

# Migrants Resource Centre

*(A Company Limited by Guarantee)*

Company No. 1911662

Charity No. 291789

## Report and financial statements

for the year ended

31 March 2017

CHARITY COMMISSION  
FIRST CONTACT

22 DEC 2017

ACCOUNTS  
RECEIVED

**MIGRANTS RESOURCE CENTRE**

**REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2017**

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## **MIGRANTS RESOURCE CENTRE**

### **REFERENCE AND ADMINISTRATIVE DETAILS**

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**Trustees:**

I. Pereira - Chair  
R. Priestman – Treasurer  
S. Tamimi  
S. Reynolds  
V. Kosumi  
C. Robinson  
D. Afreh  
C. Briddick (Resigned 11/2016)  
A. McLeod (Resigned 12/2016)  
N. Wayne (Resigned 2/2017)  
G. Bettiga (Resigned 9/2017)  
H. Rice (Resigned 11/2017)

**Chief Executive:** Wayne Myslik

**Company number:** 1911662

**Charity number:** 291789

**Registered office:** Berol House  
25 Ashley Road  
London  
N17 9LJ

**Auditors:** Goldwins Limited  
75 Maygrove Road  
West Hampstead  
London  
NW6 2EG  
[www.goldwins.co.uk](http://www.goldwins.co.uk)

**Bankers** Unity Trust Bank  
Nine Brindleyplace  
Birmingham  
B1 2HB

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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The trustees, who are also directors under company law, present their report and financial statements for the year ended 31 March 2017.

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**

### **Vision**

MRC has a vision of a British society that is inclusive and free of prejudice; that celebrates the diversity of its population; and that supports the rights of all people to enjoy freedom from persecution, danger and oppression..

### **Mission**

MRC's mission is to enable people of diverse origins to make the UK their home; and to enrich British society by building community through mutual respect and partnerships.

### **Programmes**

Migrants Resource Centre will structure its work around three broad strategic programmes, under which a range of specific projects will be implemented:

#### ***A New Settlement: Laying the Foundations for a Balanced Immigration Policy***

The overall aims of A New Settlement are to change public attitudes about migration and to ensure that UK adopts a positive immigration system that respects human rights, meets Britain's social and economic needs, and strengthens the ability of diverse communities to work together.

#### ***A Common Place: Supporting Migrant Integration & Community Development***

The overall aims of A Common Place are to support migrants and refugees to integrate into British society and to strengthen the ability of diverse communities to work together.

#### ***A Safe Space: Securing Protection for Vulnerable Asylum Seekers, Refugees, & Stateless Persons***

The overall aims of A Safe Space are to secure protection for vulnerable asylum seekers and refugees and to ensure a fair and efficient asylum system for all who need it.

### **Public benefit**

The Trustees confirm that they have referred to the Charity Commission's general guidance on Public Benefit, under the Charities Act 2011, when reviewing and shaping the charity's aims and objectives for the year and planning its future activities. The charity works to ensure that its work is inclusive, accessible and responsive to the needs of its beneficiaries and is confident that this commitment is not only reflected in its aims and objectives, but is also expressed in both its service provision and its campaigning and lobbying activities.

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#### **Grant-making policy**

The charity does not make grants to individuals or organisations, other than when grants obtained from charitable trusts on behalf of clients are sent to *the charity* for disbursement.

#### **Investment policy**

The charity aims to maximise the investment return on its cash holdings through its banking arrangements, in order to ensure that its funds are readily accessible at all times.

#### **Volunteers**

MRC holds routine focus group meetings with its users and community members, as well as carrying out user feed- back surveys, which assist it to prioritise its services to ensure public benefit in furtherance of the organisation's objectives. Users are encouraged to get involved in activities and to develop their skills and many become volunteers, running classes such as art, drama, IT courses, embroidery and jewellery making. MRC has approximately 40 volunteers at any one time who work across the organisation. They assist with aspects of service delivery and administration and, wherever possible, MRC helps them to retrain or gain qualifications.

#### **Related parties and relationships with other organisations**

In order to effectively deliver its services, MRC works in collaboration with other organisations in order to improve the lives of migrants, refugees and asylum seekers. These include: British Red Cross, Pathway, Serpentine Galleries, European Network on Statelessness, Migrants Rights Network, IMiX, Westminster CAB, and many others.

MRC is a member of AdviceUK, Immigration Law Practitioners Association, Refugee Legal Group.

#### **Funding Base**

MRC ensures that it has sufficient financial and human resources to meet its aims. It has an increasingly diverse funding base made up of earned income, donations, contract income and grants from statutory funders and trusts and foundations. When bidding for statutory contracts or those that provide earned income, MRC always ensures that the contract outputs are relevant to its users and that services delivered are appropriate and within the scope of the charity's objectives. MRC tries to adopt a full cost recovery model for all its activities although increasingly this is not accepted by many funders.

