**565,361**		497,479	
Cash at bank and in hand		**1,552,551**		1,107,865	
		2,117,912		1,605,344	
Liabilities:					
Creditors: amounts falling due within one year	10	**(226,548)**		(252,039)	
Net current assets			**1,891,364**		1,353,305
Total net assets			**1,891,365**		1,353,306
Funds					
Restricted funds			**563,443**		360,228
Unrestricted funds:					
Designated funds		**117,475**		200,000	
General funds		**1,210,447**		793,078	
Total unrestricted funds			**1,327,922**		993,078
Total funds			**1,891,365**		1,353,306

Approved by the trustees on 5 December 2023 and signed on their behalf by:

James Newell

James Newell, Chair of Trustees

The attached notes form part of these financial statements.

Consolidated statement of cash flows

For the year ended 31 May 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net cash provided by / (used in) operating activities	**535,680**	553,659
Increase in debtors	**(110,116)**	(277,776)
Increase / (decrease) in creditors	**25,894**	(119,595)
Net cash provided by operating activities	**451,458**	156,288
Cash and cash equivalents at the beginning of the year	**1,115,558**	959,270
Cash and cash equivalents at the end of the year	**1,567,016**	1,115,558

Breaking Barriers has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the consolidated financial statements

For the year ended 31 May 2023

Note 1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charity 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 or note.

Basis of consolidation

These financial statements consolidate the results of the charity and its wholly-owned (controlled) subsidiary on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate SOFA has not been presented for the charity.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of services is deferred until the criteria for income recognition are met.

Income from donations and legacies are gifts from individuals, charitable trusts, corporate partners and other donors that are either unrestricted, restricted to core purposes or general organisational targets.

Income from charitable activities is defined as income given for discrete services or the achievement of specific outcomes.

Income from other trading activities is income from employment related services carried out by Breaking Barriers Trading. These services are invoiced and recognised as revenue when delivered.

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, personnel, payroll and governance costs which support the charity and its and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the basis of staff time as set out in note 5 to the accounts.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Investment in subsidiary

Investments in subsidiaries are valued at cost less provision for impairment.

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Debtors

Trade and other debtors are recognised at the settlement amount due 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 cash 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.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

Breaking Barriers operates a defined contribution pension scheme managed by NEST in accordance with current auto-enrolment rules.

Financial instruments

The charity 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 with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are accrued and deferred income adjustments for grants paid in arrears and contracts invoiced in advance, and the percentages used to allocate costs to different activities and funds.

Note 2 Detailed comparatives for the consolidated statement of financial activities (restated)

	2022 Unrestricted £	2022 Restricted £	2022 Total £
Income from:			
Donations and legacies	470,261	1,209,394	1,679,655
Charitable activities	283,651	811,080	1,094,731
Other trading activities	76,846	-	76,846
Total income	830,758	2,020,474	2,851,232
Expenditure on:			
Raising funds	(210,290)	(110,787)	(321,077)
Charitable activities	(222,804)	(1,753,692)	(1,976,496)
Total expenditure	(433,094)	(1,864,479)	(2,297,573)
Net income and movement in funds	397,664	155,995	553,659
Total funds brought forward	595,414	204,233	799,647
Total funds carried forward	993,078	360,228	1,353,306

Note 3 Income from donations

	Unrestricted 2023 £	Restricted 2023 £	**Total 2023 £**
Corporate partners	923,060	533,574	**1,456,634**
Trusts and Foundations	227,614	505,633	**733,247**
Donations	141,466	57,171	**198,637**
Donated gifts and services	25,023	-	**25,023**
	1,317,163	1,096,378	**2,413,541**

Donated gifts income relates to IT hardware. Donated services income relates to Benefit in Kind for office space and classrooms for Education classes.

Prior period comparative

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £
Corporate partners	329,406	568,077	**897,483**
Trusts and Foundations	72,765	587,039	**659,804**
Donations	68,090	24,518	**92,608**
Donated gifts and services	-	29,760	**29,760**
	470,261	1,209,394	**1,679,655**

Donated services income relates to Gift in Kind for office space and classrooms for Education classes.

Note 4 Income from charitable activities

	Unrestricted 2023 £	Restricted 2023 £	Total 2023 £
SIB contract	629,262	-	**629,262**
Statutory grants	-	565,196	**565,196**
Matched funding grants and other charitable activities	8,140	175,000	**183,140**
Total income from charitable activities	637,402	740,196	**1,377,598**

In 2023 the charity received government grants, defined as funding from the National Lottery Community Fund to fund charitable activities. The total value of such grants in the period ending 31 May 2023 was £10,000. In the prior year, £23,257 was received from HMRC under the Coronavirus Job Retention Scheme. There are no unfulfilled conditions or contingencies attaching to these grants in the current or prior year.

Prior period comparative

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £
SIB contract	265,132	-	**265,132**
Statutory grants	1,000	621,080	**622,080**
Matched funding grants and other charitable activities	17,519	190,000	**207,519**
Total income from charitable activities	283,651	811,080	**1,094,731**

Note 5 Analysis of expenditure

	Cost of raising funds £	Charitable activities £	Support £	Governance £	2023 Total £
Salary costs	(378,403)	(1,965,768)	(195,544)	-	**(2,539,715)**
Work and delivery space	(9,270)	(125,316)	(26,884)	-	**(161,470)**
Client and Volunteer costs	-	(6,855)	-	-	**(6,855)**
Outreach and Events	(4,168)	(53,639)	(3,856)	-	**(61,663)**
Technology	(11,187)	(177,969)	(13,194)	-	**(202,350)**
Consultancy	(107,088)	(18,809)	(7,245)	-	**(133,142)**
Professional fees	(3,331)	(13,646)	(8,875)	(12,200)	**(38,052)**
Staff costs e.g. travel, development, recruitment and welfare	(5,349)	(70,097)	(13,649)	-	**(89,095)**
Grants	-	(19,369)	-	-	**(19,369)**
Other	(925)	(8,517)	(2,021)	-	**(11,463)**
	(519,721)	(2,459,985)	(271,268)	(12,200)	**(3,263,174)**
Support costs	(47,315)	(223,953)	271,268	-	**-**
	17%	83%			
Governance costs	(2,128)	(10,072)	-	12,200	**-**
	17%	83%			
Total	**(569,164)**	**(2,694,010)**	**-**	**-**	**(3,263,174)**

Note 5 Analysis of expenditure – prior period comparative

	Cost of raising funds £	Charitable activities £	Support £	Governance £	2022 Total £
Salary costs	(237,126)	(1,400,305)	(212,427)	-	**(1,849,858)**
Work and delivery space	-	(63,071)	(63,260)	-	**(126,330)**
Client and Volunteer costs	(37)	(8,720)	-	-	**(8,756)**
Outreach and Events	(861)	(17,884)	(9,216)	-	**(27,961)**
Technology	(17,511)	(106,026)	(25,657)	-	**(149,194)**
Consultancy	(4,651)	(3,980)	(3,058)	-	**(11,690)**
Professional fees	(1,661)	(4,391)	(9,668)	(10,800)	**(26,520)**
Staff costs e.g. travel, development, recruitment and welfare	(8,029)	(39,862)	(27,815)	-	**(75,705)**
Grants	-	(12,917)	-	-	**(12,917)**
Other	(51)	(4,022)	(4,569)	-	**(8,642)**
	(269,927)	(1,661,177)	(355,670)	(10,800)	**(2,297,573)**
Support costs	(49,643)	(306,027)	355,670	-	-
	14%	86%			
Governance costs	(1,507)	(9,293)	-	10,800	-
	14%	86%			
Total	**(321,077)**	**(1,976,496)**	**-**	**-**	**(2,297,573)**

Note 6 Net income / (expenditure) for the year

This is stated after charging / (crediting):	2023 £	2022 £
Operating lease rentals:		
Property	**(130,088)**	(76,320)
Auditor's remuneration:		
Audit fees	**(12,220)**	(10,800)
Accountancy services	**(536)**	-

Note 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	**2,257,179**	1,653,101
Social security costs	**237,532**	168,048
Employer's contribution to defined contribution pension schemes	**45,004**	28,709
	2,539,715	1,849,858

The key management personnel of the charity comprise of the Trustees, Chief Executive Officer, Director of Development, Director of Finance, Chief of Staff, Director of Programmes, Director of Communications and Engagement.

The total employee benefits including pension contributions of the key management personnel were £433,896 (2022: £377,787).

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

The following number of employees received compensation (excluding employer pension and NI) during the year between:

	2023 No.	2022 No.
£60,000 - £69,999	1	-
£70,000 - £79,999	-	-
£80,000 - £89,999	1	1
£90,000 - £99,999	-	

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023 No.	2022 No.
Raising funds	5	6
Charitable activities	61	44
	66	50

Note 8 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Note 9 Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	75,106	16,007	73,186	-
Other debtors	37,488	29,599	37,489	29,599
Prepayments	43,903	5,376	43,903	5,376
Amounts owed by group undertakings	-	-	18,398	74,720
Accrued income	392,385	387,784	392,385	387,784
	548,882	438,766	565,361	497,479

Note 10 Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Taxation and social security	(104,809)	(57,734)	(104,795)	(112,639)
Accruals	(34,507)	(42,117)	(34,157)	(40,317)
Deferred income	(3,825)	(51,033)	(3,825)	(48,949)
Other creditors	(83,771)	(50,134)	(83,771)	(50,134)
	(226,912)	(201,018)	(226,548)	(252,039)

Deferred income

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Balance at the beginning of the year	(51,033)	(197,851)	(48,949)	(160,351)
Amount released to income in the year	47,208	148,901	45,125	111,402
Amount deferred in the year	-	(2,083)	-	-
Balance at the end of the year	(3,825)	(51,033)	(3,825)	(48,949)

Deferred income comprises amounts received in advance for annual programmes and under contracts.

Note 11 Pension scheme

Breaking Barriers has a defined contribution scheme operated by NEST.

Note 12 Analysis of net assets between funds

	2023			
	General Unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Net current assets	1,208,068	117,475	563,443	**1,888,986**
Net assets at the end of the year	**1,208,068**	**117,475**	**563,443**	**1,888,986**

	2022			
	General Unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Net current assets	793,078	200,000	360,228	1,353,306
Net assets at the end of the year	793,078	200,000	360,228	1,353,306

Note 13 Movements in funds

		At the start of the year £	Income £	Expenditure £	Transfers £	At the end of the year £
Restricted funds:						
Integration Activities – Employment	(a)	285,854	1,359,529	(1,294,851)	-	**350,532**
Integration Activities – Education	(b)	5,402	107,599	(91,814)	-	**21,187**
Integration Activities – Volunteering	(c)	-	66,638	(39,199)	-	**27,439**
BB Grants	(d)	2,878	46,190	(6,122)	-	**42,946**
Thought / Action leadership	(e)	20,217	-	(20,217)	-	**-**
D&I	(f)	1,296	-	(1,296)	-	**-**
Lived Experience	(g)	-	40,000	(7,591)	-	**32,409**
Other	(h)	44,581	216,618	(172,269)	-	**88,930**
Total restricted funds		**360,228**	**1,836,574**	**(1,633,359)**	**-**	**563,443**
Unrestricted funds:						
Designated funds		200,000	-	(82,525)	-	**117,475**
General funds		793,078	1,962,280	(1,547,290)	-	**1,208,068**
Total unrestricted funds		**993,078**	**1,962,280**	**(1,629,815)**	**-**	**1,325,543**
Total funds		**1,353,306**	**3,798,854**	**(3,263,174)**	**-**	**1,888,986**

Purposes of restricted funds

Restricted Funds: We have received income restricted to the following purposes:

(a) Employment integration activities seeks to upskill clients for employment through one-to-one information, advice and guidance sessions. This has been offered in three locations in FY23 and from FY24 two further regional locations along with a pilot for Local/Rural to reach clients remotely.

(b) Education integration activities supports clients to increase employment prospects with English language classes and training.

(c) Volunteering activities across our programmatic areas supports the work of Breaking Barriers in delivering specialist skills and support.

(d) BB Grants provide opportunities for Breaking Barriers client's to apply for individual funding aligned with specialist skills or to take part in courses for qualifications to help progress and/or re-establish careers.

(e) Thought/Action leadership from FY24 is integrated alongside programmatic delivery and data/impact measurement.

(f) We have implemented D&I alongside our strategic work and across the organisation to positively impact the quality of support for refugees and those of refugee background in the sector as a whole.

(g) In FY24 we are looking to enrich our offering to clients with a Lived Experience Panel. Individuals have been selected who will bring a wealth of lived experiences and unique perspectives to inform and advise our work.

(h) Other funds represent contributions to other projects not covered above, such as Digital and Technology in terms of our CRM implementation, sponsorship of staff at Breaking Barriers by other organisations, and income for our documentary which took a look at 5 refugees and how they rebuilt their lives in the UK in part through finding education and employment offering.

General Funds: Breaking Barriers' reserves policy is to hold approximately three months of total expenditure. At the year-end, General Funds stood at £1,208k (2022: £793k) representing approximately 3.4 months' expenditure.

Designated Funds: In 2023 £117,475 remained of the designated fund from FY22 these were for the purpose of diversifying income streams to meet future growth. This strategic work will be progressed in FY24. There were no additional designated funds started in FY23.

Acknolwedgements: During the year BB received grants from City Bridge Trust – £40k towards our Employment Programme in London, East End Community Founation – £10k towards our Employment Programme in London, Garfield Weston Founation – £20k towards our Employment Programme London, Fidelity UK Foundation – £65k towards infrastructure costs to support our expansion, Said Foundation – £5k towards our Education programme, CareTech Foundation – £40k towards our Employment Programme London, Clothworkers Foundation £34k towards infrastructure costs associated with expansion.

Note 13 Movements in funds

Prior period comparative

	At the start of the year £	Income £	Expenditure £	Transfers £	At the end of the year £
Restricted funds:					
Integration Activities – Employment	185,598	1,428,911	(1,328,655)	-	**285,854**
Integration Activities – Education	6,685	212,283	(213,566)	-	**5,402**
BB Grants	11,950	24,990	(34,062)	-	**2,878**
Thought / Action leadership	-	137,247	(117,030)	-	**20,217**
D&I	-	7,795	(6,499)	-	**1,296**
Lived Experience	-	209,248	(164,667)	-	**44,581**
Total restricted funds	**204,233**	**2,020,474**	**(1,864,479)**	**-**	**360,228**
Unrestricted funds:					
Designated funds	-	-	-	200,000	**200,000**
General funds	595,414	830,758	(433,094)	(200,000)	**793,078**
Total unrestricted funds	595,414	830,758	(433,094)	-	**993,078**
Total funds	**799,647**	**2,851,232**	**(2,297,573)**	**-**	**1,353,306**

Note 14 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property 2023 £	Property 2022 £
Less than 1 year	93,630	50,880
1 – 5 years	-	-
	93,630	50,880

Note 15 Legal status of the charity

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its foundation model constitution. The Trustees are chosen for their expertise and commitment to support refugees. The charity registered with the Scottish Charity Regulator during the year as the charity expanded its services to Glasgow.

Note 16 Related party transactions

During the year we recieved a donation of £75k from the Apax Foundation (FY22: £75k), our Trustee Andrew Waidhofer is Vice President of Apax Partners. We also received £80k (FY22: £80k) from BNY Mellon where our Trustee Hani Kablawi is on the leadership team.

At the end of the year, there was no provision raised in the parent charity's accounts in relation to the BB Trading's use of shared resources (FY22: £1.2k) and amounts owed to the charity at year end totalled £18.3k (FY22: £74.7k)

Note 17 Subsidiary undertakings

Breaking Barriers Trading Ltd (company no 11707875) is 100% owned by Breaking Barriers and has share capital of £1. The subsidiary runs the charity's non-charitable trading activities. A summary of its financial performance and position are given below:

Entity	Type	Nos. of shares	Value	Interest
Breaking Barriers Trading Ltd	Ordinary	1	1	100%

	2023 £	2022 £
Turnover	**7,715**	79,633
Cost of sales	**(9,941)**	(38,771)
Gross profit (loss)	**(2,226)**	40,862
Administrative expenses	**(151)**	(3,934)
Operating profit (loss)	**(2,377)**	36,928
The aggregate of the assets, liabilities and funds was:		
Assets	**16,385**	79,406
Liabilities	**(18,762)**	(79,406)
Funds	**(2,377)**	-

Subsidiary's accounts are fully consolidated and all intra-group balances, transactions, income and expenses are eliminated on consolidation.

Note 18 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023 £	2022 £
Gross income	**3,791,140**	2,776,465
Results for the year	**538,058**	516,731

Reference and administrative information

Trustees

	Appointed	Resigned	Role
Ian Chard	Oct-16	Dec-22	was Treasurer
Sajid Hussein	Oct-16	Dec-22	
Rachel Harrington	Aug-17		
James Newell	Jun-18		Chair
Hani Kablawi	Jul-20		
Julia Onslow-Cole	Jul-20		
Prudence Mwanza	Sep-20		
Andrew Waidhofer	Feb-21		
Katie Rickard	Mar-21		
Lena Sabbagh	Mar-22		
Lou Calvey	Jun-22	Apr-23	
Kelly Maklowicz	Jul-22		
Barbara Serra	Jul-22		
Helen Downie	Aug-22		Treasurer
Jonas Huruy Kidane	Oct-22		

CEO: Matthew Powell

Charity number: 1161901

Breaking Barriers is also registered as a charity with the Office of the Scottish Charity Regulator (OSCR) number SC052265

Registered office

Breaking Barriers, 71–91 Aldwych, Aldwych House, London, WC2B 4HN

Auditors

Godfrey Wilson Ltd, 5th Floor Mariner House, 62 Prince Street, Bristol, BS1 4QD

Bankers

Barclays, 9 High St, Sutton, Surrey, SM1 1DR

With thanks

We are grateful to our donors, supporters, partners and those who prefer to remain anonymous, for their support which has made our success possible.

accenture

The Belpech Trust

Charity Governance Awards Shortlisted 2022

the Aēsop Foundation

theBigGive

The Clothworkers' Foundation

AKO Foundation

The Big Yellow Foundation – Helping vulnerable people lead brighter lives

Allen & Overy

CMS law·tax·future

Breaking Barriers Project Catalyst is part funded by the EU Asylum, Migration and Integration Fund. Making management of migration flows more efficient across the European Union

Bird & Bird

Community Fund

Apax

BNY Mellon

The Considered Ask

The Britford Bridge Trust

Artemis Charitable Foundation

CareTech foundation

Cummins

Ashurst

Central District Alliance

大成 DENTONS

Bank of America

barbri global

dojo

Barclays | LifeSkills

City Bridge Trust


DUCHY of LANCASTER
BENEVOLENT FUND


HC
The Hobson Charity


MOVEMENT FOR GOOD


East End
COMMUNITY FOUNDATION


Hogan
Lovells


NG Bailey


E C F
EVAN CORNISH
FOUNDATION


NORTON ROSE FULBRIGHT


The Forrester
Family Trust

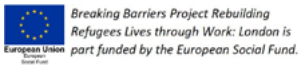

Ipsos


NORTHERN
TRUST


The
eq
foundation


LIBERTY
GLOBAL


Osborne
Clarke


Breaking Barriers Project Rebuilding
Refugees Lives through Work: London is
part funded by the European Social Fund.