## **Review of Achievements and Performance**

This year has been characterised by significant growth and expansion in our services, directly from the merger with Asylum Aid, and also from increased funding and staffing secured since the merger.

### **Legal & Generalist Advice**

#### **Asylum**

Our asylum legal representation work continues its excellent work. The programme focusses on specific client groups including women, children, LGBTIQ, victims of trafficking, and destitute asylum seekers.

The legal team has grown in this exciting period for MRC and our legal work, having had nine months of two legal offices working alongside one another. The concentration has been firstly on dovetailing internal file management systems and the office manual so that both teams work to the same structure. Performance management has also been introduced to the Derry House legal team for the first time. The asylum output from Derry House has been minimal whilst concentration has been on dealing with handover files after Mario Marin wound down his workload towards retirement.

The team met its targets for the year in terms of number of new cases opened for trafficking, unaccompanied minors, and female clients. We also introduced a new internal target of 20 LGBTIQ cases after appointing an LGBTIQ specialist in December 2016. An additional caseworker was also taken on at the same time thanks to external funding specifically provided to allow us the funds to take on and train up two new caseworkers. This, along with the constant efforts to streamline casework output to increase the number of clients we can help, has meant we have completed the highest number of new matter starts (new asylum cases taken on) in a year for some time. 92 New Matter Starts were opened in total.

We have currently a success rate of over 87% (albeit based on a very small number of closed cases). This represents a significant improvement on last year, but a return to previous rates.

Outreach work has continued steadily throughout the year, and the advice line continues to be an in- demand service. We continue to look for ways to increase the number of days telephone advice is available, and have streamlined the processing of incoming advice queries so they can be filtered and the use of the advisor's time focussed on the most complex calls.

#### **Statelessness**

In April 2013, the UK Government instituted a Statelessness Determination Procedure, allowing stateless people for the first time to apply for recognition and regularisation of their status in the country. This is usually the only route out of destitution for estimated several thousand stateless persons in the UK. The process is complex, though, and is not covered by legal aid. MRC is one of the only organisations in the country that can provide free legal representation to a small number of stateless persons. We have taken on more than 15 cases per year.

In order to increase our casework output and share the cost of the casework we have worked extensively and developing our pro bono relationships with private firms, and have concentrated our efforts on training them to do statelessness casework. This has included working with their solicitors on cases so that we can show them how

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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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the cases and the system works. The plan is for those first trained and supervised to work with new pro bono solicitors until we have between ten and twenty people training in each office. It is hoped this will greatly increase our statelessness output going forward.

#### **Specialist Immigration Service**

MRC employs an immigration solicitor to deliver a higher-level specialist immigration casework and litigation service in relation to Appeals, Upper Tribunal applications and High Court proceedings. We provide legal services for out of scope funding and litigation cases which raise complexities such as family reunion for entry clearance applications, article 8 matters in Administrative Court & Court of Appeal as well as challenging statutory interpretation of legislation within the Supreme Court.

This year, we worked on the following cases in addition to pro bono assistance via gateway assessments:

- 3 complex cases
- 1 exceptional case funding (ECF) public funding for pending court of appeal application,
- 2 TFL case for assessment – relating of potential high court case and family reunion ECF
- permission granted in 2 judicial reviews and 2 settlement cases
- concluded 2 high court litigation cases - one of point of law and the other on article adult dependent child overseas. In both these cases the TFL funding supported the cases to be conducted on a pro bono basis prior to public funding being secured.

#### **Immigration Nationality & Advice Service (INAS)**

The Immigration Nationality & Advice Service (INAS) was set up in December 2014 to provide a low-cost value-for-money fee paying legal service for Immigration, European and Nationality law in response to demand from clients due to the funding cuts for immigration advice. A total of 24 new INAS's cases were opened this year.

This service enables MRC to continue providing immigration advice to the most vulnerable, including those who are no longer eligible for free immigration advice at affordable rate. MRC has maintained source of legal support for existing clientele and as well as establish a new client base. Advice is available in community languages.

In the past, few resources were provided to do this work, and performance was not monitored. Output has always been limited, and was further hampered by inefficiencies built into the office environment – the legal and advice staff having to effectively run the office as well as focus on their casework.

We have ended old working practices including running an inefficient and unfunded drop in surgeries. We have overhauled the system for taking fees and producing invoices, so that it is more efficient and easier to monitor. Our fee structure has been reviewed and updated. This has all happened alongside a complete refurbishment of the office.

Casework staff at Berol House all now have a target to conduct INAS work so that our fee structure is tested and INAS output increased, which it is envisaged will also help cashflow. We are hopeful that this year will see a significant increase in our INAS casework conducted, and are considering ways to assist with the legal

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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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administrative burden at Derry House to free up fee earning staff to concentrate on casework.