PERSULA
FOUNDATION


LinkedIn


FALMOUTH FAIRFAX


Linklaters


pwc


W
Garfield Weston
FOUNDATION


Man


The Rank Foundation
a pebble in the pond


GA
GENERAL
ASSEMBLY


Masonic
Charitable Foundation


Saïd
Foundation


The
Henry Smith
Charity
founded in 1628


MAYER | BROWN


S&P Global


Microsoft


Schroder
CHARITY TRUST


HERBERT
SMITH
FREEHILLS


SHCJ
Society of the Holy Child Jesus CIO
ACTIONS NOT WORDS

The Shears Foundation

SWIRE CHARITABLE TRUST

wtw

simmons+simmons

wates foundation

UNIQLO

St James's Place Charitable Foundation

wework

SOURCE

WHITE & CASE

William A Cadbury Charitable Trust

Souter CHARITABLE TRUST

WISE

STEPHENSON HARWOOD

Arnold Clark Community Fund

City and Guilds Foundation

The Etauliers Charitable Foundation

The Vandervell Foundation



BREAKING BARRIERS

England & Wales - Charity number 1161901

Accounts

Breaking Barriers

Meaningful employment for refugees



Annual report 2021–2022

For the year ended 31 May 2022

Registered charity number 1161901

Our vision

We're Breaking Barriers so every refugee can access meaningful employment and build a new life.

Our mission

We welcome refugees into meaningful employment with advice, experience, and education. We believe in the power of responsible business to change society for the better through our innovative partnerships.

Our values

Mission-led

We put refugees first in everything we do. We listen and respond. We act with integrity. We're focussed on impact.



Welcoming

We welcome people of all backgrounds with an open mind. We will make everybody feel comfortable working with us every step of the way. We treat everybody fairly. We champion diversity, equality, and inclusion.



Entrepreneurial

We believe in the entrepreneurial spirit of every individual to build a better life. We believe in the power of responsible businesses to achieve social change. We're brave and bold enough to give new things a go. We're driven by making a lasting impact.



Collaborative

We believe in the power of teamwork and partnerships. We work collaboratively with colleagues to find creative solutions for the greater good. We're proud to share our expertise and knowledge with partners to further our positive impact.



Contents

Foreword 3
Diversity and inclusion 4
Sherehan's story 5
Our strategy 6
Loujean's story 9
Our impact 10
Our reach 10
Our support for clients 11
Collaboration 12
Face-to-face support 12
Our clients 12
Client outcomes 14
The impact of our corporate partnerships 15
Kizzy's story 16
Looking ahead 17
Trustees' annual report 18
Independent auditors' report 25
Financial statements 29
Reference and administrative information 49
With thanks 50

Foreword

A message from our Chair and CEO

Breaking Barriers is now in its seventh year of operation, and we've grown from a small group of people sat around a kitchen table to a £3 million organisation employing nearly 70 people, working with hundreds of volunteers across three major cities, and most importantly we've supported over 1,800 refugees and people of refugee background since our inception.

We're in the final year of our three-year strategy and it's exciting to see in this report that we've made considerable progress towards meeting the goals we set in 2020 (pre-pandemic):

1. provide the most effective and inclusive support model in the sector,
2. increase our impact by expanding our services,
3. continue to improve and refine our organisational infrastructure,
4. diversify the impact of our corporate partner offering,
5. continue to increase and diversify income, and
6. develop our position as experts within the sector.





We want to take a moment to celebrate this achievement and praise our team of staff and volunteers who work tirelessly to support refugees into meaningful employment every day.

However, it would be remiss of us not to recognise that the external environment we're working in continues to challenge us humanitarianly, politically, socially, and economically. In this period alone we've seen Afghan and Ukrainian refugees forced to flee in their thousands, lives uprooted by war and persecution. It's devastating to think of these communities and many more that need our support.

What has been bolstering throughout these tough times is to see the public outpouring of support and welcome from individuals and businesses for those seeking safety in the UK, and we've been able to forge new relationships that will mean we can better respond to the growing and urgent need for our services.

We are now looking ahead and planning our vision and strategy for 2030 and what scaling our organisation looks like to meet the need for high quality employment, education, and training support for refugees nationally.

Breaking Barriers is committed as ever to ensuring refugees can access meaningful employment and build a new life. We want to thank everyone who has supported us this year and we look forward to continuing our work together.

Matt Powell, CEO and Founder

James Newell, Chair of Trustees

Diversity and inclusion



At Breaking Barriers, we have continued to prioritise our work on diversity and inclusion by scaling up the work across the year

The Diversity and Inclusion (D&I) Group continued to support organisational-wide initiatives. They continued a quarterly newsletter and regular communications, for example, highlighting festivals such as Ramadan, Easter, and Passover and supporting our Breaking Barriers 'Ramadan Greetings' campaign. The group also outlined the importance of feedback and shared resources to support the personal development of staff at Breaking Barriers.

The D&I group also prepared a survey to gather statistics on protected characteristics of the organisation which is completed yearly and enables us to monitor and evaluate the diversity of our organisation but also makes clear plans for progression for those from global majority and refugee backgrounds.

As part of an increased focus on D&I through a new role of Head of People, Projects, and Strategy – the recruitment process was updated to be more consistent and include inclusive resources for hiring managers. We also developed guidance for hiring managers on how to hire individuals that were previous clients of Breaking Barriers.

Breaking Barriers is committed as ever to being an organisation that celebrates its diverse team and clients. We endeavour to tackle racism and inequality through our work, and now have a specific D&I strategy that focuses on how we include people from a refugee background in our work.

66

Sherehan's story

My name is Sherehan and before I came to the UK I used to live with my family in Cairo and work as a human rights lawyer. I moved to Europe to do my Masters in 2016.

While I was studying in London, the Egyptian Government began to target individuals working in human rights and arrested some of my colleagues because of our work, some people I know were given a death sentence and my manager was given a ten-year prison sentence. I was advised not to return and to seek asylum in the UK. This was such a hard decision as I had to leave behind my family, my career, and my whole life.

Once I completed my studies and achieved my refugee status, I found it incredibly hard to find a job matching my skills and previous career. You apply for thousands of jobs and hear nothing from them. Trying to understand how the UK job market works is very difficult, add to that, the cost of transferring qualifications here with no access to jobs or low-paid jobs makes things even harder. For example, to practice as a qualified solicitor here in the UK I need to do specialised study and exams to be able to practice, and it costs thousands, which isn't easy to afford with the retail jobs I had.

When I found Breaking Barriers, they helped me in so many ways. I had personalised mentoring sessions that helped me to improve my application and interview skills. My caseworker helped me to arrange sessions with professional volunteers to advise on what is needed for the jobs I was applying for. Also, I attended different employability workshops related to my experience and field helping to improve my knowledge of the job market in my sector.



Through Breaking Barriers partnership with Barbri, I was able to access a course that is helping me to prepare for the SQE exam, which will enable me to qualify as a solicitor here in the UK.

To gain the experience I needed, I was then able to get a work placement as a litigation paralegal through Breaking Barriers Academy programme. It was an amazing experience that helped me to use my knowledge in human rights and environmental issues and helped me to network with other solicitors and professionals in the legal field.

I'm now employed at the law firm in a permanent full-time paralegal role, and it feels incredible to see how far I have come. Breaking Barriers has helped me to feel part of a community and less alone, and I look forward to rebuilding my future and being able to help other refugees, which has always been my passion.

99



Our strategy

In 2019 we developed an ambitious three-year strategy (2020–2023) with six strategic objectives that would enable us to have a clear focus for the future of the charity and meet the needs of our clients. This impact report covers the midway point of the strategy, so we wanted to review our progress and share the highlights of this year.

Our objectives:

1 Provide the most inclusive and effective support model in the sector, increasing the accessibility of our services whilst maintaining a high-level of impact for all clients no matter where they are on their employment journey.

This year we achieved our 1,000th outcome in August 2021 and since then our clients have gone on to achieve nearly 200 additional outcomes across employment, education, training, and volunteering. After nearly two years of remote-only support because of Covid, we were able to reintroduce face-to-face appointments for the clients who wanted it. Whilst only 14% of clients requested this type of interaction, we recognise its importance in making our service as accessible and inclusive as possible.

2 Increasing our impact through the expansion of our services, making our services more geographically inclusive, and developing programmes that take a holistic and long-term approach to ensuring our clients achieve their employment goals.

We are thrilled that this year we expanded our programmes outside of London into Greater Manchester and Birmingham. Enabled by the first Refugee Social Impact Bond in the UK, we started receiving client referrals and recruited our first regional volunteers in January 2022, and by the end of May 2022 had enrolled over 100 clients offering them our bespoke employment and education support.

We introduced a structured employment foundations training programme to increase client engagement. We found that our clients understanding of employment skills and how they valued our support increased if we set out sharing knowledge and learning new skills in structured way. Working towards a milestone of completing the course gave our clients a sense of achievement and increased their likelihood of securing employment.



3 Continue to improve and refine our organisational infrastructure using learnings and technological innovations to create lean processes and a fruitful working environment, whilst maintaining a level of flexibility that leads to enterprising and efficient programming.

In the past year our team has grown by 30%, reflecting not only our expansion into new cities but also investment in our capacity to deliver on our ambitions. To meet the needs of this growing workforce we've created a People team and invested in training for all staff and managers on topics such as unconscious bias, how to have difficult conversations etc. We also invested in an employee engagement platform which gives our staff additional benefits such as access to a 24/7 employee assistance programme, as well as discounts and recognition.

4 Diversify the impact of the corporate partner offering to increase the range of opportunities available and the proportion of people from refugee backgrounds benefitting from them.

We are passionate about the role the private sector can play in supporting refugees into meaningful employment and in Refugee Week 2021 we launched our business network, Fuse, with the aim of uniting businesses in a common goal to improve the lives of refugees through meaningful and sustainable employment.

In August 2021 thousands were forced to flee Afghanistan as the Taliban took power. Aware of the urgent and growing need in the UK we launched Business Behind Refugees to harness the power of the business community to respond to international and humanitarian crises. The demand and urgency only grew in February 2022 when the war in Ukraine began. Over 100 businesses got in touch, and we're now actively working with over 50 companies that provide financial and pro-bono support, hiring opportunities through direct job opportunities, work placements, and bespoke recruitment pathways, alongside skills-based volunteering such as mentoring, and employability skills workshops.

5 Continue to increase and diversify our income and improve infrastructure to ensure we can support more clients and continue meeting the needs of refugees and individuals of refugee background over the long term.

Over the past year, we have worked hard to develop diverse and stable income streams, and to strengthen our organisational infrastructure to meet the growing needs of refugees across the UK. Our income increased by more than 30% from the previous year, including a doubling of income from our Philanthropic partners including charitable trusts and foundations, and major donors. We also continued the development of our work with statutory sources, including acting as a delivery partner for the first refugee-focused social impact bond in the UK.

Working closely with key partners, we invested in crucial infrastructure roles and projects in the organisation that have enabled our regional growth and will enable further growth in the future. We are grateful to our donors and funders for the trust they place in us by funding these essential aspects that will form the basis of our support for refugees across the whole UK.



6 Develop our position as experts in the sector to maintain the highest quality of support and raise awareness of the needs of refugees and those of refugee background among stakeholders.

We know that alongside meaningful employment the path to successful integration and meaningful employment is one affected by many interconnected issues, and it requires a joined-up, evidence-led response not just by ourselves, but with our corporate partners and funders, our sector partners, government, and the wider population who support refugee causes. Our thought-leadership strategy, developed and launched in December 2021, focusses on the many ways in which we can achieve this, from working in partnership with the business community, to sharing our knowledge with the sector, and changing existing narratives about refugees for the public and media.

66

Loujean's story

I'm Loujean, a Syrian refugee who came to the UK after the war in Syria in 2014. During my time in the UK, I studied Media, Public Relations and Advertising at the University of Westminster in London, and I'm currently employed at a well-renowned public relations agency in London.

Breaking Barriers has supported me a lot on my journey, especially when applying for jobs, CV writing and preparing and practising for job interviews. It's worth mentioning Breaking Barriers introduced me to mentors in similar career fields, who gave me useful information and who were very helpful when it came to pursuing my career. Thanks to the support I've been receiving, I hope to upskill myself, and eventually be promoted within my career and be a role model in the media and PR world.

Adjusting to the cultural norms of a new country, as well as learning the local language isn't easy. That's why I would encourage employers to be patient with employees from refugee backgrounds and give them the time and space to learn. Employers should also remember that refugees can bring a variety of skills to companies, one of which includes different perspectives and way of looking at things.

I'm proud of who I am and I'm proud to share my story. I think of it as one way to empower other refugees to not give up despite the difficulties and barriers they might face. Asking for help is a very powerful thing, and it's great to have charities in the UK who are working hard to create opportunities for people of refugee background. I heard about Breaking Barriers from a friend who told me they could help me with university and job applications.

If anyone reading this is of a refugee background and feels like they are not getting anywhere, don't give up! Keep chasing your dreams and remind yourself that one day you will be where you need to be.



99

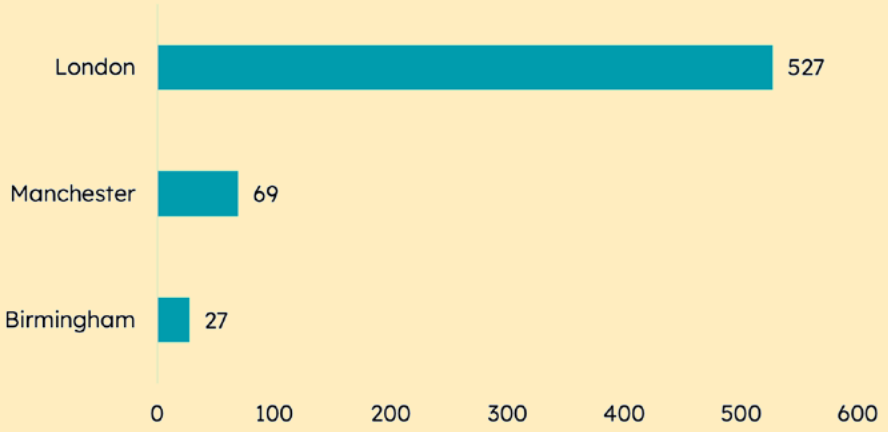
Our impact

Our reach

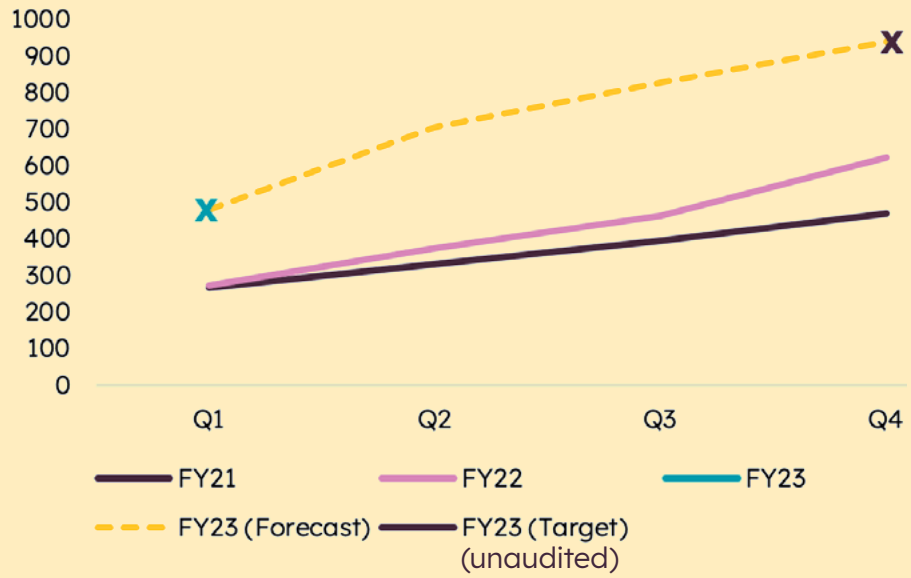
During the year we supported **623 clients**, of whom 314 were newly enrolled between June 2021 and May 2022. 223 clients completed their support with Breaking Barriers during the year. This is the greatest number of clients we have ever supported in a one-year period.

For the first time, this year we supported clients outside London, starting our delivery in Birmingham and Greater Manchester in January 2022 We supported 96 clients in these two cities, with the remainder in London.

Clients supported per region



Cumulative clients supported per quarter by financial year

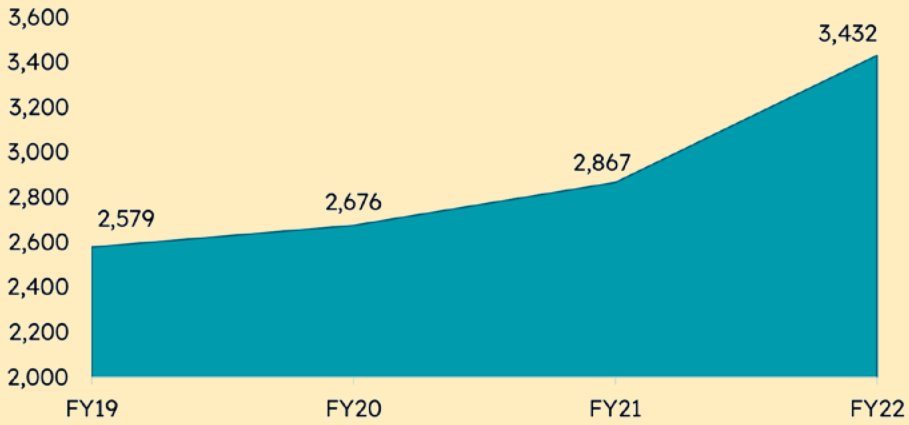


Our support for clients

During the year, Breaking Barriers provided these clients with over **3,432 hours** of one-to-one employment support (through Information, Advice and Guidance sessions, or IAGs). This is a 20% increase on last year and 27% higher than average for the last three years. We also delivered **401 education classes** (covering English language, IT and employability skills) and **31 workshops** with volunteers from our corporate partners. More than a quarter of clients (167) attended at least one education class, and one in five (132) attended at least one workshop.

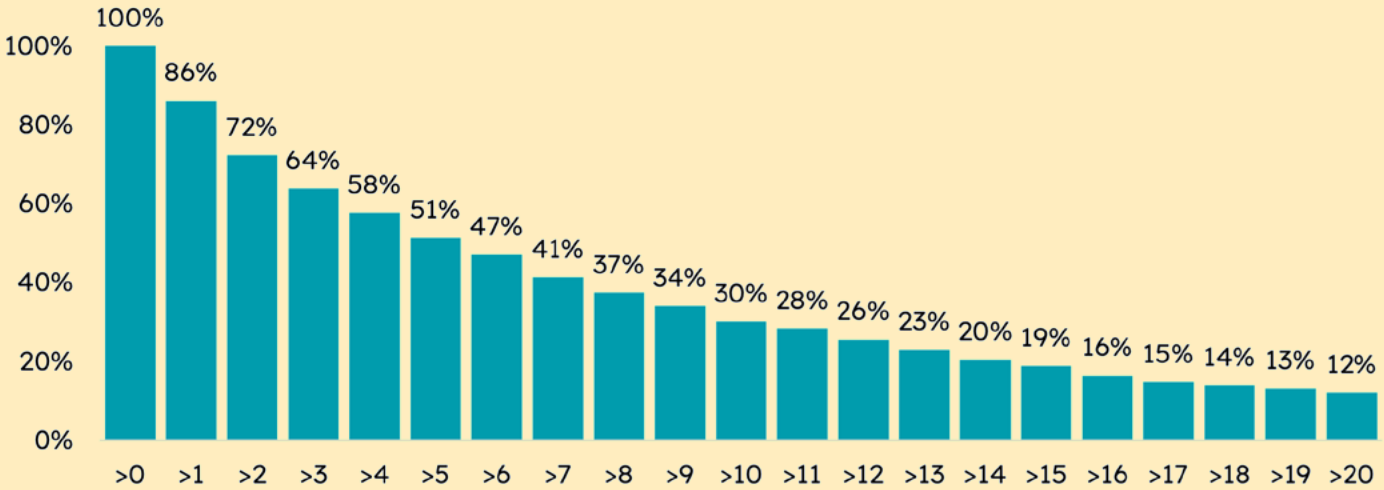
We could not have provided this level of support without our roster of excellent volunteers. During the year, **288 volunteers** supported our clients, including 156 volunteers from corporate partners, 52 English language teachers, 17 operations volunteers, and 63 volunteers who provided almost 430 hours of one-to-one support for clients in IAGs.

One-to-one support hours delivered per year



On average, clients received **nine hours of support** from Breaking Barriers during the year, of which six were one-to-one employment support sessions (IAGs), with the remainder being education classes and workshops. However, the average is affected by more than one in ten clients completing more than 20 hours of support. Most clients received six hours of support or less during the year.

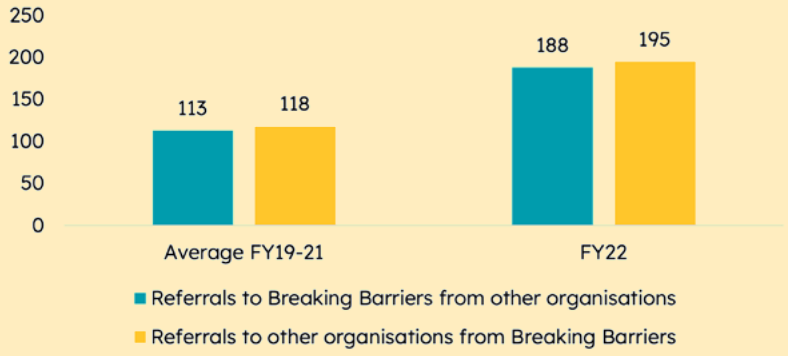
Clients by total number of support hours received



Collaboration

Breaking Barriers also provided support in closer collaboration with other organisations than ever before. More clients were referred to us by other organisations than at any point in the last three years, and, similarly, we also referred more of our clients to receive additional support from other organisations than ever before.

Clients referred to and from Breaking Barriers



Face-to-face support

Finally, this year allowed us to return to providing face-to-face support to clients for the first time since March 2020. Over one in ten clients (14%) opted to receive face-to-face support. In total, 219 hours of support were delivered face-to-face this year.

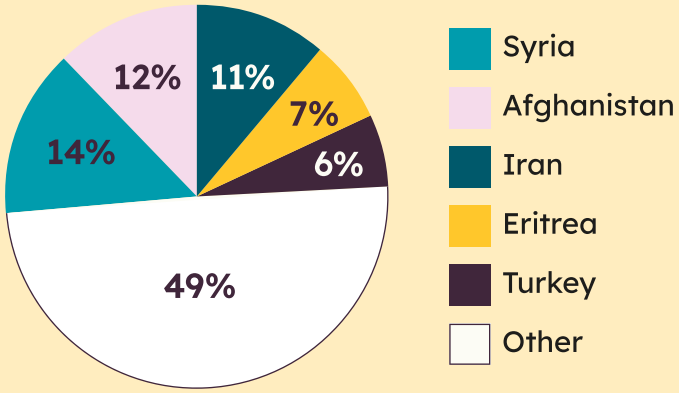
When surveyed, a sample of clients who attended face-to-face sessions said that they found them more beneficial in helping them achieve their goals. The majority of these clients also said that they felt "much closer" to their advisor as a result of seeing them face-to-face and cited improved emotional wellbeing as a reason for preferring face-to-face support.

In addition, face-to-face sessions were more accessible for clients with lower levels of digital skills, who benefitted a great deal from being able to share a device with their advisor. There is early evidence that clients who attended face to face sessions were more likely to report that Breaking Barriers "improved" (or "greatly improved") their ability to use digital technology in daily life.

Our clients

Clients came from **63 different countries of origin**, highlighting the diversity of their experiences and the troubling range of circumstances that can lead to someone being forcibly displaced. The five most common countries of origin among our clients were Syria, Afghanistan, Iran, Eritrea, and Turkey. However, collectively, these top five still only account for half of the clients we supported, with the remainder from elsewhere.

Clients by country of origin

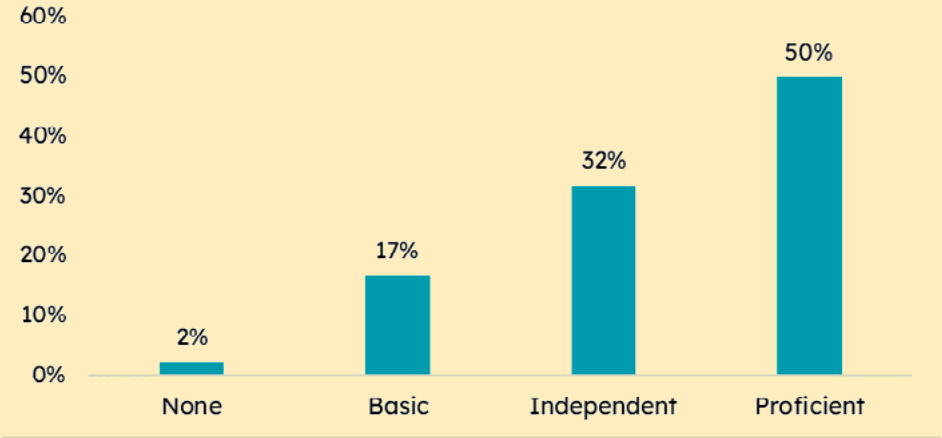


The majority of all clients (50%) identified as Muslim, and a further 32% of clients identified as Christian, with the remaining 18% identifying with other religions or no religion.

45% of clients identified as women, and 6% of clients identified as either gay, lesbian, or bisexual (nearly double the proportion for the UK population as a whole).

Most clients had quite good levels of English language, with 82% able to speak English at least independently, and 50% of clients ranked as proficient in English.

Clients by English language-speaking ability

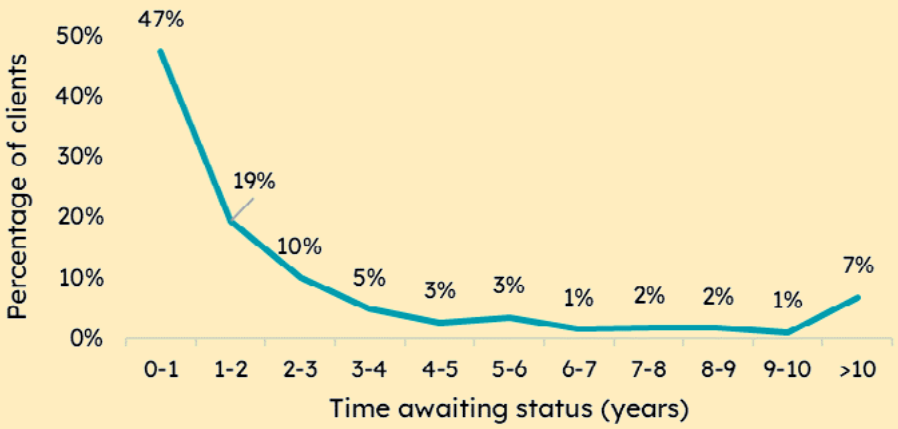


Similarly, most clients were well-educated. 50% of all clients had an undergraduate degree, and 20% had a postgraduate degree. However, **82% of clients were unemployed** when they enrolled with Breaking Barriers, showing how even the most highly educated clients face significant barriers to finding work.

More than a quarter of clients **(26%) reported having a mental health problem**, and, worryingly, a quarter of clients (24%) were formally homeless when they enrolled with Breaking Barriers. 50% of all clients also had an immediate family with them in the UK when they enrolled.

Another disturbing characteristic of our clients' experience was how long some of them had spent awaiting their refugee status. While nearly half either received status within a year (or arrived with refugee status as part of a resettlement scheme), one in ten clients were waiting more than 8 years for refugee status. As those awaiting the outcome of asylum applications are prohibited from working in almost all circumstances, and must survive on very limited funding (at the time of writing, £5.84 per day), this is a deeply distressing length of time for clients to have had to wait for these decisions.

Clients by duration of time awaiting refugee status after UK arrival

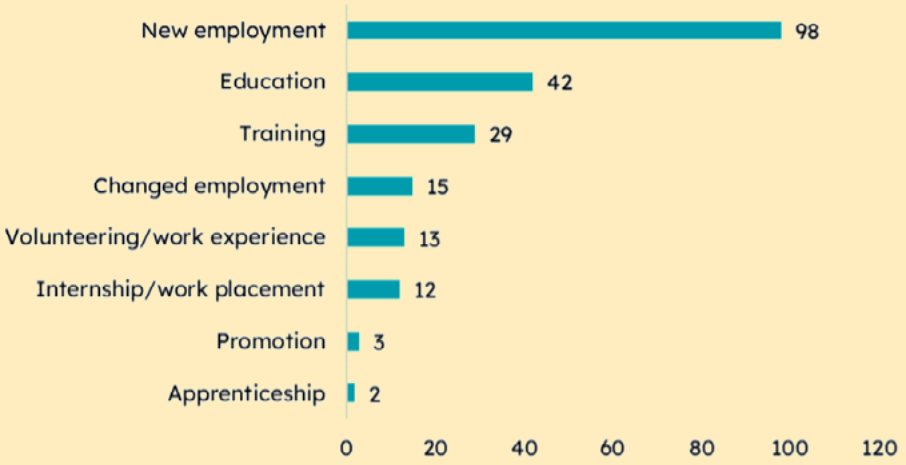


Client outcomes

During the year, 111 clients entered employment – with 103 clients ending a period of unemployment, and 16 changing employers or winning promotions. Between them, these clients started 130 new jobs in the year. In addition, 76 clients started a qualification, training course or volunteering opportunity that helped them progress toward their career goals.

We refer to clients progressing towards their goals in this way as clients 'achieving outcomes'. During the year, 168 clients achieved an outcome.

Number of outcomes achieved by catagory

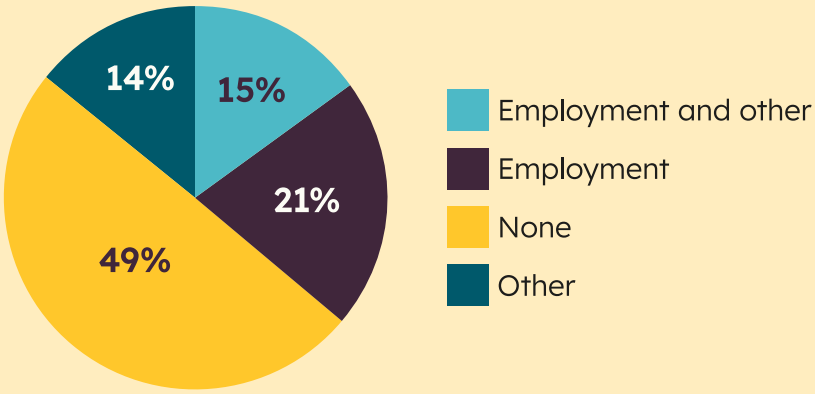


However, this headline outcome rate can be misleading, as many clients were enrolled toward the end of the financial year, and these clients have not had sufficient time to achieve an outcome.

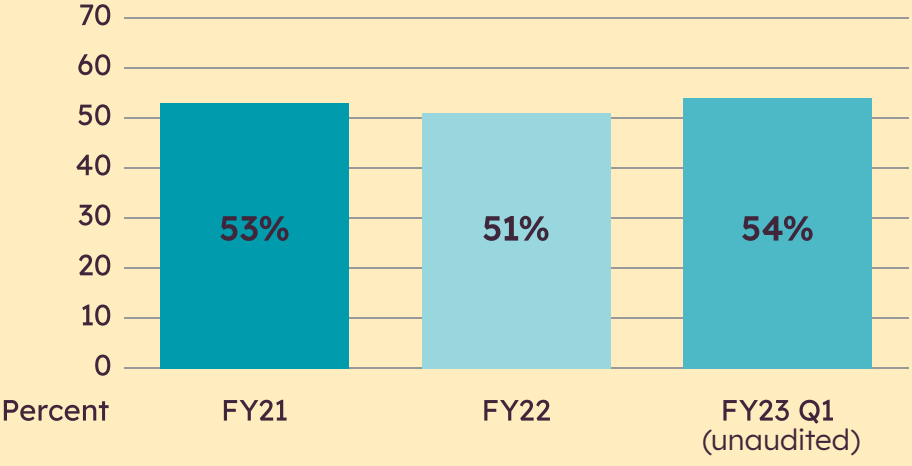
To get a more accurate impression of clients' success, we can look at clients' achievements at the point when they stopped receiving support from Breaking Barriers. During the year, 223 clients completed their support with Breaking Barriers. Of these, **51% (113 clients) achieved an outcome** while being supported by Breaking Barriers, and **36% entered employment**.

The proportion of clients who achieved an outcome having completed support in FY22 is fairly consistent with comparable figures for FY21 (53%) and FY23 to date (54%).

Outcome of clients completing support



Outcome rate for clients completing support



In addition to hard outcomes, we ask clients to self-assess their progress through regular impact surveys. These surveys revealed that following their support from Breaking Barriers:

- **93% of clients** had improved or greatly improved their understanding of what is needed to do well in their preferred sector
- **92% of clients** felt more or much more motivated to meet their goals
- **90% of clients** felt more or much more confident in meeting their goals
- **84% of clients** felt they had improved or greatly improved their understanding of UK workplace culture
- **84% of clients** reported better or much better chances of finding a job role
- **82% of clients** felt more or much more confident during job interviews
- **77% of clients** had improved or greatly improved their ability to use technology in daily life

The impact of our corporate partnerships

This year, 24 of our corporate partners directly supported Breaking Barriers' clients.

130 clients attended workshops with our corporate partners, and six clients started new job roles with them. 13 corporate partners supported clients through work opportunities and training.

Surveys sent to clients after they attended workshops with our corporate partners showed the impact that these events had:

- **97% of clients** said they improved their professional skills
- **91% of clients** said they increased their confidence in meeting their goals
- **87% said** they improved their knowledge of UK work culture

In addition, 95% of the corporate volunteers attending these workshops said that the experience improved their understanding of the needs of people from a refugee background.

84% also said that the event increased their pride in working for their employer, and 100% said they would recommend the experience to a friend.

66

Kizzy's story

"An apprenticeship is five years. That's longer than most degrees, so it was really important to me to commit to the right company.

I cancelled final interviews at two of the "Big Four" accountancy firms as soon as Grant Thornton offered me an apprenticeship. The deciding factor was their partnership with Breaking Barriers because it showed that no matter who you are or where you come from, they will genuinely support you.

My parents didn't go to university, and English was not their first language. I didn't know about Breaking Barriers beforehand, but I have lots of refugee friends who weren't given opportunities because of their status, so it's a big deal to me that a top accountancy firm would support anyone from any background.

I've been volunteering at all the workshops so far, helping refugees to build employment skills and doing mini-interview practices with them. It has been amazing to talk to such different people and still find similarities. I have learned that no matter our differences, there is always something that ties us together."



99



Looking ahead to 2023 and beyond

Our aim for the next financial year is to continue our growth and consolidate the growth of the previous year.

Our programmatic priority is to increase our reach by approximately 40%, from supporting circa. 600 clients to nearly 1,000. We aim to do this by focussing on securing our positions in our newest regions of Greater Manchester and Birmingham, whilst continuing to improve and innovate our service within London.

We are also futureproofing our programmes by standardising them so that we can scale them nationally and reach more refugees and people of refugee backgrounds that need our support.

Trustees' annual report

For the year ended 31st May 2022

The Trustees present their report and financial statements for the year ended 31st May 2022.

The Trustees confirm that the financial statements comply with the current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

The objects of the Charitable Incorporated Organisation, as defined in its governing document, are:

- To advance the education and training of those granted refugee status, their dependants and those seeking asylum in the United Kingdom so as to advance them in life and assist them to adapt within a new community;
- The relief of unemployment and financial hardship of those granted refugee status, their dependants and those seeking asylum in the United Kingdom, by the provision of vocational skills training, advice and support;
- To advance the education of the public in general about the issues relating to refugees and those seeking asylum; and
- The promotion of social inclusion for the public benefit among people who are refugees, their dependants or those seeking asylum in the United Kingdom, who are socially excluded on the grounds of their social and economic position.

Breaking Barriers provides a comprehensive support service for refugees seeking employment. Through our various programmes, we provide bespoke support to accommodate all refugees whatever their needs, circumstances and aspirations.