#### **Project for the Registration of Children as British Citizens (PRCBC)**

The Project for the Registration of Children as British Citizens (PRCBC) is a project hosted by MRC. Many children and young adults are eligible to register as British citizens, but do not do so for various reasons. We aim to raise awareness of registration and the importance of citizenship, as well as to support and increase the number of children and young adults who register as British citizens.

The first main object of PRCBC is the relief of poverty by the provision of legal advice, aid, assistance and services, relating to the registration of children as British citizens, to those persons who could not otherwise obtain such provision due to lack of means.

The second main object of PRCBC is the advancement of education, particularly but not limited to matters relating to the legal framework of British citizenship status.

The project is doing very well since being taken on by MRC, so far working on over 100 cases and producing a wide range of publications.

#### **Generalist Advice**

The generalist advice service at MRC is delivered through the Westminster Advice Services Partnership with Westminster CAB and Age UK. It is a multi-lingual advice service provided to Westminster residents on welfare benefits, housing, debt, employment, consumer, and immigration issues. MRC delivers the service with three part-time advisers and the support of multi-lingual volunteers and interpreters.

<b>Service</b>	<b>Clients</b>
Gateway Annual contact	2189
One off and Case Work contact Target	1920

Our clients are better off financially (confirmed and pending) by £2,394,774.

Most clients have come for advice in welfare benefits being affected by the Welfare Reforms, such as new benefit cap and continue reassessment of Employment Support Allowance and Disability benefits.

During the 2 weeks Derry House was being refurbished we moved to SWLAC in Victoria therefore our service was not interrupted. After the building work finished at Derry House which look very professional we have received compliments from clients and volunteers. Management worked hard to have all systems in place and new telephones and up to date computers systems give staff and volunteers a great sense of appreciation, acknowledgement and security.

Most our clients speak Arabic, Bengali and Spanish. The main challenge during this financial year was to keep the level of bilingual volunteers and advisers to deliver the WASP services and enrol new volunteers that could deliver advice and limited case work. By recruiting locally and get law students from Universities with knowledge of the welfare system and eager to apply their knowledge to real cases. We managed to deliver a consistent and professional advice services respected by WASP partners. Other great help has been the vital contribution we have received from the European students with administrative tasks who come to practice in UK.



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#### **Integration & Community Development**

##### **ESOL**

MRC provides free English language classes at a wide range of skill levels. This work is not funded at all, so is done almost entirely by volunteer teachers. The programme is one of the few ESOL programmes that provides free, flexible, non-accredited courses delivered by trained teachers. The programme is coordinated by the staff in the ICD team.

Between April 2016 and March 2017, the team offered 18 English classes per week in addition to the six English courses run by Westminster Adult Education Services on our premises. Of the 508 customers who contacted the centre for careers advice session, 468 enrolled on English classes.

When the team moved to Tottenham Hale in April, it started running 14 English classes at different levels and at different times of the day to 137 students. The evening classes are often in high demand by both students and teacher, as teachers and students prefer to teach and to study respectively after the end their day work. Nonetheless all our classes are designed to meet students' needs and the changes in their working shifts. After a slow start the numbers to all classes are picking-up and the table below is the status of the classes we are running in Berol House.

We have 468 students enrolled for our English classes:

- 137 of these are now attending classes in Tottenham, some are attending classes at Westminster Adult Education, Cardinal Hume Centre in the Victoria area but few have yet to secure appropriate classes so the team is looking for some suitable venues in Pimlico/Victoria area to run appropriate classes for those who have not been able to continue with their learning.
- 76 were customers who were not eligible for the National Careers Service contract and thus no access to mainstream services including enrolment to English classes.

1	Starter A	1 class	10 participants
2	Basic Beginners A	2 classes	15 participants
3	Basic Beginners B		
4	Elementary B	2 classes	13 participants
5	Elementary A		
6	Pre-Intermediate A	2 classes	24 participants
7	Pre-Intermediate B		
8	Intermediate A	4 classes	44 participants
9	Intermediate B		
10	Intermediate C		
11	Intermediate Conversation		
12	Upper Intermediate A	2 classes	19 participants
13	Conversation Upper Intermediate B		
14	IELTS preparation	1 class	12 participants

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ICD has established connections with local communities, including the Engine Room in Tottenham Hale Village, Tottenham Hotspur Foundation, and several refugee community organisations in Haringey, and they have all started referring clients to all our services.

We continue to attract and recruit high calibre volunteers for all our integration activities – in our register we have 19 ESOL teachers, 5 Media Coaches for the Digital Generation Gap project; 3 IT volunteers; 4 volunteers to facilitate our Job-search workshops.

There are still some challenges for the ESOL programme, including lack of learning space to run classes away from MRC office for those who are unable to travel Tottenham. However, with the recruitment and imminent start of the ESOL coordinator the prospect of securing hubs learning elsewhere is high.