Public benefit

When planning Breaking Barriers' activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit. Within the constraint of resources, and subject to any eligibility criteria for a specific service, Breaking Barriers' services, described above, are available to all refugees and people of refugee background. Services are offered without charging fees. Our work to help refugees gain meaningful employment is a key contributor to integration for refugees themselves and for members of the host population.

Achievements and performance

On pages 9 to 15 we outline the significant growth and achievements made over the last 12 months. Organisational capacity has increased significantly, largely driven by the expansion into Greater Manchester and Birmingham in the latter half of the year. We are supporting more clients, with more hours, achieving more outcomes than ever before.

This growth will continue into 2023, with our reach expected to increase by approximately 40%, from supporting circa. 600 clients to a target of close to 1,000.

We are also futureproofing our programmes by standardising them so that we can scale them nationally and reach more refugees and people of refugee background that need our support.

Financial review

Total income for the year ended 31st May was £2.85m (2021: £1.93m) representing an increase of £920k or 48% from the previous year. The main sources of income for the financial year were from corporate partners, trust and foundations and statutory sources. These are consolidated accounts which include BB Trading Ltd.

Total expenditure for the year was £2.29m (2021: £1.56m) representing a £736k (47%) increase. This reflects investments across the organisation, including programmatic expansion into Manchester and Birmingham, our first delivery outside of London. Regional expansion was facilitated by participating in the Refugee Transitions Outcome Fund, a cross-Government departmental piece of funding and the UK's first Social Impact Bond for refugees. The income runs through to 2024 and we have a fundraising strategy in place to ensure that this income can be replaced at its end and our programming in the region can continue.

Expenditure on raising funds were £321k in the year (2021: £252k) which represents 14% of total expenditure. This compares to 16% last year.

Principal risks and uncertainties

Breaking Barriers has the following strategy for dealing with risks:

The Board of Trustees meets every quarter to review financial plans, budgets and forecasts, to review the adequacy and appropriateness of controls and policies and the long-term security of Breaking Barriers. Performance against delivery targets is reviewed by trustees quarterly. The Audit and Risk sub-committee reviews the risk register quarterly and there is an annual review by the Board as a whole.

The Chair and Treasurer also meet monthly with the CEO and Head of Finance to review income, costs and cash flow against the budget.

A Fundraising Committee meets monthly to review progress against the fundraising target and to consider the risks of current funding proposals. A Programmes sub-committee meets monthly and discusses the performance of our programmes, particularly those linked to large pieces of income to review the risk associated with underperformance. A Nominations and Remuneration Committee also meets quarterly.

Liquidity risk

The objective is to manage liquidity risk in order to ensure that the charity can meet its financial obligations as they fall due. Breaking Barriers expects to be able to meet its financial obligations through tight control of cash flow. At present, Breaking Barriers does not have access to any funding sources outside the grants and donations received through the charity and the income generated from the trading subsidiary.

Income and fundraising strategy

Breaking Barriers has a deliberately diverse portfolio of donors across businesses, trusts and foundations, as well as statutory sources. No one donor represents more than 20% of our income. Our riskiest income tends to be our corporate income with renewals on an annual basis. Renewal of these contracts can be uncertain and is the most vulnerable to external forces. Breaking Barriers' objective is to achieve as wide a range of income streams as possible in order to reduce the reliance on any one stream of income and to protect the charity from not being able to fulfil its objectives.

Towards the end of financial year 2022 we have commissioned an independent study to review further diversification of fundraising streams for Breaking Barriers. This review will be complete in early Financial Year 2023.

The trustees have chosen to designate £200k of financial year 2022's free reserves to invest in income diversification and the implementation of accelerated growth plans over the next three financial years. We believe that this will ensure we remain sustainably financed, as well as providing a greater platform for future growth as we respond to a continued growth in the need for our services.

Breaking Barriers Trading Ltd, a wholly-owned subsidiary of Breaking Barriers, CIO was set up in 2018 to help the charity provide employment-related services to refugees in order to assist them in finding meaningful work and to support their successful settlement in, and integration with local communities. In 2019, 2020 and 2021, its only source of income was income from these employment services. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts. BB Trading has a resource sharing agreement with the charity through which the company pays for an equitable share of the administrative services needed to ensure that business activity is compliant with all appropriate and relevant standards.

Breaking Barriers does not currently employ commercial fundraisers. We are however, registered with the Fundraising Regulator and ensure that we adhere to the standards set out in the Code of Fundraising Practice.

There are three types of funds, General Funds, Designated Funds and Restricted Funds:

General Funds: the overall aim is to distribute funds quickly to our charitable activities whilst maintaining a prudent level of reserves to ensure stability and continuity. At this stage, our aim is to attract as much unrestricted funding as possible to allow the development of our total programme offering and to build the core infrastructure capacity to operate at greater scale. We have developed a fundraising strategy which aims to create a balanced mix of funds.

Designated Funds: the Trustees are free to set aside some unrestricted funds to cover an essential spend or to cover some future purpose. Such funds are labelled "designated funds".

At the end of FY22 total free reserves stood at £993k.

Restricted Funds: this fund is subject to specific conditions imposed by donors. Restricted funds formed 27% of our total funds in 2022 (2021: 26%). Where appropriate, such funds are linked to the specific programme delivery targets which may run from one year to the next. The impact of this is reflected in a balance of restricted funds carried to future years.

Safety and safeguarding risk

The safety and welfare of our clients, volunteers and staff is of paramount importance. We have a formal safeguarding policy and all staff and volunteers have been trained to meet its requirements. The safeguarding policy is updated annually and reviewed with sign off by the Board.

Reserve policy

Breaking Barriers' policy is to work towards a General Fund which represents three months of total expenditure. General Reserves at the year-end were, in total, £993k (2021: £595k) representing approximately 3.8months' planned expenditure (excluding restricted funds). In addition to this General Fund the charity has restricted funds of £360k for specific programmes carrying forward to 2023.

As outlined elsewhere in this report, in order to further underpin the long-term sustainability of the charity's services and to support its planned future growth, the charity has embarked on a study of wider income diversification. The Trustees have designated £200k, from the total free reserves of £993k, to cover future expenditure to be made on this study and in the implementation of income diversification and accelerated growth plans.

Looking ahead to 2023 and beyond

Our aim for the next financial year is to continue our growth trajectory. That means continuing to support more clients, with us expecting to support around 1,000 refugees in the following year.

We plan to futureproof our programmes by standardising them so that we can scale them nationally and reach more refugees and people of refugee background that need our support.

We will also continue to invest in solidifying our existing donor relationships – as well as explore diversifying our income with new ones – as we continue to expand our reach within London, Manchester, Birmingham, and beyond.

In the next financial year we will be reviewing and developing our long-term strategy.

Structure, governance and management

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its 'Foundation' model constitution governing document dated 22 April 2015. The charity wholly owns its trading subsidiary, Breaking Barriers Trading Ltd, incorporated in December 2018 and which exists to raise funds for the charity to use for its charitable purposes. Both the charity and subsidiary have entered into a Resource Sharing Agreement in order to define and agree the framework within which dealings between them shall be carried out. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts.

The charity is governed by its board of trustees which meets a minimum of four times during the year to approve budgets, operational plans and key organisational policies. The board also reviews finances, fundraising, risks, impact data and feedback from beneficiaries. The board and the CEO collaborate in the formulation of the strategy which is then formally approved by the trustees.

Day-to-day management of the charity is delegated by the trustees to the CEO, Matt Powell, supported by his Senior Leadership Team. This group meets monthly to review income, expenditure and cashflow, recruitment and monitor organisational risks. It also reviews any other matter which might materially impact the financial position or reputation of the charity and where necessary notifies the trustees of any issues arising.

Appointment, induction and training of trustees

Trustees are chosen for their expertise and commitment to support refugees. Potential new trustees are identified either from suitable candidates known to the board or CEO or through open search. All candidates submit an application with a CV and personal statement and appointments are approved by majority vote of existing trustees. A formal induction plan is in place to ensure that new trustees are fully informed about their responsibilities, the current position of the charity and the key questions they will need to address.

Trustee terms are fixed terms of three years with optional extensions.

Related parties and relationships with other organisations

The charity has one subsidiary undertaking, Breaking Barriers Trading Ltd, which is wholly owned by the charity and was established in 2018. No loans have been made by the charity to the trading subsidiary.

There are no formal relationships between the charity and any other organisation.

During the year, restricted donations of £5,500 towards ESF match funding (2021: £16,250) and unrestricted donations totalling £2,187 (2021: £1,250) were received from trustees.

During part or all of the year, one trustee was employed by Apax Partners and one by BNY Mellon. Both organisations have made donations to the charity. There were no other related party transactions during the year under review.

Breaking Barriers maintains active contact with a range of other charities who are able to provide support for refugees that is not within its remit. It receives and makes referrals wherever that is deemed in the interests of an individual refugee.

Remuneration policy for key management personnel

Annual pay awards for the organisation are approved by the Board. The Board considers the CEO and the rest of the Senior Leadership Team's salaries separately, taking into account performance and any growth in responsibilities consequent on the growth of the charity as well as the remuneration levels in other charities.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson were appointed as the auditors of the charity for their first year and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 6th December 2022 and signed on their behalf by:

James Newell

James Newell, Chair of Trustees

Independent auditors' report

Opinion

We have audited the financial statements of Breaking Barriers (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 May 2022 which comprise the consolidated statement of financial activities, consolidated and parent charity balance sheet, consolidated statement of cash flows and the related 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 May 2022 and of the group's 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 Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity 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 charity'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 auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 6 December 2022 *Godfrey Wilson Limited*

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Financial statements

Consolidated statement of financial activities

For the year ended 31 May 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Restated 2021 Total £
Income from:					
Donations	3	470,261	930,972	**1,401,233**	917,589
Charitable activities	4	283,651	1,089,502	**1,373,153**	862,839
Other trading activities		76,846	-	**76,846**	150,000
Total income		**830,758**	**2,020,474**	**2,851,232**	1,930,428
Expenditure on:					
Raising funds		(210,290)	(110,787)	**(321,077)**	(252,007)
Charitable activities		(222,804)	(1,753,692)	**(1,976,496)**	(1,309,278)
Total expenditure	5	**(433,094)**	**(1,864,479)**	**(2,297,573)**	(1,561,285)
Net income for the year		**397,664**	**155,995**	**553,659**	369,143
Transfers between funds		-	-	-	-
Net movement in funds	13	397,664	155,995	**553,659**	369,143
Reconciliation of funds:					
Total funds brought forward		595,414	204,233	**799,647**	430,504
Total funds carried forward		**993,078**	**360,228**	**1,353,306**	799,647

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

The 2021 comparatives have been restated as set out in note 19 to the financial statements.

Consolidated Balance Sheet

For the year ended 31 May 2022

	Note	2022 £	2022 £	Restated 2021 £	Restated 2021 £
Current assets:					
Debtors	9a	**438,766**		160,990	
Cash at bank and in hand		**1,115,558**		959,270	
		1,554,324		1,120,260	
Liabilities:					
Creditors: amounts falling due within one year	10a	**(201,018)**		(320,613)	
Net current assets			**1,353,306**		799,647
Total net assets			**1,353,306**		799,647
Funds	13				
Restricted funds			**360,228**		204,233
Unrestricted funds:					
Designated funds		**200,000**		-	
General funds		**793,078**		595,414	
Total unrestricted funds			**993,078**		595,414
Total funds			**1,353,306**		799,647

Approved by the trustees on 6 December 2022 and signed on their behalf by:

James Newell

James Newell, Chair of Trustees

Charity Balance Sheet

For the year ended 31 May 2022

	Note	2022 £	2022 £	Restated 2021 £	Restated 2021 £
Fixed assets:					
Investment			1		1
Current assets:					
Debtors	9b	**497,479**		315,189	
Cash at bank and in hand		**1,107,865**		804,499	
		1,605,344		1,119,688	
Liabilities:					
Creditors: amounts falling due within one year	10b	**(252,039)**		(283,114)	
Net current assets			**1,353,306**		836,574
Total net assets			**1,353,306**		836,574
Funds					
Restricted funds			**360,228**		204,233
Unrestricted funds:					
Designated funds		**200,000**		-	
General funds		**793,078**		632,341	
Total unrestricted funds			**993,078**		632,341
Total funds			**1,353,306**		836,574

Approved by the trustees on 6 December 2022 and signed on their behalf by:

James Newell

James Newell, Chair of Trustees

Consolidated statement of cash flows

For the year ended 31 May 2022

	2022 £	Restated 2021 £
Cash flows from operating activities:		
Net movement in funds	**553,659**	369,143
(Increase) / decrease in debtors	**(277,776)**	(133,457)
Increase / (decrease) in creditors	**(119,595)**	(125,872)
Net cash provided by / (used in) operating activities	**156,288**	109,814
Change in cash and cash equivalents in the year	**156,288**	109,814
Cash and cash equivalents at the beginning of the year	**959,270**	849,456
Cash and cash equivalents at the end of the year	**1,115,558**	959,270

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the consolidated financial statements

For the year ended 31 May 2022

Note 1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP FRS 102).

The charity 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 or note.

Basis of consolidation

These financial statements consolidate the results of the charity and its wholly-owned (controlled) subsidiary on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate SOFA has not been presented for the charity.

Going concern

The trustees review budgets, cash flow forecasts and monitor financial performance on a regular basis. Given forecasted income and the availability of liquid assets, the trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of services is deferred until the criteria for income recognition are met.

Income from other trading activities is income from employment related services carried out by Breaking Barriers Trading. These services are invoiced and recognised as revenue when delivered.

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised. Please refer to the trustees' annual report for more information about volunteer contributions.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity and its and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Investment in subsidiary

Investments in subsidiaries are valued at cost less provision for impairment.

Debtors

Trade and other debtors are recognised at the settlement amount due 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 cash 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.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The charity 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 with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

Pensions

Breaking Barriers operates a defined contribution pension scheme managed by NEST in accordance with current auto-enrolment rules.

Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are accrued and deferred income adjustments for grants paid in arrears and contracts invoiced in advance, and the percentages used to allocate costs to the different activities and funds.

Note 2 Detailed comparatives for the consolidated statement of financial activities

	2021 Unrestricted £	2021 Restricted £	Restated 2021 Total £
Income from:			
Donations and legacies	271,019	646,570	917,589
Charitable activities	210,318	652,521	862,839
Other trading activities	150,000	-	150,000
Total income	631,337	1,299,091	1,930,428
Expenditure on:			
Raising funds	(199,409)	(52,598)	(252,007)
Charitable activities	(248,713)	(1,060,565)	(1,309,278)
Total expenditure	(448,122)	(1,113,163)	(1,561,285)
Net income / (expenditure)	183,215	185,928	369,143
Transfers between funds	5,000	(5,000)	-
Net movement in funds	188,215	180,928	369,143
Total funds brought forward	407,199	23,305	430,504
Total funds carried forward	595,414	204,233	799,647

Note 3 Income from donations

	Unrestricted 2022 £	Restricted 2022 £	**Total 2022 £**
Donations & gifts	470,261	901,212	**1,371,473**
Donated services *	-	29,760	**29,760**
	470,261	930,972	**1,401,233**

Prior period comparative

	Unrestricted 2021 £	Restricted 2021 £	Restated Total 2021 £
Donations & gifts	271,019	608,110	879,129
Donated services *	-	38,460	38,460
	271,019	646,570	917,589

* Donated services income relate to Gifts in Kind for office space and classrooms for Education classes.

Note 4 Income from charitable activities

	Unrestricted 2022 £	Restricted 2022 £	**Total 2022 £**
Charitable activities	283,651	1,089,502	**1,373,153**
Other income	-	-	**-**
	283,651	1,089,502	**1,373,153**

Prior period comparative

	Unrestricted 2021 £	Restricted 2021 £	Restated Total 2021 £
Charitable activities	210,318	652,521	862,839
Other income	-	-	-
	210,318	652,521	862,839

Included within charitable activities income above are government grants from DWP and HMRC (under the Coronavirus Job Retention Scheme) totalling £23,257 (2021: £62,250). There are no unfulfilled conditions or contingencies attaching to these grants in 2021/22.

Note 5 Analysis of expenditure

	Basis of allocation	Cost of raising funds £	Charitable activities £	Support costs £	Governance costs £	**2022 Total £**	2021 Total £
Direct costs	Direct	(37)	(59,575)	-	-	**(59,612)**	(86,228)
Shared staff costs	Direct	(237,126)	(1,400,305)	(212,427)	-	**(1,849,858)**	(1,206,772)
Support costs	Staff time	(52,662)	(324,641)	-	-	**(377,303)**	(268,285)
Governance costs	Staff time	-	-	-	(10,800)	**(10,800)**	-
		(289,825)	(1,784,521)	(212,427)	(10,800)	**(2,297,573)**	(1,561,285)
Support costs		(29,740)	(182,687)	212,427	-	**-**	-
		14%	86%				
Governance costs		(1,512)	(9,288)	-	10,800	**-**	-
		14%	86%				
Total expenditure 2022		**(321,077)**	**(1,976,496)**	**-**	**-**	**(2,297,573)**	(1,561,285)

Of the total expenditure, £433,094 was unrestricted (2021: £448,122) and £1,864,479 was restricted (2021: £1,113,163).

Governance costs relate to the cost of annual audit.

Note 5 Analysis of expenditure – prior period comparative

	Basis of allocation	Cost of raising funds £	Charitable activities £	Support costs £	Governance costs £	**2021 Total £**
Direct costs	Direct	(5,406)	(80,822)	-	-	**(86,228)**
Shared staff costs	Direct	(192,572)	(942,311)	(71,889)	-	**(1,206,772)**
Support costs	Staff time	(42,527)	(225,758)	-	-	**(268,285)**
Governance costs	Staff time	-	-	4,000	(4,000)	**-**
		(240,505)	(1,248,891)	(67,889)	(4,000)	**(1,561,285)**
Support costs		(10,862)	(57,027)	67,889	-	**-**
		16%	84%			
Governance costs		(640)	(3,360)	-	4,000	**-**
		16%	84%			
Total expenditure 2021		**(252,007)**	**(1,309,278)**	**-**	**-**	**(1,561,285)**

Note 6 Net income / (expenditure) for the year

This is stated after charging / (crediting):	2022 £	2021 £
Operating lease rentals:		
Property	**(76,320)**	(12,720)
Auditor's remuneration:		
Audit fees	**(10,800)**	(4,000)

Note 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	**1,653,101**	1,073,095
Social security costs	**168,048**	111,789
Employer's contribution to defined contribution pension schemes	**28,709**	21,888
	1,849,858	1,206,772

The total employee benefits including pension contributions of the key management personnel were £377,787 (2021: £381,353).