#### **Community Education**

MRC continues to provide a range of community education courses aimed at supporting our clients' integration into British society. This programme is not funded but it is very much meshing well with all our EU funded projects as it is also vital to provide a holistic service to our clients, create a sense of community that keeps clients engaged with the organisation, the service funnels clients into other services. The programmes are delivered primarily by volunteers, coordinated by staff.

The team has offered:

- 6 Photography workshops run by the professional photographer Alessandro Filizzola
- All About Paper Workshop run by Westminster Archives
- 8 workshops by Serpentine Galleries, where migrants and refugees participate in theatre workshops
- 3 Creating Your personal brand, where participants identify how to communicate their personal brand clearly and confidently
- 2 Volunteering, where participants look at how gaining work experience and developing skills by volunteering can help them with their job-search
- 2 job-search support group every week to help participants understand the labour market.

By attending these activities our customers can express themselves in a less formal way and very often they feel less isolated. Attendees of the workshop commented:

The main challenge for delivering the community education programmes is the lack of time for networking and planning activities, since there is no funding for staff to dedicate time to this work. We are actively seeking funding to support this work.

#### **Employability Support**

MRC delivers learning and employment support service as a sub-contractor to Prospects, the prime contractor of the National Careers Service in London. Our role is to provide employment support in community languages. To meet client needs, the team provides tailored activities – running job search support group sessions (using online

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### TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017

centre) and employability skills development workshops. The National Careers Service and Employability Development Project main activities designed for customers:

- One to one careers advice sessions
- Employability skills development workshops on various topics (provided by partner organisations and freelance professionals)
- Job Search Support group activities

Over the 12-month period from 1<sup>st</sup> of April to 31<sup>st</sup> March Migrants Resource Centre registered 508 clients that were eligible for the National Careers Service.

Age groups:		Gender:		Ethnicity:	
18-24	79	Female	299	Any other	61
25-29	103	Male	212	Asian	15
30-39	149			Black	20
40-49	106			Chinese	2
50+	71			Mixed	20
				Not known	36
				White	253

The careers advisers do not refuse to assist those who do not meet eligibility criteria for the NCS project (for example those customers with no recourse to public funds or the customers who were on the system already after being assisted by another NCS provider elsewhere in London (making it not claimable service for MRC)). So, the total figure of all the customers that used MRC activities is much higher.

NCS is assessed against three outcomes: customer satisfaction outcome (CSO) after having had 1-2-1 appointment; customer management outcome (CMO) after successfully registering clients into training, e.g. ESOL; and job & learning outcome (JLO) after clients have secured employment or formal education. As you can see from the table above the greatest challenge is JLO, and in the current contract we have a target of 40% of CSO (40% x 480).

The National Careers Service outcomes achieved	Delivery		
	Q1	Q2	Q3
Customer Satisfaction Outcome	182	204	122
Customer Management Outcome	159	185	103
Customer Job and Learning Outcome	9	24	51

### Health Inclusion

MRC's Health Inclusion project works to support migrants lead healthy lives and access health services. The project was funded by the Westminster Public Health Team.

Despite the reconfiguration of health service funding, the Health Inclusion project had continued to be supported with funding from the Westminster Public Health Team until the end January. The service covered the whole of the borough of Westminster and provides one-to-one information and advice on accessing health services at MRC

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and outreach venues such as libraries and community centres, health awareness workshops, and participation in Health events facilitated by other organisations in Westminster. The project arranges several services such as counselling, yoga classes – all to improve the health and wellbeing of users. With My Health project – the new EU funded project - now underway we will be running several workshops to bring in community participation.

The project has provided:

#### **Yoga class**

Until we moved to Tottenham Hale ICD was running two yoga class per week – one in Spanish and the other in English. 34 clients attended. Average 6 clients per class. Our volunteer teacher has given positive feedback and is willing to continue next year. We will soon revive this here in Tottenham

#### **Counselling**

Individual counselling sessions were held at MRC for two afternoons each week. Sessions were conducted in Spanish or English, for 12 clients during this period. We will now run workshops in its place in areas smoking and in door exercise activities.

The volunteer counsellor left MRC in December after over three years of service to the organisation. Another volunteer counsellor will be recruited in 2017 to continue this service.

#### **Group Therapy**

We held six 1-hour long sessions to discuss challenges, mostly personal, and to connect with others facing similar issues. The groups started with 11 clients, and 6 have continued attending. Two are taking advantage of 1 to 1 therapy with MRC's counsellor. Two other clients are looking for low fee 1 to 1 therapy at therapy institutes.