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

The following number of employees received compensation (excluding employer pension) during the year between:

	2022 No.	2021 No.
£60,000 - £69,999	**-**	-
£70,000 - £79,999	**-**	-
£80,000 - £89,999	**1**	1

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2022 No.	2021 No.
Raising funds	**6**	5
Charitable activities	**44**	35
	50	40

Note 8 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Note 9a Debtors – Group

	2022 £	Restated 2021 £
Trade debtors (net of provisions)	**16,007**	6,039
Other debtors	**29,599**	68,779
Prepayments	**5,376**	8,349
Accrued income	**387,784**	77,823
	438,766	160,990

Note 9b Debtors – Charity

	2022 £	Restated 2021 £
Trade debtors (net of provisions)	**-**	6,039
Other debtors	**29,599**	10,495
Prepayments	**5,376**	8,349
Amounts owed by group undertakings	**74,720**	212,483
Accrued income	**387,784**	77,823
	497,479	315,189

Note 10a Creditors: amounts falling due within one year – Group

	2022 £	Restated 2021 £
Taxation and social security	**(57,734)**	(93,190)
Accruals	**(42,117)**	(24,454)
Deferred income	**(51,033)**	(197,851)
Other creditors	**(50,134)**	(5,118)
	(201,018)	(320,613)

Deferred income

	2022 £	Restated 2021 £
Balance at the beginning of the year	**(197,851)**	(327,820)
Amount released to income in the year	**148,901**	167,469
Amount deferred in the year	**(2,083)**	(37,500)
Balance at the end of the year	**(51,033)**	(197,851)

Deferred income comprises amounts received in advance for annual programmes and under contracts.

Note 10b Creditors: amounts falling due within one year - Charity

	2022	Restated 2021
	£	£
Taxation and social security	**(112,639)**	(98,308)
Accruals	**(40,317)**	(24,455)
Deferred income	**(48,949)**	(160,351)
Other creditors	**(50,134)**	-
	(252,039)	(283,114)

Deferred income

	2022	Restated 2021
	£	£
Balance at the beginning of the year	**(160,351)**	(280,319)
Amount released to income in the year	**111,402**	119,968
Amount deferred in the year	**-**	-
Balance at the end of the year	**(48,949)**	(160,351)

Deferred income comprises amounts received in advance for annual programmes.

Note 11 Pension scheme

Breaking Barriers has a defined contribution scheme operated by NEST.

Note 12 Analysis of net assets between funds

	2022			
	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Net current assets	793,078	200,000	360,228	**1,353,306**
Net assets at the end of the year	**793,078**	**200,000**	**360,228**	**1,353,306**

	2021			
	General funds	Designated funds	Restricted funds	Total funds
Net current assets	595,414	-	204,233	799,647
Net assets at the end of the year	595,414	-	204,233	799,647

Note 13 Movements in funds

	At the start of the year (restated)	Income	Expenditure	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
Integration Activities – Employment	185,598	1,428,911	(1,328,655)	-	**285,854**
Integration Activities – Education	6,685	212,283	(213,566)	-	**5,402**
BB Grants	11,950	24,990	(34,062)	-	**2,878**
Thought / Action leadership	-	137,247	(117,030)	-	**20,217**
D&I	-	7,795	(6,499)	-	**1,296**
Other	-	209,248	(164,667)	-	**44,581**
Total restricted funds	**204,233**	**2,020,474**	**(1,864,479)**	**-**	**360,228**
Unrestricted funds:					
Designated funds	-	-	-	200,000	**200,000**
General funds	595,414	830,758	(433,094)	(200,000)	**793,078**
Total unrestricted funds	**595,414**	**830,758**	**(433,094)**	**-**	**993,078**
Total funds	**799,647**	**2,851,232**	**(2,297,573)**	**-**	**1,353,306**

General Funds: Breaking Barriers' reserves policy is to work towards approximately three months of total expenditure. At the year-end, General Funds stood at £993k (2021: £595k) representing approximately 3.8 months' expenditure.

Designated Funds: Of the £993k General Funds, the Trustees have designated £200k to cover the costs of income diversification. This is to support long term growth plans.

Restricted Funds: We have received income restricted to the following purposes:

Funding our integration activities relating to Employment- our work in this space seeks to get our clients into employment by offering one-to-one information, advice, and guidance sessions. We run this offering in three locations.

Funding our integration activities relating to Education- our work in this space seeks to upskill clients in areas that would increase their employment prospects. Those being English language classes, IT and digital skills training.

Funding for BB grants provides the opportunity for Breaking Barriers clients to apply for funding to take part in courses, programmes, certificates or educational activities that will help them with their career.

Funding for thought leadership goes on developing and implementing our strategy to ensure we positively impact the quality of support received by refugees and those of refugee background in the sector, and to influence public narratives about refugees.

Funding for D&I goes on implementing our diversity and inclusion strategy. See page four for more information on this.

Other funds represent contributions to other projects not covered above.

Note 13 Movements in funds

Prior period comparative – restated

	At the start of the year	Income	Expenditure	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
Integration Activities – Employment	14,805	1,009,253	(838,460)	-	**185,598**
Integration Activities – Education	-	189,085	(182,400)	-	**6,685**
BB Grants	8,500	13,300	(4,850)	(5,000)	**11,950**
Thought / Action leadership	-	34,855	(34,855)	-	**-**
Other	-	52,598	(52,598)	-	**-**
Total restricted funds	**23,305**	**1,299,091**	**(1,113,163)**	**(5,000)**	**204,233**
General funds	407,199	631,337	(448,122)	5,000	**595,414**
Total unrestricted funds	**407,199**	**631,337**	**(448,122)**	**5,000**	**595,414**
Total funds	**430,504**	**1,930,428**	**(1,561,285)**	-	**799,647**

Note 14 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property 2022	Property 2021
	£	£
Less than 1 year	**50,880**	76,320
1 - 5 years	-	44,520
	50,880	120,840

Note 15 Legal status of the charity

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its foundation model constitution. The Trustees are chosen for their expertise and commitment to support refugees.

Note 16 Related party transactions

During the year, restricted donations of £5,500 towards ESF match funding (2021: £16,250) and unrestricted donations totalling £2,187 (2021: £1,250) were received from trustees.

At the end of the year, a provision was raised in the parent charity's accounts in relation to Breaking Barriers Trading's use of shared resources which totalled £1,200 (2021: £2,700) for the Use of Rights and Data and £878 (£1,500) for the Use of Name. In addition, recharges for resources deployed by the parent charity to fulfil the IKEA contract totalled £37,500 (2021: £150,000) to the wholly owned subsidiary.

Note 17 Subsidiary undertakings

Breaking Barriers Trading Ltd

Breaking Barriers Trading Ltd (company no. 11707875) is 100% owned by Breaking Barriers and has share capital of £1. The subsidiary runs the charity's non-charitable trading activities. A summary of its financial performance and position are given below:

	2022 £	2021 £
Turnover	**79,633**	150,000
Cost of sales	**(38,771)**	-
Gross profit	**40,862**	150,000
Administrative expenses	**(3,934)**	(177,218)
Operating profit / (loss)	**36,928**	(27,218)

The aggregate of the assets, liabilities and funds was:

	2022 £	2021 £
Assets	**79,406**	213,055
Liabilities	**(79,406)**	(249,983)
Funds	**-**	(36,928)

Note 18 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022	2021
	£	£
Gross income	**2,776,465**	1,780,428
Results for the year	**516,731**	400,560

Note 19 Prior period restatements

The prior period accounts have been restated to correct the following material errors: (i) to recognise accrued income due in 2020/21; (ii) to correct an incorrect deferred income balance; and (iii) to reclassify unrestricted income and expenditure as restricted. These adjustments are set out in detail below.

Debtors

Accrued income balances have been restated as follows:

	2021 Accrued income
	£
Accrued income as originally stated at 28 May 2021	-
Accrued grant income	77,823
Accrued income as restated at 31 May 2021	77,823

Creditors: amounts due within 1 year

Deferred income balances have been restated as follows:

	2021 Deferred income
	£
Deferred income as originally stated at 28 May 2021 – charity only	178,918
Correction to deferred income balances	(18,567)
Deferred income as restated at 31 May 2021 - charity only	160,351

Income – consolidated

Income has been restated as follows:

	2021		
	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Income as originally stated for the period ending 28 May 2021	787,329	1,046,709	1,834,038
Adjustment to accrued income	-	77,823	77,823
Adjustment to deferred income	-	18,567	18,567
Reclassification of income between funds	(155,992)	155,992	-
Income as restated for the period ending 31 May 2021	631,337	1,299,091	1,930,428

Expenditure – consolidated

Expenditure has been restated as follows:

	2021		
	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Expenditure as originally stated for the period ending 28 May 2021	(544,512)	(1,016,773)	(1,561,285)
Reclassification of expenditure between funds	96,390	(96,390)	-
Expenditure as restated for the period ending 31 May 2021	(448,122)	(1,113,163)	(1,561,285)

Reference and administrative information

Trustees

Chair: Sue Corbett appointed July 2016 – resigned December 2021

Treasurer: Ian Chard appointed October 2016

Sajid Hussein appointed October 2016

Rachel Harrington appointed August 2017

James Newell appointed June 2018 – made Chair December 2021

Hani Kablawi appointed July 2020

Julia Onslow-Cole appointed July 2020

Prudence Mwanza appointed September 2020

Andrew Waidhofer appointed February 2021

Katie Rickard appointed March 2021

Lena Sabbagh appointed March 2022

Lou Calvey appointed June 2022

Kelly Maklowicz appointed July 2022

Barbara Serra appointed July 2022

Helen Downie appointed August 2022

Jonas Huruy Kidane appointed October 2022

CEO: Matthew Powell

Charity number: 1161901

Registered office

Breaking Barriers, 71–91 Aldwych, Aldwych House, London, WC2B 4HN

Auditors

Godfrey Wilson Ltd, 5th Floor Mariner House, 62 Prince Street, Bristol, BS1 4QD

Bankers

Barclays, 9 High St, Sutton, Surrey, SM1 1DR

With thanks

We are grateful to our donors, supporters, partners and those who prefer to remain anonymous, for their support which has made our success possible.

THE 20 FENCHURCH STREET LEGACY FUND

The Belpech Trust

The CHARLES S FRENCH CHARITABLE TRUST

THE Allan&NestaFerguson CHARITABLE TRUST

THE BIG ask FOR SOCIAL CHANGE

Supported by BBC Children in Need

ALLEN & OVERY

THE CLOTHWORKERS' FOUNDATION

Breaking Barriers Project Catalyst is part funded by the EU Asylum, Migration and Integration Fund. Making management of migration flows more efficient across the European Union.

theBigGive

CMS law·tax·future

THE AUSTIN AND HOPE PILKINGTON TRUST

THE BIG YELLOW SELF STORAGE COMPANY

Apax

CREDIT SUISSE

Bird & Bird

ashurst

BNY MELLON

Cummins

barbri global

BURBERRY

大成 DENTONS

BCG

CareTech foundation

East End COMMUNITY FOUNDATION

BANK OF AMERICA

Central District Alliance The BID for Holborn and Clerkenwell

The eq foundation

Barilla The Italian Food Company. Since 1877.

Breaking Barriers Project Rebuilding Refugees Lives through Work: London is part funded by the European Social Fund.

the Charity Service







































































Credit Agricole

The Jane and Tad Shepard Family Foundation, Inc.

The Lord Faringdon Charitable Trust

The Ned

R S Brownless Charitable Trust

Stephenson Harwood

The Truemark Trust

BREAKING BARRIERS

England & Wales - Charity number 1161901

Accounts

BREAKING BARRIERS

Integrating refugees through employment.

2020 2021



Annual Report

Our Vision

is that every refugee and person of refugee background can fulfill their potential and integrate into their new home through employment that matches their skills, experience, and aspirations.

Our Mission

is to help refugees and people of refugee background to acquire knowledge, confidence and experience to get stable, fulfilling employment. We give a central role to businesses, involving them directly in finding employment solutions and providing support that gets refugees into work.

Our Values

Our values reflect who we are as a charity and what our clients, donors and staff can expect from us:

Mission-led

Our clients come before everything else.



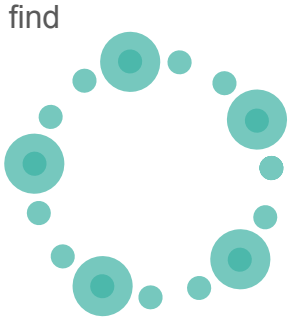
Welcoming

We want all people to feel happy, comfortable and secure with us.



Collaborative

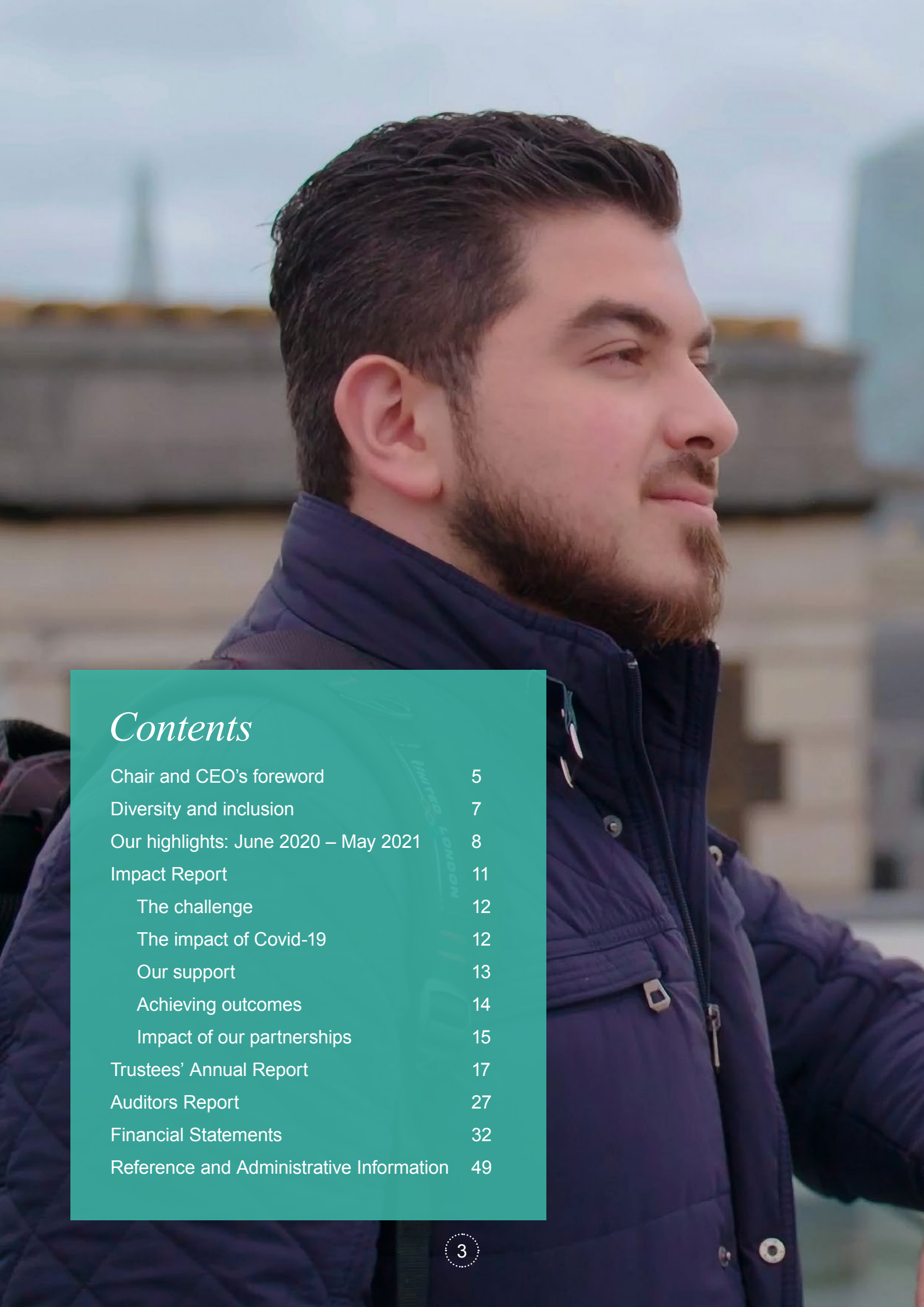
We are supportive and considerate, curiously exploring other viewpoints to find solutions.



Enterprising

We are discerningly bold, entrepreneurial and have the courage to give things a go.





Contents

Chair and CEO's foreword	5
Diversity and inclusion	7
Our highlights: June 2020 – May 2021	8
Impact Report	11
The challenge	12
The impact of Covid-19	12
Our support	13
Achieving outcomes	14
Impact of our partnerships	15
Trustees' Annual Report	17
Auditors Report	27
Financial Statements	32
Reference and Administrative Information	49





Foreword

A message from our Chair and CEO

Welcome to Breaking Barriers' Annual Report for the financial year 2020 – 2021.

It's been another exciting year of growth at Breaking Barriers. Despite the anxieties and uncertainties that Covid-19 continues to present for our refugee clients and the sector, we've been successful in demonstrating our impact by adapting and innovating.

After suspending our service delivery in March 2020, we were thrilled to bring back an entirely online service in July 2020. We're incredibly proud of our employment team who have delivered over 2800 hours of one-to-one employment support to people of refugee background, as well as 33 workshops and 12 different education courses (June 2020 – May 2021).

We also hosted our first ever online photography exhibition. Leave Home, Save Lives celebrated the contribution that refugees and people of refugee background made on the front-line during the pandemic with stunning portraits taken by world-renowned photographer, Rankin. The exhibition was seen by over 6,000 people and featured on BBC London News, ITV News, and Channel 5 News.

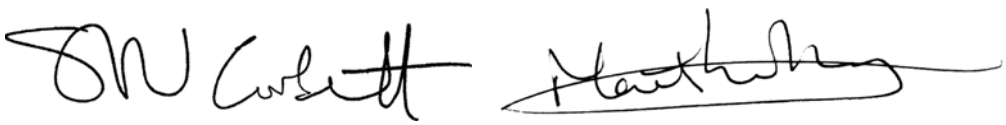
We remained committed to the important work of understanding our clients' needs by conducting and publishing our second client needs assessment – One Year Later, The Impact of Covid-19 on Refugees in March 2021. This knowledge has been shared widely with the sector to support other organisations with creating impactful and relevant programming.

Other highlights from this year include the development of our new business network, Fuse, preparing to launch it in June 2021. Fuse unites our new and existing partners to achieve more for refugees through employment in the UK.

And lastly, it was a privilege to be the recipient of the prestigious Queen's Award for Enterprise for Promoting Opportunity through Social Mobility. We are delighted by this recognition and acknowledgement of the importance of our mission and all we've achieved.

Breaking Barriers is as committed as ever to our vision of every refugee being able to fulfil their potential and integrate into their new home through employment that matches their skills, experience, and aspirations.

We want to thank everyone who has supported us this year and we look forward to continuing our work together.



Sue Corbett and Matthew Powell

Chair of Trustees and Chief Executive

Tua's story



Tua is a Breaking Barriers client who also participated in our Leave Home, Save Lives photography exhibition, which celebrated the contributions of people of refugee background who worked on the front line during the pandemic.

This is Tua's story as told to us in November 2020, we're proud to say that she's now enrolled at university studying mental health nursing.

Before the lockdown I was volunteering as a domiciliary carer, going from house-to-house. I love cooking and I cook well for my clients. Now I work as a live-in carer in Milton Keynes with a client who has a spinal cord injury and mental health problems.

I try to make English food for her – she likes roast chicken, mashed potatoes, and I'm an expert in making scrambled eggs the way she likes them. I stay there for two weeks at a time. There are some days that are really stressful, some days are really busy. If my client becomes a bit stressed, it's difficult for me as well as for her.

I've had a lot of challenges for many years. I waited for 15 years for my refugee status eventually getting my documents in 2019. I started looking for jobs, but it was a bit difficult because of the pandemic and because I had been unemployed for so many years. I was so stressed and knew that so many people were now also applying for jobs because of the pandemic.

I want to go to university to study mental health nursing. I took my job as a placement, to learn. When the nurses come to visit my client I ask a lot of questions. Little by little they always respond. Mental health is not an easy course at university. But I will get there, by the grace of God.

Essential workers are unique. We are saving clients' lives. Without us, they would not be here. I'm doing it from the bottom of my heart. It's not about money — it's about your care, your love.

I'm really grateful, and I really appreciate meeting Breaking Barriers. My caseworker has been like a sister to me, and has helped me so much with my university application.

Working as a refugee in the UK, some people think that maybe we don't have rights. I'm very proud to be a refugee in this country though, and to go to school in this country, and to study at university to get my job. Of course you have to be proud of who you are. That's me.

Diversity and inclusion

At Breaking Barriers, we have continued our work on diversity and inclusion and tackling racism, prioritising it at all levels of the organisation.

In this financial year, the internal Diversity and Inclusion (D&I) group have led on a number of initiatives such as delivering all staff training on Unconscious Bias and Four Seasons behavioural preferences to facilitate team working. They also set up a regular newsletter and created an inclusive calendar that enables us to appropriately mark key cultural dates and diversity events.

Breaking Barriers also conducted its first ever diversity and inclusion survey to understand the make-up of our organisation in terms of protected characteristics. The findings helped us devise a set of board and senior leadership objectives focused on areas of improvement relating to representation.

The senior leadership team, and the D&I group continue to review and update all policies to incorporate best practice and we have created a new recruitment policy that ensures a consistent and inclusive process and integrates techniques such as diverse panels and greater awareness of bias.

We're committed as ever to being an organisation that celebrates its diverse team and clients, as well as actively tackling racism and inequality, and we now have a new role, Head of People, Projects and Strategy, that will lead and champion Breaking Barriers' diversity and inclusion work going forward.



Our highlights: June 2020 – May 2021

Understanding client needs

During the first wave of the pandemic we surveyed our clients and in June 2020 published the results in our first client needs assessment – **The Impact of Covid-19 on Refugees in London**. The findings highlighted the disproportionate impact the pandemic was having on refugees, who were experiencing higher levels of furloughing and less likely to have the digital access and skills required for the new world of work many of us were experiencing.



Our first Impact Report

In October we published our first ever Impact Report for FY19/20. The report showed that since our inception we had supported **1,045 people of refugee background** – 50% of whom have achieved their goal of entering employment, education, training, or volunteering. **This figure is now well over 1,300.**

Summer

Bringing back our support

After months of closure due to Covid-19, in July 2020 we were thrilled to **bring back support for our clients through a safe, accessible, and entirely remote service**. Based on the findings from the needs assessment we were able to incorporate digital training into our offering, helping clients to build new and essential digital skills such as document sharing and video calling.



Autumn

Big Give success

For our Christmas 2020 fundraiser we took part in the Big Give Christmas Challenge for the second time, setting ourselves an ambitious target of raising £20,000. **We were thrilled to reach the target in just 6 hours**, raising much needed funds for our employment support. We were so thankful to our clients Abdulrahman, Beilqes, Gobika and Murat for helping us achieve the target by sharing what Breaking Barriers support means to them.

£20,000
6 hours



Leave Home, Save Lives

In January 2021, Breaking Barriers was proud to present **Leave Home, Save Lives** — an online exhibition in collaboration with world-renowned photographer, Rankin, to **celebrate the inspirational stories of seven refugees and asylum seekers**, their journeys to the UK, their lives, and their roles in essential frontline services during the pandemic. It was the first time Breaking Barriers annual photography exhibition was hosted online and it received over 25 pieces of national and local press coverage, as well as **over 6,000 visits to the website** in the first month.



Winning a Queen's Award

We were extremely proud to have our work recognised in April by **receiving the Queen's Award for Enterprise** for Promoting Opportunity through Social Mobility.

The Queen's Award is an incredibly prestigious prize and we were especially grateful to the committee for believing in our work and our mission, especially at such a challenging time for refugees who were disproportionately impacted by the pandemic.

Winter

One Year Later

In March 2021, a year on since the start of the pandemic, we conducted and published our second client needs assessment **One Year Later – The Impact of Covid-19 on Refugees**. Following on from our first report, the key highlights were how the tough labour market, and a continuing lack of digital access and literacy was impacting the opportunities, experiences, and support needs for people of refugee background.



Spring

Creation of the Fuse network

After months of development and working closely with our partners **we launched the Fuse Network**, with the aim of uniting businesses in common goals to improve the lives of refugees through meaningful and sustainable employment. After a workshop with founding partners such as Grant Thornton, Mayer Brown and Western Union, we created the Fuse Action Plan as a simple tool to **help businesses take action to support refugees** into meaningful employment and foster a diverse, inclusive and thriving workplace.

Fuse

Awais' story



Awais Ahmad did a six month placement at Grant Thornton and is now employed full-time as a Tax assistant in the Global Mobility Services Tax team. He shared his story with us in June 2021, as part of Refugee Week and to launch the Fuse network.

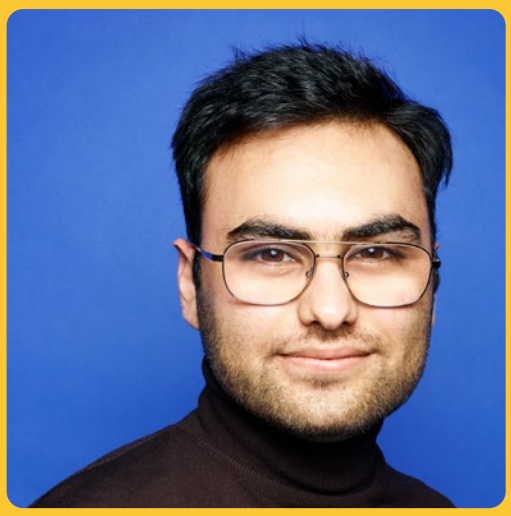
Before my placement, I hadn't spoken with British people at length. Nor had I worked in a large company. I didn't understand the little things about British working culture, like business language or having coffee with colleagues.

When my case worker at Breaking Barriers recommended I apply for a work placement at Grant Thornton, it was risky, but too good an opportunity to miss. I gave up a permanent job, which wasn't fulfilling my potential. Instead, I wanted a role where I could apply my ACCA qualification and build upon six months' experience as an accountant.

It was a real culture shock and sometimes I questioned whether I would last the whole six months, but when I asked for support, Grant Thornton and Breaking Barriers were so helpful and patient.

Gradually, I built enough confidence to speak up more, take extra responsibility and greater risks. Work placements like this are rare, so I worked hard and put myself under pressure to perform. Thankfully, my efforts and contribution were noticed, which led to an offer of a role with the firm's Global Mobility Solutions team and my life changed forever.

I feel I belong now. I'm more settled and can begin dreaming about the future in a way I couldn't before. I'm proud that, in such a competitive environment where businesses can pick and choose talent, Grant Thornton embraces talent from diverse backgrounds. I want to encourage other businesses to look beyond the usual approach to recruitment.





Impact Report



2020 – 2021



The Challenge

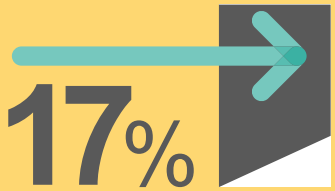
The UK offered protection to 9,113 people in 2020. In 2019 it was estimated that 374,000 people of refugee background were living in the UK, and approximately 50% of these are in London.[1] Refugees face great hardship in fleeing war, violence and persecution, but upon arriving in the UK they face additional setbacks in the form of marginalisation, racial discrimination, lack of language support and other significant barriers to integration.

We know that refugees can and do make valuable contributions to society, and that employment can be a crucial factor in helping them integrate into their new home. However, UK refugees currently suffer from much higher rates of unemployment than the general population and no national strategy to aid the transition of refugees into the labour market exists.

The impact of Covid-19

The Covid-19 pandemic had a significant impact on all aspects of our charity and the services we provide. We conducted two client needs assessments to understand in more detail how the pandemic was affecting our clients.

17% of clients who were in work prior to the pandemic lost their job, significantly higher than the 5% of people who had lost their jobs by October 2020 in the UK overall and over 80% of clients told us that they still urgently needed employment and English support during the pandemic.[2] As a result, we spent the first quarter of the financial year setting up remote delivery for all our existing services.



17% of clients who were in work prior to the pandemic lost their job

We also adapted our support structure to meet the additional needs of clients that had been caused or amplified by the pandemic. For example, we increased the flexibility of our appointments and introduced a Conversation Café to help reduce social isolation and improve wellbeing.

We found that 54% of clients had access to a laptop, compared to 88% of the UK population having access to a computer at home.[3] And 1 in 5 (19%) of clients said they could not easily work from home, and a quarter of survey respondents (26%) reported low digital literacy.[4]

To ensure that as many clients as possible could access our new remote services effectively, we developed a package of digital support and resources. Furthermore, we introduced additional education courses on digital skills for work, and digital skills for life, building on the beginner's IT course that was already available. These new support packages have been vital in building the digital literacy of clients to ensure they can both access our support and independently navigate an increasingly online world.

Moving to remote delivery was a positive development for some of our clients. We found more female clients were able to access our services, 48% attended remote education classes compared to 34% last year, and 80% of clients said they'd like to access remote employment support in the future, giving us a clear indication that we should continue with remote delivery.[5]

1 Refugees and the UK Labour Market (2019), COMPAS

2 All percentage figures relating to survey responses are percentages of respondents, not percentages of overall clients. Figures from The impact of Covid-19 on the support needs of refugees and people of refugee background – One year later, (March 2021), Breaking Barriers

3 The impact of Covid-19 on the support needs of refugees and people of refugee background – One year later, (March 2021), Breaking Barriers

4 Internal survey on face to face and remote delivery, completed by 185 clients.

5 Internal survey on face to face and remote delivery, completed by 185 clients.

Our support

We've experienced a high demand for our services from refugees and people of refugee background since 2015, and as a result of this, and from investing in our infrastructure and working with businesses to develop bespoke recruitment pathways for refugee employment, we've been able to expand our services rapidly.

This expansion slowed in FY 20 and 21 due to Covid-19, which led to very reduced delivery in the last and first quarter of the past two financial years respectively.

Nevertheless, the number of clients supported each quarter has continued to increase and we have increased the depth of our services through new programmes and initiatives, such as BB grants and the introduction of digital skills support.

The reduced labour market resulting from Covid-19 restrictions has led to fewer clients achieving an outcome than in previous years.

From June 2020 – May 2021:

- 462 people of refugee background accessed our services. 41% were new enrolments, 47% were continuing to receive support from the previous financial year, 12% had re-engaged in our services
- 133 accessed our education programme
- 133 accessed one or more of our 33 corporate partner workshops
- 78% actively engaged in our services.

94%

94% of clients were satisfied or very satisfied with the support we provided to them



"The best thing about Breaking Barriers is they don't allow you to work alone. They work with you every step of the way – Kemi"

How we supported our clients:

- Clients received an average of 7.6 hours of employment support [6]
- Clients on the education programme on average participated in 7.5 hours of classes
- 145 clients received one-to-one digital technology support within one or more of their appointments.

Overall we delivered:

- 2,867 hours of one-to-one employment support
- 1,443 hours of education classes
- 630 hours of corporate workshops and training.

All with the support of:

- 254 highly skilled volunteers who delivered 3,145 hours of support.

And:

- 94% of clients were satisfied or very satisfied with the support we provided to them.

6 Employment support includes IAGs, mentoring, informational interviews, workshops, external training (short), BB meetings.

Our clients

One of the strengths of our clients is that they are incredibly diverse and come from a variety of backgrounds. This year we supported clients from 55 different countries, 89% of clients were BAME/Global majority ethnicities, 45% were female, 7% had a disability, and 6% were gay, lesbian or bisexual.[7]

All have skills to bring to the UK economy:

- 47% have completed higher education
- 40% have good to advanced English
- 57% have 4+ years of work experience.

However, they also face many barriers to integration:

- 58% have never worked in the UK
- 54% have no immediate family in the UK
- 24% have mental health concerns
- 19% are homeless [8]
- 68% have been unemployed for over a year. [9]

Achieving outcomes

At Breaking Barriers, our employment and integration advisers work one-to-one with our clients on developing their skills, knowledge, and confidence to progress towards their employment goals. When someone finds a job, enters education or training, or takes up a volunteering role, we call it an outcome.

184 employment, education, training, and volunteering outcomes were achieved overall



184



68%

68% of clients have been unemployed for over a year

Employment, education, training and volunteering outcomes:

- 28% of all clients entered employment, education, training or volunteering
- 19% of clients achieved multiple employment goals in FY 21
- 184 employment, education, training, and volunteering outcomes were achieved overall, this included nine job starts with one or more of our corporate partners

Outcomes by type:

- 46% employment [10]
- 48% training/education
- 6% volunteering

We saw a large increase in the proportion of training and education outcomes – 48% in FY 21 compared to 32% in FY 20. This was to be expected given the challenges of the labour market.

7 For comparison, only 2.7% of the UK population identified as gay, lesbian or bisexual in 2019 – see Sexual orientation, UK - Office for National Statistics (ons.gov.uk)

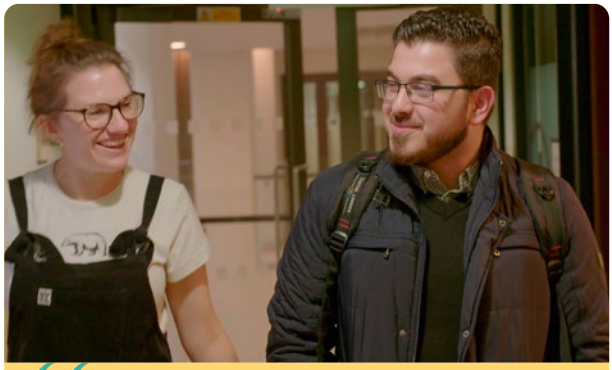
8 Broad government definition

9 Excludes clients who received their status within a year prior to enrolment as unemployment time is not counted beyond the date status is received. Nearly all clients were unemployed for a significant period of time before receiving refugee status in the UK as asylum seekers cannot work in the UK and many refugee camps and host communities do not allow refugees to work.

10 Includes apprenticeships, paid internships/work placements, new employment, changing employment and promotions.

People at all stages of their employment journey access our services. For those further away from the job market and those already in employment, the biggest impact we can have is often on self-perceptions and knowledge of life in the UK. These impacts have the potential to benefit people throughout their lives and last way beyond achieving that first employment goal, and help them to build the foundation for lifelong success.

- 92% of clients are more motivated to reach their goals
- 88% are more confident that they will reach their goals
- 80% think their chances of finding a job have improved.



Without Breaking Barriers' support, a lot of things would not have happened in my life. – Abdulrahman

Impact of our partnerships

We are passionate about the role the private sector can play in supporting refugees into meaningful employment. Our partners offer funding, expertise and opportunities for our clients in the form of workshops, mentoring, paid work placements and permanent jobs.

We work with companies of all sizes to develop bespoke shared-value partnerships and activities that work towards the goals of the organisation, employees, customers and community.

88% of clients are more confident that they will reach their goals



88%

This year:

- 26 corporate partners directly supported Breaking Barriers clients
- Overall, there were 133 workshop attendees and 9 clients started work placements with one of our partners
- 17 corporate partners supported our clients through work opportunities and training.

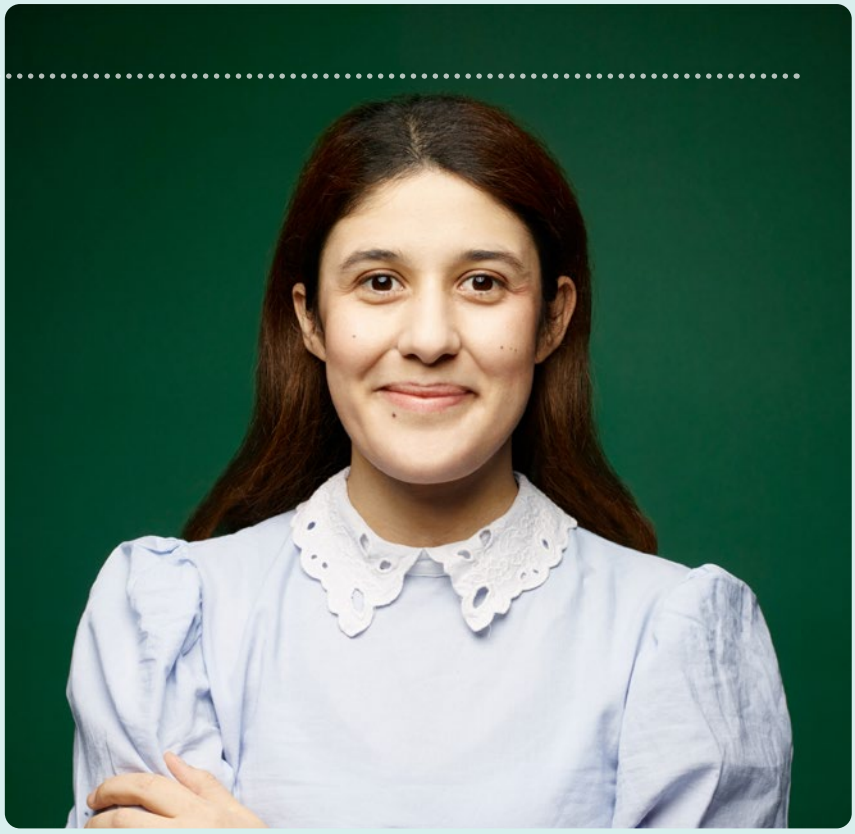
Utilising the skills of our corporate partners through employability workshops had a huge impact on our clients. Of clients attending our workshops:

- 92% said they improved their professional skills
- 87% said they increased their confidence in meeting their goals
- 87% said that they improved their knowledge of UK work culture.