The most successful part of the Health Project has always been and continues to be, the bilingual counselling service. It is provided by trainee counsellors who are studying to become counsellors and are doing placements with MRC as a part of their training. The last counsellor – Antonieta, has found her placement with MRC excellent and has been supporting MRC clients for the last three years. Now, she is working with five clients on Fridays. She offers sessions in English and Spanish. In addition, until June we had another trainee counsellor – Eulalia, who was providing support in Portuguese. She was working with three clients who had spoken highly about the quality of the sessions and how the sessions helped them to improve their wellbeing and contributed to personal development. One of the clients has improved her confidence a lot. This positive change has enable her to enrol into a course, finished it and now looking for a job in a nursery.

An ongoing challenge is maintaining an appropriate and accessible service for a very diverse group of clients from Italy, Chile, Iran, China, Spain, Sudan, and elsewhere.

#### **Digital Generation Gap**

Many migrant parents are not able to support their children in their use of Internet as they themselves do not always have the required skills, knowledge and experience. Growing attention is given to safer internet use and digital skills in general, but there is an apparent lack of information available for parents from migrant families. In some cases, migrant parents cannot understand available information due to a language barrier.

The Digital Generation Gap Project reaches out to migrant parents to support them in coping with their educational

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challenges regarding their children's internet use and give them basic digital skills needed to participate in the digitising societies. By recruiting and training 10 volunteer intercultural Media Coaches and 10 "Cyber parents", we are involving the expertise from within the community itself.

During this year, MRC made significant progress on the project and we are on track to achieve the relevant project targets by the end of the financial year. Nine volunteer Media Coaches were trained for their role in a series of workshops covering public speaking, facilitation and communication skills. Of the nine volunteers, five completed training, another two coaches were unable to complete the training during the period however they are both interested in continuing the training/role from September onwards. Only two participants have shown no interest in continuing as Media Coaches. In December, four people were interviewed to train and fulfil Media Coach roles in February 2017

During this period, we also started attending meetings for migrant parents to discuss their concerns about internet safety and their children. The meetings were organised through established homework clubs and conversation groups in the Tri-borough Libraries network and the Cardinal Hume Centre. Six Media Coaches attended seven initial meetings and six follow-up meetings, reaching 86 parents altogether, generating written feedback such as:

Parents participated enthusiastically in the meetings and workshops. many said they were interested in the subject and want to improve their own digital skills so they can understand what their children are doing online as well as utilising benefits of being online, for themselves.

#### **Computer Skills Classes**

We organise mixed level computer classes with tailored learning for individuals, from beginner to upper - intermediate level. Learn keyboard skills, online search, MS Office, social media and/or online marketing in a supportive environment twice a week. On average 3 students attending each class, thus 24 attendees (3x2x4 = 24) week

- June: Touch-typing for beginners (3 class series): 9 students
- July: MS Word for beginners (2 classes): 3 students
- August: Smart Job Search (3 classes): 12 students
- September: Google Digital Garage (5 classes): 6 students

Mixed level classes were offered from October with the following topics: MS Word, MS Excel, online marketing, keyboard skills and touch-typing.

- October: 12 classes, 6 students.
- November: 7 classes, 15 students.
- December: 2 classes, 2 students.
- January: 3 classes, 15 students
- February: 4 classes, 20 students

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- March: 4 classes, 18

Retaining enough Media Coaches for the project (10 Media Coaches are required) is been a challenge.

#### **Research, Policy & Voice**

##### **The Women's Project - Women Asylum Seekers**

We launched our campaign to close the Protection Gap under the Charter of Rights of Women Seeking Asylum in December 2014. The campaign aims to ensure that women in the asylum process have the same measures to help them through their asylum interviews as women in similar situations. Such measures are already expected for women affected by sexual violence in conflict abroad or victims of sexual crime in Europe. These measures would enhance women's credibility assessment. The project is delivered by Debora Singer, Senior Policy Adviser.

By March 2015, all our demands had been included in the Home Office Gender Asylum Action Plan. Our focus has now switched to ensuring these demands get implemented. We anticipated this campaign would take up to five years to be completed.

We are continuing to advocate for and monitor progress on the Protection Gap campaign demands:

- Home Office has obtained European funding to bring in childcare nationally
- Provision of counselling for women in London resulted in lots of referrals during the 10-month pilot but funding has now run out.
- We will feed into the new UKVI asylum training review.
- Home Office has not agreed to circulate our leaflets nor to show our new film to provide information to women asylum seekers.
- Discussing provision of women interviewers and interpreters.

Two years since the demands were included in the Home Office Gender Asylum Action Plan we undertook a review of the theory of change this spring. This involved the Women's Project Advisory Committee, the Charter Group and our legal team. This demonstrated that many of the objectives were getting near to fruition but that some are getting blocked either due to lack of resources or to seeming lack of will. We are also in a brief hiatus as our key official who we have been liaising with very productively over the past two years has left the Home Office and not yet been replaced. However, we are taking forward our concerns through other officials.

One of our goals is to share our expertise with practitioners in other states in Europe. As one example, I provided feedback to update the European Asylum Support Office's gender training module for asylum decision makers in Europe.