We also use our workshops to raise awareness in the corporate world of the barriers that refugees face. Workshops were highly successful in this regard, with 90% of corporate volunteers at our workshops saying that the experience improved their understanding of the needs of people of a refugee background.

In addition, our workshops proved beneficial for employee engagement – 88% of corporate volunteers attending workshops said that the experience increased their pride in working for their employer, and 100% of participants said they would recommend the experience to a friend.

Pinar's story



Pinar was a Breaking Barriers client who participated in the Leave Home, Save Lives photography exhibition, which celebrated the contributions of people of refugee background who worked on the front line during the pandemic.

I remember people talked about Coronavirus since the beginning of January, but it came to the UK around March. At first, I thought that I was going to lose my job. I thought that if there's a lockdown, I can't go out — and if I can't go to work, then that means I will be unemployed. And so I thought that I could be made redundant. But I just kept working.

My manager took the decision that we could work from home for a short time. We started doing everything virtually. I work in recruitment HR for a care company. I contact our candidates to see if they need to complete online training and practical skills training and I respond to their emails if they have any queries.

After a while we had to return to the office to give PPE to our carers. Travelling to work, most of the time I was alone on the bus during the lockdown. There was no one around me. It would be nice if people noticed that what we are doing is not an easy thing.

I have learned how to deal with problems during these times. We are living in such a difficult world; anything can happen, and no one could have imagined this current situation would happen two years ago.

I never had a chance to work in Turkey. I graduated in 2019 and straightaway came to the UK. I did my internship in Human Resources for a non-profit organisation that helps children. Starting my working life in a different country with a totally different environment and learning a new language has been a challenge.

I normally don't tell people that I am a refugee and prefer if my colleagues don't know. I think some people have quite a bad impression of refugees and asylum seekers in their minds, and that automatically will have a negative image towards me. That's why I keep it a secret as much as I can.

When you work as a refugee, many people don't even know that you have the right to work in the UK. It would be nice if people understood our rights more.

As told to Breaking Barriers in Nov 2020.

Trustees' Annual Report

For the year ended 28 May 2021

Trustees' Annual Report

For the year ended 28 May 2021

The trustees present their report and financial statements for the year ended 28 May 2021.

The trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

The objects of the Charitable Incorporated Organisation, as defined in its governing document, are:

- To advance the education and training of those granted refugee status, their dependants and those seeking asylum in the United Kingdom so as to advance them in life and assist them to adapt within a new community;
- The relief of unemployment and financial hardship of those granted refugee status, their dependants and those seeking asylum in the United Kingdom, by the provision of vocational skills training, advice and support;
- To advance the education of the public in general about the issues relating to refugees and those seeking asylum; and
- The promotion of social inclusion for the public benefit among people who are refugees, their dependants or seeking asylum in the United Kingdom, who are socially excluded on the grounds of their social and economic position.

Breaking Barriers provides a comprehensive support service for refugees seeking employment. Through our various programmes, we provide bespoke support to accommodate all refugees whatever their needs, circumstances and aspirations.

Public benefit

When planning Breaking Barriers' activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit. Within the constraint of resources, and subject to any eligibility criteria for a specific service, Breaking Barriers' services, described above, are available to all refugees and people of refugee background. Services are offered without charging fees. Our work to help refugees gain meaningful employment is a key contributor to integration for refugees themselves and for members of the host population.

Achievements and performance

Over the last 12 months we have successfully adapted all of our programmes to be delivered online, as well as launched new support services to adapt to the needs of our clients. In doing so we supported 462 (2020: 474) refugees on their integration journeys. 128 of these progressed into employment, education, training or volunteering (2020: 191). We have also made significant investments and improvements in our infrastructure, including our fundraising, IT, finance and HR. We have worked with 254 volunteers (2020: 293) to deliver our vital employment and education services.

Covid-19

The impacts of Covid-19 struck at the beginning of the final quarter of the previous year (March 2020). We took the decision to furlough almost all staff and suspend all service delivery for a few months shortly before the national lockdown was implemented in March. The suspension of our services resulted in the reduction in clients supported and outcomes for the financial year compared with the previous one. During the year, Breaking Barriers received £62K of income from the Coronavirus Job Retention Scheme.

Whilst a difficult decision to furlough staff and suspend our services, this period allowed our senior leadership team to develop strategies for adapting our services and securing funding, while protecting our staff, volunteers and clients. We also took this time to conduct a needs assessment of the impact of Covid-19 on refugees, which we disseminated in the summer. Staff who were furloughed were phased back through June and July, with all of our services fully resumed in July 2020.

Our services operated fully remotely for the remainder of the financial year. Our Employment and Integration Advisers took remote 1:1 meetings with clients who have the digital literacy to work over Zoom. For clients who were less able to use technology, we developed a package of digital support to help them with basics like accessing a Zoom meeting, and staying safe online. Our Education programme has also moved online, with smaller class sizes, an updated curriculum and the introduction of informal ‘Conversation Cafés’ to help clients practice English. Remote support has continued to be the norm as we entered the current financial year with face-to-face support likely to be re-introduced in January 2022.

Despite the financial threats of the pandemic, we financially over-performed against our revised budget. We increased our funding, making good use of the flexibility offered by some existing funders and the crisis funds offered by others to adapt our programming as described above. With good cost control, we were also able to bolster our reserves and thus position ourselves for a future expansion of our services. In an increasingly competitive fundraising landscape, we take comfort that our delivery is strong and our offerings attractive to funders as well as clients.

Financial review

Total income for the year ended 28 May 2021 was £1.83m (2020: £1.43m) representing an increase of £408k or 29% from the previous year. This includes a donation by WeWork in respect of education classroom rental equivalent to £36K and the corresponding costs are included in expenditure. This also includes £150K income in Breaking Barriers Trading Ltd. The main income sources for Breaking Barriers during the year were donations from corporate partners, trusts, foundations and statutory sources. 2021 was Breaking Barriers' sixth year of operation and the charity has continued to experience growth despite the pandemic. The investment in a Senior Leadership Team made in 2019 to provide a platform for future growth has been a success, with the team now well established. Investments in fundraising over the past two years enabled us to expand our programmes and to continue to diversify our income, further reducing reliance on corporate partners. The increase in restricted income from prior year is due to the first full year receipt of the Asylum, Migration and Integration Fund (AMIF) project grant and the CJRS furlough income. In line with one of our strategic aims we will continue to invest in the diversification of our income in order to provide a solid platform for future growth and mitigate against the impact of any economic crises, such as Covid-19.

Total expenditure during the year was £1.56m (2020: £1.28m). This increase reflects our investment in key middle-management hires, expansion of our programme staff, and further development of our infrastructure to ensure we are operating as effectively and efficiently as possible.

Breaking Barriers' services are delivered directly by its staff, with assistance from a group of volunteers. Staff costs are thus the largest portion of the organisation's costs at 77% of total expenditure. The average number of staff employed during the year was 40, an increase of 10 from last year, reflecting the investment in capacity noted above.

Expenditure on raising funds was £252K in the year (2020: £165K) which represents 16% of total expenditure. This mainly reflects the staff costs of the Philanthropy team, an allocation of a proportion of support costs and the cost of fundraising events.

Principal risks and uncertainties

Breaking Barriers has the following strategy for dealing with risks:

The Board of Trustees meets every three months to review financial plans, budgets and forecasts, to review the adequacy and appropriateness of controls and policies and the long-term security of Breaking Barriers. Performance against delivery targets is reviewed by trustees quarterly. The Audit and Risk sub-committee reviews the risk register quarterly and there is an annual review by the Board as a whole.

The Chair and Treasurer also meet monthly with the CEO and Head of Finance to review income, costs and cash flow against the budget. A formal re-forecast is prepared at least on a quarterly basis the purpose of which is to identify major financial risks, to consider the potential outcome and impact on the charity's current and forecasted performance, and to take any necessary action to mitigate the impact of identified risks.

A Fundraising sub-committee meets monthly to review progress against the fundraising target and to consider the risks of current funding proposals. An Audit and Risk Committee and a Nominations and Remuneration Committee both meet quarterly.

Liquidity risk

The objective is to manage liquidity risk in order to ensure that the charity can meet its financial obligations as they fall due. Breaking Barriers expects to be able to meet its financial obligations through tight control of cash flow. At present, Breaking Barriers does not have access to any funding sources outside the grants and donations received through the charity and the income generated from the trading subsidiary.

Income risk

A substantial proportion of Breaking Barriers' income is from annual corporate donations, some of which are large though none exceeds 20% of total income. Renewal of these contracts can be uncertain and in some cases is based on performance criteria. Breaking Barriers' objective is to achieve as wide a range of income streams as possible in order to reduce the reliance on any one stream of income and to protect the charity from not being able to fulfil its objectives.

Safety and safeguarding risk

The safety and welfare of our clients, volunteers and staff is of paramount importance. We have a formal safeguarding policy and all staff and volunteers have been trained to meet its requirements. The safeguarding policy is updated annually and reviewed with sign off by the Board.

Funding Strategy

The charity is growing rapidly with the goal of supporting as many refugees as possible. This requires a continued emphasis on building capacity in the programmes that are delivered and in ensuring that there is in place a suitable administrative and management structure to support the delivery of the programmes.

Breaking Barriers Trading Ltd, a wholly owned subsidiary of Breaking Barriers CIO, was set up in 2019 to help the charity provide employment services to refugees to help them find meaningful work and to assist their successful settlement in, and integration with, local communities. In 2019, 2020 and 2021, its only source of income was income from these employment services. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts. The business has made a small loss reflecting the continued building of capacity within the operation in order to deliver primary purpose trading to support the aims of the charity in the future.

There are two types of funds, General Fund and Restricted Fund.

General Fund: the overall aim is to distribute funds quickly to our charitable activities whilst maintaining a prudent level of reserves to ensure stability and continuity. At this stage, our aim is to attract a majority of unrestricted funding to allow the development of our total programme offering and to build the core infrastructure capacity to operate at greater scale. We have developed a fundraising strategy which aims to create a balanced mix of funds from corporate partners and from trusts and foundations. Donations from individuals, although less significant, also enable us to grow our core capacity.

Restricted Fund: this fund is subject to specific conditions imposed by donors. Restricted funds formed 6.8% of our total funds in 2021 (2020: 5%). Where appropriate, such funds are linked to the specific programme delivery targets which may run from one year to the next. The impact of this is reflected in a balance of restricted funds carried to future years.

Covid-19

In order to ensure we remain a going concern and our financial position remained strong, we decided to further invest in our fundraising team with the approval of two key fundraising roles – a Senior Business Development Manager and a Senior Philanthropy Manager – both of whom will join at the beginning of the next financial year. We made this decision on the assumption that the economic impacts of Covid-19 and subsequent ability for charities to generate income would be longer-lasting and mostly felt in 2021 and 2022. Both roles will enable us to further grow and diversify our income in order to maintain and expand our services in what is likely to be a very competitive fundraising climate for some time.

Reserve policy

Breaking Barriers' policy is to work towards a General Fund which represents three months of total expenditure. General Reserves at the year-end were £655K (2020: £407K) representing approximately 5 months' expenditure, providing an additional buffer in these uncertain times. In addition to this General Fund the charity has restricted funds of £48K for specific programmes carrying forward to 2022.

Covid-19

When setting the budget for 2021, the Trustees recognised the uncertainty caused by the coronavirus pandemic and in order to mitigate against the loss of any future income streams agreed that any additional surplus achieved in 2021 will be used to bolster reserves in the future. This did not constitute a formal change of policy but was designed to ensure, as far as possible, that the charity has sufficient reserves to meet its objectives during a period of major disruption. The surplus income we did generate in 2021 was fully invested in our reserves as agreed and has provided a stronger platform for us heading in to 2022.

Plans for the future

For the coming year financial year, our three key aims are:

1) Regional Expansion to extend our work beyond London

Initially we will use our remote working model to start providing our services in Manchester and Birmingham, with a view to introducing a hybrid model in due course.

2) Refining our model to maximise our impact in London

by continuing to evaluate and innovate within our existing programmes, re-introducing face-to-face support, piloting new ways of working with our volunteers and increasing our capacity to reach more clients.

3) Securing our place as Thought Leaders

through our new Thought Leadership strategy. We will develop our position as experts to positively influence the quality of support received by refugees and people of refugee background across the sector and within businesses, as well as changing public narratives about refugees and their experiences.

Covid-19

Any economic crisis that leads to mass unemployment disproportionately impacts those already most marginalised in society. Through 2021 it became very difficult to support our clients into work in a more competitive labour market. Our work has had to continue to adapt to ensure we are equipping refugees with the skills to compete as best they can and ensure that when the economy picks up they are well placed to secure meaningful work. Our clients have required more intensive support and longer journeys into work. This impacted the overall number of clients we were able to support. There were signs towards the end of 2021 that more clients were getting employment outcomes, a trend we hope to continue through 2022.

Staff continued to work from home as default throughout 2021 and will not return until we deem it safe and necessary for the office to be re-opened. The world of work will look different long-term and we are exploring what our office situation will be when the pandemic draws to a close.

Covid-19 will clearly have an impact on the way charities deliver their services – especially through periods of tight restrictions – and Breaking Barriers is no different. We will continue to offer our services remotely and increase digital access wherever possible. For us, remote support is not just a stop-gap until face-to-face delivery can resume. We view it as a key part of a long-term hybrid support model combining both remote and face-to-face delivery. Thus, Covid-19 has had some real positive impact on Breaking Barriers – significantly speeding up our journey of digitalisation.

Structure, governance and management

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its 'Foundation' model constitution governing document dated 22 April 2015. The charity wholly owns its trading subsidiary, Breaking Barriers Trading Ltd, incorporated in December 2018 and which exists to raise funds for the charity to use for its charitable purposes. Both the charity and subsidiary have entered into a Resource Sharing Agreement in order to define and agree the framework within which dealings between them shall be carried on. The results of Breaking Barriers Trading Ltd are fully consolidated in these accounts.

The charity is governed by its board of trustees which meets a minimum of four times during the year to approve budgets, operational plans and key organisational policies. The board also reviews finances, fundraising, risks, impact data and feedback from beneficiaries. The board and the CEO collaborate in the formulation of the strategy which is then formally approved by the trustees.

Day-to-day management of the charity is delegated by the trustees to the Chief Executive Officer, Matthew Powell, supported by his Senior Leadership Team. This group meets monthly to review income, expenditure and cashflow, recruitment and monitor organisational risks. It also reviews any other matter which might materially impact the financial position or reputation of the charity and where necessary notifies the trustees of any issues arising.

Appointment, induction and training of trustees

Trustees are chosen for their expertise and commitment to support refugees. Potential new trustees are identified either from suitable candidates known to the board or CEO or through open search. All candidates submit an application with a CV and personal statement and appointments are approved by majority vote of existing trustees. A formal induction plan is in place to ensure that new trustees are fully informed about their responsibilities, the current position of the charity and the key questions they will need to address.

As part of the Board Effectiveness Review, it was decided that trustee terms should be changed from the current rolling basis in which one third retire each year to fixed terms of three years with optional extensions. This change will take full effect in the current financial year.

Related parties and relationships with other organisations

The charity has one subsidiary undertaking, Breaking Barriers Trading Ltd, which is wholly owned by the charity and was established in 2019. No loans have been made by the charity to the trading subsidiary.

There are no formal relationships between the charity and any other organisation.

During the year, restricted donations totalling £16,250 and unrestricted donations totalling £1,250 were received from certain trustees.

IT consultancy was commissioned on a pro-bono basis from BNY Mellon. One trustee is a director at BNY Mellon. A donation of £154,262 was received from BNY Mellon in the year.

During part or all of the year, one trustee was employed by Apax Partners and one by BNY Mellon. Both organisations have made donations to the charity. There were no other related party transactions during the year under review.

Breaking Barriers maintains active contact with a range of other charities who are able to provide support for refugees that is not within its remit. It receives and makes referrals wherever that is deemed in the interests of an individual refugee.

Remuneration policy for key management personnel

Annual pay awards for the organisation are approved by the Board. The Board considers the CEO and the rest of the Senior Leadership Team's salaries separately, taking into account performance and any growth in responsibilities consequent on the growth of the charity as well as the remuneration levels in other charities. In this Financial Year, a Nominations and Remuneration sub-committee was established and the Board delegated these responsibilities to this sub-committee.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charity (Accounts and Reports) Regulations 2008. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure to our auditors

In so far as the trustees are aware:

- There is no relevant audit information of which the charity'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

Goldwins limited were re-appointed as the auditors of the charity for a fourth year and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 7th December 2021 and signed on their behalf by:



Sue Corbett
Chair of Trustees

Independent Auditors Report

For the year ended 28 May 2021

Independent Auditors Report

To the members of the Charity

For the year ended 28 May 2021

Opinion

We have audited the consolidated financial statements of Breaking Barriers (the 'charity') for the year ended 28 May 2021 which comprise the consolidated statement of financial activities, the group and parent Charity's Balance Sheets, the group's statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charity's affairs as at 28 May 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

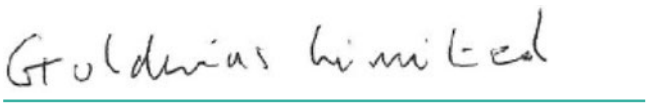
- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's Trustees, as a body, in accordance with Charities Act 2011. Our audit work has been undertaken so that we might state to the Charity'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 Charity and the Charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Goldwins Limited

Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

Dated: 7 December 2021

Financial Statements

For the year ended 28 May 2021

Consolidated statement of financial activities

For the year ended 28 May 2021

	Note	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Income from:					
Donations and legacies	3	38,460	-	**38,460**	64,857
Charitable activities	4	748,869	1,046,709	**1,795,578**	1,361,524
Total income		**787,329**	**1,046,709**	**1,834,038**	1,426,381
Expenditure on:					
Raising funds	5	(252,007)	-	**(252,007)**	(165,458)
Charitable activities	5	(292,505)	(1,016,773)	**(1,309,278)**	(1,112,367)
Total expenditure		**(544,512)**	**(1,016,773)**	**(1,561,285)**	(1,277,825)
Net income / (expenditure) for the year	6	**242,817**	**29,936**	**272,753**	148,556
Transfers between funds		5,000	(5,000)	-	-
Net movement in funds		247,817	24,936	**272,753**	148,556
Reconciliation of funds: Total funds brought forward	13	407,199	23,305	**430,504**	281,948
Total funds carried forward		**655,016**	**48,241**	**703,257**	430,504

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

Consolidated balance sheet

As at 28 May 2021

	Note	2021 £	2021 £	2020 £	2020 £
Current assets:					
Debtors	9a	83,167		27,533	
Cash at bank and in hand		959,270		849,456	
		1,042,437		**876,989**	
Liabilities:					
Creditors: amounts falling due within one year	10a	**(339,180)**		**(446,485)**	
Net current assets			**703,257**		**430,504**
Net assets			**703,257**		**430,504**
Funds	13				
Restricted funds			48,241		23,305
Unrestricted funds:			655,016		407,199
Total funds			**703,257**		**430,504**

Approved by the trustees on 7 December 2021 and signed on their behalf by:



Sue Corbett

Chair of Trustees

The attached notes form part of the financial statements.

Charity balance sheet

As at 28 May 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets:					
Investments			1		1
Current assets:					
Debtors	9b	237,367		318,923	
Cash at bank and in hand		804,499		500,276	
		1,041,866		**819,199**	
Liabilities:					
Creditors: amounts falling due within one year	10b	(301,681)		(378,984)	
Net current assets			**740,185**		**440,215**
Net assets			**740,186**		**440,216**
Funds					
Restricted funds			48,240		23,305
Unrestricted funds:					
General funds		691,946		416,911	
Total Unrestricted funds			**691,946**		**416,911**
Total funds			**740,186**		**440,216**

Approved by the trustees on 7 December 2021 and signed on their behalf by:



Sue Corbett

Chair of Trustees

The attached notes form part of the financial statements.

Consolidated statement of cash flows

For the year ended 28 May 2021

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	14	109,814	544,155
Change in cash and cash equivalents in the year		109,814	544,155
Cash and cash equivalents at the beginning of the year		849,456	305,301
Cash and cash equivalents at the end of the year	15	**959,270**	**849,456**

Notes to the consolidated financial statements

For the year ended 28 May 2021

1. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with 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 2015) - (Charities SORP FRS 102) and the Companies Act 2006.

The charity 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 or note.

Basis of consolidation

The statement of financial activities (SOFA) and balance sheet fully consolidate the financial statements of the charity and its subsidiary undertaking. Subsidiary's accounts are fully consolidated from the time the control is acquired.

No separate SOFA has been presented for the charity.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

Income from donations for specific programmes is recognised on receipt of the donation: however, income on certain programmes is received in advance for the provision of specified services. In these cases income is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when

a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity and its and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Freehold property 2%
- Fixtures and fittings 25%
- Computer equipment 33%
- Motor vehicles 25%

Debtors

Trade and other debtors are recognised at the settlement amount due 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 cash 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.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

Breaking Barriers operates a defined contribution pension scheme managed by NEST in accordance with current auto-enrolment rules.

2. Detailed comparatives for the consolidated statement of financial activities

	2020 Unrestricted £	2020 Restricted £	2020 Total £
Income from:			
Donations and legacies	64,857	-	64,857
Charitable activities	706,921	654,603	1,361,524
Total income	**771,778**	**654,603**	**1,426,381**
Expenditure on:			
Raising funds	(165,458)	-	(165,458)
Charitable activities	(409,555)	(702,812)	(1,112,367)
Total expenditure	**(575,013)**	**(702,812)**	**(1,277,825)**
Net income / (expenditure)	196,765	(48,209)	148,556
Transfers between funds	-	-	-
Net movement in funds	**196,765**	**(48,209)**	**148,556**
Total funds brought forward	210,434	71,514	281,948
Total funds carried forward	**407,199**	**23,305**	**430,504**

3. Income from donations and legacies

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Total £
Donated services	38,460	-	**38,460**	64,857
	38,460	**-**	**38,460**	**64,857**

Donated services income relates to Gift in Kind for office space and classrooms for Education classes.

4. Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Charitable activities	748,869	1,046,709	**1,795,578**	1,361,524
Total income from charitable activities	**748,869**	**1,046,709**	**1,795,578**	**1,361,524**

5. Analysis of expenditure

			Charitable activities							
	Basis of allocation	Cost of raising funds £	BB Employment £	BB Prospects £	Thought Leadership £	BB Grants £	Support costs £	Governance costs £	2021 Total £	2020 Total £
Direct costs	Direct	(5,406)	(41,080)	(34,892)	-	(4,850)	-	-	**(86,228)**	(148,439)
Shared staff costs	Direct	(192,572)	(636,081)	(150,013)	(156,217)	-	(71,889)	-	**(1,206,772)**	(917,867)
Support costs	Staff time	(42,527)	(158,835)	(39,006)	(27,917)	-	-	-	**(268,285)**	(211,519)
Governance costs							4,000	(4,000)	**-**	**-**
		(240,505)	(835,996)	(223,911)	(184,134)	(4,850)	(67,889)	(4,000)	**(1,561,285)**	(1,277,825)
Support costs		(10,862)	(40,055)	(10,183)	(6,789)	-	67,889	-	-	-
		16%	59%	15%	10%	0%				
Governance costs		(640)	(2,360)	(600)	(400)	-	-	4,000	-	-
		16%	59%	15%	10%	0%				
Total expenditure 2021		**(252,007)**	**(690,161)**	**(215,860)**	**(206,346)**	**(206,346)**	**-**	**-**	**(1,561,285)**	**(1,277,825)**
Total expenditure 2020		(165,458)	(906,021)	(206,346)	-	-	-	-		(1,277,825)
			83%	17%	19%	19%				

Of the total expenditure, £544,512 was unrestricted (2020: £575,013) and £1,016,773 was restricted (2020: £702,812).

Governance costs relate mainly to the cost of annual audit.

6. Net income / (expenditure) for the year

This is stated after charging / (crediting):	2021 £	2020 £
Operating lease rentals:		
Property	**(12,720)**	(153,543)
Auditor's remuneration:		
Audit fees	**(4,000)**	(4,000)

7. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2021 £	2020 £
Salaries and wages	**1,073,095**	822,059
Social security costs	**111,789**	81,095
Employer's contribution to defined contribution pension schemes	**21,888**	14,623
	1,206,772	917,777

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £376,277 (2020: £312,000).

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

The following number of employees received compensation (excluding employer pension) during the year between:

	2021 Number	2020 Number
£60,000 – £69,999	**-**	1
£70,000 – £79,999	**1**	1
£80,000 – £89,999	**-**	-

Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 Number	2020 Number
Raising funds	**5**	3
Charitable activities	**35**	27
	40	30

8. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9a. Debtors – Group

	2021 £	2020 £
Trade debtors (net of provisions)	**6,039**	9,466
Other debtors	**68,778**	16,370
Prepayments	**8,350**	1,697
	83,167	27,533

9b. Debtors – Charity

	2021 £	2020 £
Trade debtors (net of provisions)	**6,039**	9,466
Other debtors	**10,495**	16,370
Prepayments	**8,350**	1,697
Amounts owed by group undertakings	**212,483**	291,390
	237,367	318,923

10a. Creditors: amounts falling due within one year – Group

	2021 £	2020 £
Taxation and social security	**(93,190)**	(24,837)
Accruals	**(24,454)**	(63,828)
Deferred income	**(216,418)**	(327,820)
Other creditors	**(5,118)**	(30,000)
	(339,180)	(446,485)

Deferred income

	2021 £	2020 £
Balance at the beginning of the year	**(327,820)**	(44,000)
Amount released to income in the year	**261,402**	144,684
Amount deferred in the year	**2**	(428,504)
Balance at the end of the year	**(216,418)**	(327,820)

Deferred income comprises amounts received in advance for annual programmes.

10b. Creditors: amounts falling due within one year – Charity

	2021 £	2020 £
Taxation and social security	**(33,628)**	(24,837)
Accruals	**(24,455)**	(73,828)
Deferred income	**(178,918)**	(280,319)
Other creditors	**(64,680)**	-
	(301,681)	(378,984)

Deferred income

	2021 £	2020 £
Balance at the beginning of the year	**(280,319)**	(1,000)
Amount released to income in the year	**101,401**	1,000
Amount deferred in the year	**-**	(280,319)
Balance at the end of the year	**(178,918)**	(280,319)

Deferred income comprises amounts received in advance for annual programmes.

11. Pension scheme

Breaking Barriers has a defined contribution scheme operated by NEST.

12. Analysis of net assets between funds

	General Unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	655,016	-	48,241	**703,257**
Net assets at the end of the year	**655,016**	**-**	**48,241**	**703,257**

13. Movements in funds

	At the start of the year £	Income and gains £	Expenditure and losses £	Transfers £	At the end of the year £
Restricted funds:					
Raising Funds	-	52,598	(52,598)	-	-
BB Employment – Aspire	-	148,671	(148,671)	-	-
BB Employment – First Steps	-	345,592	(345,592)	-	-
BB Employment – Futures	14,805	193,138	(169,552)	-	**38,391**
BB Prospects – Academy	-	72,261	(72,261)	-	-
BB Prospects – Opportunities	-	28,273	(28,273)	-	-
BB Education – English	-	88,569	(88,569)	-	-
BB Education – IT	-	73,208	(73,208)	-	-
BB Grants	8,500	11,200	(4,850)	(5,000)	**9,850**
Research and Information	-	13,555	(13,555)	-	-
Fuse	-	5,596	(5,596)	-	-
Awareness Raising	-	14,048	(14,048)	-	-
Total restricted funds	**23,305**	**1,046,709**	**(1,016,773)**	**(5,000)**	**48,241**
General funds	407,199	787,329	(544,512)	5,000	**655,016**
Total unrestricted funds	**407,199**	787,329	**(544,512)**	**5,000**	**655,016**
Total funds	**430,504**	**1,834,038**	**(1,561,285)**	**-**	**703,257**

Purposes of restricted funds

Restricted funds brought forward from prior year were spent in full in the year. At the end of the year, the Restricted funds balance carried forward related to the remainder of the funds received for BB Futures of £38K relating to FY22 and BB Grants funding programme of £10K which was delayed in 2020 due to COVID-19 with some income carried forward to 2022. In addition, a small number of restricted donations were relaxed to mitigate the effect of the pandemic and were used towards the general running of the Charity during the year. The increase in restricted income from prior year is due to the first full year receipt of the Asylum, Migration and Integration Fund (AMIF) project grant and the CJRS furlough income.

During the year, the Charity received restricted grants from: the London Community Response Fund (provided by City Bridge Trust) towards our Employment programme; £40K from Children in Need & Youth Futures Foundation as part of a multi-year grant towards our Futures programme; the Barrow Cadbury Trust through their Covid-19 Support Fund towards our Employment programme; the National Lottery Community Fund through their Coronavirus Community Support Fund; The Rayne Foundation towards caseworkers' salaries; £36K from Trust for London as part of a multi-year grant of £108,000 towards our Aspire programme; Swire Charitable Trust towards our Education programme; and Peter Stebbings Memorial Charity towards our First Steps programme. All these grants were spent in full in the year under review.

Breaking Barriers' reserves policy is to work towards a General fund which represents approximately three months of total expenditure. General Reserves at the year-end were £655K (2020: £407K) representing approximately 5 months' expenditure, providing an additional buffer in these uncertain times.

Movement in funds previous year

	At the start of the year £	Incoming resources and gains £	Outgoing resources and losses £	Transfers £	At the end of the year £
Restricted funds:					
BB Employment	70,172	447,194	(502,561)	-	**14,805**
BB Prospects	-	99,915	(99,915)	-	-
BB Education	1,342	98,994	(100,336)	-	-
BB Grants	-	8,500	-	-	**8,500**
Total restricted funds	**71,514**	**654,603**	**(702,812)**	**-**	**23,305**
General funds	210,434	771,778	(575,013)	-	**407,199**
Total unrestricted funds	**210,434**	771,778	**(575,013)**	**-**	**407,199**
Total funds	**281,948**	1,426,381	**(1,277,825)**	**-**	**430,504**

Purposes of restricted funds

Restricted funds brought forward from prior year were spent in full in the year. At the end of the year, the Restricted funds balance carried forward related to the remainder of the funds received from Bank of America Merrill Lynch for BB Futures relating to 2021 and £8.5K from Big Yellow Foundation for BB Grants funding programme which was delayed due to COVID-19 with a planned start in 2021.

During the year, the Charity received the following restricted grants: a grant from Trust for London of £36K as part of the multi-year grant of £108K for the period from 2020 to 2022 contributing to caseworkers' salaries for our Aspire programme; a grant of £6K from Trust Swire Charitable Trust as part of the multi-year grant of £18K for the period from 2018 to 2021 for our English Education classes; and a grant of £10K from London Borough of Hammersmith and Fulham Council towards our work in Hammersmith. The Charity also received grants from The Rayne Foundation towards caseworkers' salaries, The Jack Petchey Foundation to hire a member of staff into our partnerships team through Jack Petchey's internship programme and East End Community Foundation and Allen and Overy Ben Ogden Community Fund for their support of our work in Hoxton. All these grants were spent in full in the year under review.

Unrestricted General funds are made of the remaining unrestricted income and expenditure. Breaking Barriers' reserves policy is to work towards a General fund which represents approximately three months of total expenditure. General reserves at the year-end were £407K (2019: £210K) which represents 3.8 months of expenditure in line with the reserves policy.

14. Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**272,753**	148,556
(Increase)/ decrease in debtors	2,649	28,437
Increase/ (decrease) in creditors	(165,588)	367,162
Net cash provided by / (used in) operating activities	**109,814**	544,155

15. Analysis of cash and cash equivalents

	At 29 May 2020 £	Cash flows £	Other changes £	At 28 May 2021 £
Cash at bank and in hand	849,456	109,814	-	**959,270**
Total cash and cash equivalents	**849,456**	109,814	**-**	**959,270**

16. Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Property 2021 £	Property 2020 £
Less than 1 year	**76,320**	153,543
1 – 5 years	**44,520**	-
	120,840	153,543

17. Legal status of the charity

The charity is constituted as a Charitable Incorporated Organisation (CIO) and is governed by its foundation model constitution. The Trustees are chosen for their expertise and commitment to support refugees.

18. Related party transactions

During the year, restricted donations totalling **£16,250** and unrestricted donations totalling **£1,250** were received from certain trustees.

IT consultancy was commissioned on a pro-bono basis from BNY Mellon. One trustee is a director at BNY Mellon. A donation of **£154,262** was received from BNY Mellon in the year.

During part or all of the year, one trustee was employed by Apax Partners and one by BNY Mellon. Both organisations have made donations to the charity. There were no other related party transactions during the year under review.

At the end of the year, a provision was raised in the parent charity's accounts in relation to Breaking Barriers Trading's use of shared resources which totalled £2,700 for the Use of Rights and Data and £1,500 for the Use of Name. In addition, recharges for resources deployed by the parent charity to fulfil the IKEA contract totalled £150,000 to the wholly owned subsidiary.

19. Subsidiary undertaking

Charitable Incorporated Organisation has the following share holding at 28 May 2021:

Entity	Type	Number of shares	Value	Interest
Breaking Barriers Trading Ltd	Ordinary	1	£1	100%

Results of the subsidiary were as following:

	Period Ended 28 May 2021 £
Income	150,000
Expenditure	(177,218)
Net deficit for the period	**(27,218)**
The aggregate of the assets, liabilities and deficits was:	
Assets	213,055
Liabilities	(249,983)
	(36,928)

Subsidiary's accounts are fully consolidated and all intra-group balances, transactions, income and expenses are eliminated on consolidation.

Reference and Administrative Information

Trustees

Chair: Sue Corbett	appointed July 2016
Treasurer: Ian Chard	appointed October 2016

Trustees:

Stephanie Biden	appointed September 2016 – resigned November 2020
Sajid Hussein	appointed October 2016
Rachel Harrington	appointed August 2017
Nishant Nayyar	appointed October 2017 – resigned February 2021
James Newell	appointed June 2018
Hani Kablawi	appointed July 2020
Julia Onslow-Cole	appointed July 2020
Prudence Mwanza	appointed September 2020
Andrew Waidhofer	appointed February 2021
Katie Rickard	appointed March 2021

Chief Executive

Matthew Powell

Charity number

1161901

Registered office

Breaking Barriers
71–91 Aldwych
Aldwych House
London WC2B 4HN

Auditors

Goldwins Limited
75 Maygrove Road
West Hampstead
London NW6 2EG

www.goldwins.co.uk

Bankers

Barclays
9 High St
Sutton
Surrey
SM1 1DR

With thanks

We are grateful to our donors, supporters, partners and those who prefer to remain anonymous, for their support which has made our success possible.

ALLEN & OVERY

The CHARLES S FRENCH CHARITABLE TRUST

Ipsos Ipsos MORI

Breaking Barriers Project Catalyst is part funded by the EU Asylum, Migration and Integration Fund. Making management of migration flows more efficient across the European Union.

Supported by BBC Children in Need

© BBC 2007 Reg. charity England & Wales no. 802052 and Scotland no. SC039557

London Catalyst

Apax

MAYER | BROWN

BANK OF AMERICA

eq foundation

COMMUNITY FUND | Barrow Cadbury Trust

GA GENERAL ASSEMBLY

COMMUNITY FUND

The Belpech Trust

Grant Thornton

NORTON ROSE FULBRIGHT

THE BIG YELLOW FOUNDATION HELPING VULNERABLE PEOPLE LEAD BRIGHTER LIVES

HERBERT SMITH FREEHILLS

The Rank Foundation a pebble in the pond

BNY MELLON

IKEA

The Rayne Foundation





Broadgate Estates Limited

Crédit Agricole





Ecclesiastical Movement for Good 12 Days of Giving

Dentons





J Paul Getty Jr Charitable Trust

Jane & Ted Shephard Family Foundation





Loan Syndicate Manager's Forum



London Community Response Fund



Mears Group



Peter Stebbings Memorial Charity



The Sir Jules Thorn Charitable Trust





WeWork

About Breaking Barriers

Breaking Barriers supports refugees and people of refugee background in London to acquire the knowledge, confidence and experience they need to secure stable and fulfilling jobs.

We offer bespoke, intensive and flexible employment support to enable refugees to rebuild their lives in the UK.

We also give a central role to businesses in the UK, involving them directly in finding employment solutions and providing support that gets refugees into work.



Instagram



Facebook



Twitter

breaking-barriers.co.uk

BREAKING BARRIERS

Integrating refugees through employment.