The Charter group that I facilitate (organisations active in the work of the Charter of Rights of Women Seeking Asylum) continues to meet regularly to share ideas and good practice and develop new policies and strategies.

Debora has been co-chairing the Home Office Equalities subgroup, the stakeholders group covering equalities issues, specifically women, LGBTI and disabled asylum seekers, since it was instigated. A Home Office review

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showed that stakeholders thought it was the best organised subgroup of the six. Cynthia Orchard, Legal Policy Officer has now taken over this role.

#### **Women's Asylum Appeals Project**

The Women Asylum Appeals Project is a research project to provide evidence of women's experience of the appeals process and a legal analysis of their cases, focusing on the appeal determination. This will be a partner report to Unsustainable: initial decision making in women's asylum claims. The intention is to use this evidence for advocacy to improve the appeals process. It is the first time we have worked in partnership with a social research organisation (NatCen).

This project commenced August 2015 and the written report was cleared by Nuffield (the funders) in early March. We organised an event to launch the research at Garden Court Chambers on 30th March 2017. Ten days before the launch NatCen decided they wanted to change the analysis and narrative style before publication. We rebranded our event as a discussion and NatCen agreed that emerging findings and recommendations could be presented. The meeting created a lot of interest with 60 people attending. The expert panel and participant involvement resulted in new recommendations being suggested which can be included in the report.

We are intending to use the write up and film of the event for advocacy purposes. We have now agreed a process with NatCen for redrafting the report.

#### **LGBT Asylum Seekers Policy Project**

The main goal of our LGBTI asylum policy work is to help ensure, through constructive engagement with the Home Office, that LGBTI asylum seekers are able to access protection in the UK. The project is delivered by Cynthia Orchard, Legal Policy Officer.

The Home Office recognises us as a key stakeholder on LGBTI issues. The Home Office states that it is committed to improving its approach towards credibility assessment and refugee status determination (through the 'second pair of eyes' approach, etc), however, we have yet to see the outcome of this approach and will continue to press the Home Office for information about this and other issues, including the need to take proper account of relevant jurisprudence and conditions in countries of origin, in both their policies and practices. We are now well-placed to work with the Home Office on these issues, and the Home Office has seemed receptive to input on these issues; albeit there are delays in seeing progress on certain issues.

#### **Statelessness Policy Project**

The key aim of our statelessness policy work is to ensure that the Home Office maintains and operates the statelessness determination procedure (introduced through the Immigration Rules in 2013) effectively and fairly, so that persons who have no nationality of any country are granted leave to remain in the UK. The project is delivered by Cynthia Orchard, Legal Policy Officer.

Our advocacy is having a positive impact, particularly on some of the practical, operational problems which exist in the statelessness determination procedure (in particular, delays), and we are optimistic that we will also contribute to improvements in relation to detention of stateless persons. We continue to develop a strong network with the NGOs, lawyers, and UNHCR, and others, which will assist our efforts to pressure the Home Office to

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maintain and improve the statelessness determination procedure. Our work on the UPR submission assists in raising awareness of statelessness in the UK and at the international level and hopefully will lead to improvements in the UK's approach to statelessness.

#### **Statelessness Training & Awareness Raising Project**

The main aim of our statelessness education and awareness work is to increase understanding of statelessness among lawyers, community groups, and stateless persons, to ensure that persons who do not have nationality of any country have effective access to the statelessness determination procedure. The project is delivered by Cynthia Orchard, Legal Policy Officer, and Ian Kane, Legal Services Manager.

We are very actively engaged on this project and are recognised by the Home Office, UNHCR, other NGOs, and lawyers for our expertise in this field. By the end of Quarter 4, we had delivered 7 training sessions for non-lawyers and 7 training sessions for lawyers (of 9 sessions for each group [lawyers / non-lawyers] anticipated in our funding proposal to be delivered by end 2017). We are therefore ahead of meeting our targets for this project and have more training being planned.

#### **Attitude Change & Empowerment Project (ACE)**

MRC's Attitude Change & Empowerment (ACE) project aims to engage in conversation and debate about refugee issues and put forward rights-based positions with new and expanding audiences, including beyond our traditional supporter base, to change the opinions of more sceptical sections of the public.

We have been particularly successful in securing media appearances that included an element of debate, and go out to audiences beyond our usual reach. We appeared twice on LBC's Nick Ferrari show, once on LBC's Shelagh Fogerty show, and once on BBC Radio 4, for a serious and more in-depth conversation about asylum procedure and refugee integration. We have also run many briefings of journalists and film-makers, influencing the focus of up-coming documentaries about statelessness and detention, and we have also run a successful school assembly educating 200 primary school pupils about refugees.

These opportunities to delve a little deeper into a topic, rather than providing a short sound-bite as is sometimes the case in media appearances, allows us to go much further into changing minds. One piece of feedback we received after a discussion on Sky News about the negative mental health impact of immigration detention explicitly stated that the viewer had previously held opposing opinions, but had been made to think again by our arguments and had been convinced that a new approach is necessary.

On the empowerment side, our Communications Officer, Zoe Gardner ran a social media workshop entitled 'Social media for social change' for participants on the Evelyn Oldfield Unit's Research for Advocacy and Action course on 28 April. The session combined practical learning with social media theory information, and received positive feedback from participants and the EOU course coordinator. One of the key elements of value to come out of the event was the confidence gained by a refugee woman who suffers from anxiety issues. She overcame her nerves to jointly facilitated the session, gaining facilitation experience and self-confidence.



## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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#### **Protection Gap Advocates**

We have brought together a group of women refugees, the Protection Gap Advocates, an increasingly tight-knit and committed group of refugee women who are campaigning to improve the rights of women seeking asylum with the Protection Gap campaign. The women who participate in the PGAs are empowered by being given the responsibility for planning and delivering the group's activities themselves

The PGA have developed ideas to ensure that lawyers and asylum-seeking women themselves know which measures are available to them already. Their first activity was to produce a leaflet for lawyers to encourage them to let women asylum seekers to know their rights.

One of our Protection Gap Advocates organised a showing of our film *Falling at Each Hurdle: credibility assessments in women's asylum claims* by the Evelyn Oldfield Unit which created interest in our work. The Protection Gap Advocates undertook an information session for women who had recently applied for asylum accommodated in initial accommodation. They had prepared a presentation and a handout focusing on topics they felt would benefit the women and relevant to the Protection Gap campaign. The Protection Gap Advocates joined Zoe and Debora in undertaking presentations, including one to a fringe meeting at the Liberal Democrats Conference organised by LD Supporters of Sanctuary.

One of the key activities they had decided previously that they wanted to do was to run information sessions for recently-arrived women before their asylum interviews, to inform them about their rights. On 20 April, we held a meeting to plan this workshop, where the women discussed what information was necessary, ran through the planned programme, and how best to impart it at the workshop. The women could bring their expertise as refugees themselves to how the asylum-seeking women were most likely to feel at ease and understand the information presented.

One of the PGAs then followed up by designing and producing a hand-out with relevant information for the asylum-seeking women, to be distributed at the event. On 27 May, one of the PGA woman, accompanied by Debora Singer and our Communications volunteer, Camilla Omollo, ran the workshop as planned for women in Brigstock House initial accommodation centre. We liaised with Migrant Help to organise the event. The session was attended by 7 women, who took away hand-outs, and said that they would share what they had learned with others.

The workshop drew on skills that we have developed in public speaking from previous work with the women, but also on their own unique position as refugee women, able to support and empathise with the women attending the workshop. The PGA women unanimously fed back that the experience had made them feel useful and good.

The PGA member who facilitated on the day took away numerous learning points that she said she was keen to implement to ensure that the next session, that she was committed to running, would be an even greater success.

We have also supported members of the PGAs to speak at public events during this quarter, alongside Debora Singer and Zoe Gardner. One was at the University of Westminster Research Group for Law, Gender and Sexuality. We also collaborated with EOU for a film screening and panel discussion about the experiences of women refugees in the UK asylum system on 24 May. The event was well-attended, including by a journalist who produces a podcast on migration topics, who interviewed our Policy and Research Manager and panellist, Debora

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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Singer, and a member of the Protection Gap Advocates who also spoke on the panel and features in the film, for an episode of the Migrant Crisis Podcast (publication forthcoming).

These events allow the women to share their expertise and understanding of campaign issues, without exploiting their personal suffering by asking them to retell their stories and act as mere case-studies; they are always on an equal footing with their staff counter-part as campaigners with policy-focused arguments. This model means that refugee women who are uncomfortable discussing their own traumatic experiences are still able to gain confidence, speak publicly and participate in outward-facing campaigns, building both their confidence and their CVs, while making a significant contribution to the campaign and the charity's goals.

Two members of the Protection Gap Advocates were also able to accompany staff to speak at important events about the campaign and the needs of women within the asylum system, once a presentation to the Independent Chief Inspector of Borders and Immigration, and one at a Liberal Democrat part conference fringe event.

The women have repeatedly fed-back how much they enjoy and appreciate the opportunities that involvement with the PGAs affords them to do this kind of work. In response to an email letting her know that excerpts of our film had been shown at the UK Visas and Immigration Senior Leaders conference, the refugee woman involved replied:

The Protection Gap Advocates undertook an information session for women who had recently applied for asylum accommodated in initial accommodation. They had prepared a presentation and a handout focusing on topics they felt would benefit the women and relevant to the Protection Gap campaign.

Using this information, the Protection Gap Advocates have made a short film [From Us to You](#) to let women seeking asylum know what they wished they had known before their interviews. NGOs and lawyers are using the film and we are receiving very good feedback on it. The Protection Gap Advocates will be adding voiceovers to the film in their languages. A woman in the film wrote:

The Home Office showed our film *Falling at each Hurdle* film to all their screening and non-detained casework staff. This email is from Princess, who features in this film:

We have undertaken joint presentations with individual PGAs including to:

- staff of the Independent Chief Inspector of Borders and Immigration
- Supporters of Sanctuary fringe meeting at the Liberal Democrat conference.
- Biennial Gender Research Conference at Hull University
- Expert panel for asylum appeals research event

#### **Refugee Journalism Project**

The Refugee Journalism Project, in partnership with the London College of Communication, and funded by Esmée Fairbairn Foundation, began at the end of the year in March 2016. The project aims to help refugees who had successful journalism careers in their country of origin to re-establish their journalism careers in the UK as they face significant barriers, yet, their contribution to the industry would be valuable and impact on media diversity.

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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The portrayal of asylum seekers, refugees and migrants in the UK media is well known to reflect a lack of understanding about the numbers and types of migrants as well as the reasons why people come to the UK. From our experience of delivering employability services to refugees has shown that there are refugees who are qualified journalists who had to flee their country of origin because of speaking out and they now find that they are unable to gain employment within the British media sector. By assisting refugee journalists to gain employment in the media, this project will enable them to fully contribute to society by using their skills and to have an influence on the biased reporting of matters relating to immigration.

The participants are mentored by UK journalists. They meet with the mentors on a fortnightly basis to develop their own journalistic pieces and gain support and advice of the established professional. The London College of Communication are hosting a range of one-day workshops to continue to build on the participant's skills. These workshops will allow the refugees to be work ready in the UK. The participants will partake in work placements for a period of two weeks in a range of UK media outlets. The participants will also continue to build on their soft skills such as confidence and English language skills.

We successfully recruited 30 participants and 24 mentors. The participants experience ranges from civil journalism, to 10+ years' experience journalism in a range of different forms of journalism, print, TV, radio and photography. We are pleasantly surprised by the quality of mentors the project attracted including well know journalists from BBC, Guardian, The New Statesmen, Al Jazeera.

We have held over 20 workshops taught by leading UK journalists, including workshops at The Guardian with the opportunity to pitch their ideas to Maeve Shearlaw a Commissioning Editor. The participants have partaken in workshops including Ethics, Pitching, Laws etc. The Project's website provides a space for the participants to publish work: <http://migrantjournalism.org/category/stories>

The project also offers practical support, rebuilding confidence and reducing feelings of isolation to support their broader integration. Many have formed friendships and spend time together outside of the project. For several of the participants this was the first time that their experience and knowledge have been taken seriously in the UK. Several participants have received signposting, advice and assistance in regard to housing and welfare concerns.

One participant has been offered a freelance position with BBC Persia. The participant received guidance from her mentor and has confirmed that this helped her to successfully gain the role.

Six participants gained paid internships with The Thompson Reuters Foundation, Airwars and Timetric. A full-time position with Airwars was offered to one participant. One of the participants was appointed as a full time paid researcher. The second participant will continue the internship with the possibility of gaining employment.

Thompson Reuters have offered two participants full time two month paid internships. Both participants have produced several articles which can be found here: <http://www.reuters.com/journalists/zabihullah-noori> and <http://www.reuters.com/journalists/temesghen-debesai> .

After four years of trying a participant received her first paid commission as a journalist (awaiting publication).

A participant with the assistance of his mentor was published in The Guardian: <https://www.theguardian.com/commentisfree/2016/sep/30/afghanistan-refugee-crisis-europe-pakistan>.

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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Another participant had an article published in Huffington Post: [http://www.huffingtonpost.co.uk/zabihullah-noori/afghanistan-refugee-crisis\\_b\\_12312224.html](http://www.huffingtonpost.co.uk/zabihullah-noori/afghanistan-refugee-crisis_b_12312224.html).

Four participants have completed unpaid work experience and internships with Open Democracy, REDRESS and Quicksilver Media.

One participant has been in discussion with the BBC after the Chief Editor requested he be contacted about a senior editorial position with the BBC World Service Tigrinya (Eritrea).

The RJP has produced a wealth of articles which have been published in The Guardian, Thomas Reuters Foundation, Huffington Post, Media Diversified, and News Life.

A participant wrote the article 'Myanmar refugee doctor wins humanitarian prize for clinic in Thailand' for The Thompson Reuters Foundation. The article reached over 5,000,000 twitter users.

CNN have recently confirmed that they will offer two paid two-month internships in 2017.

The project has sparked interest on a global scale through social media. Major organisations such as Media Diversified, UNHCR, Refugee Council, Frontline Club, and Centre for Investigative Journalism have promoted our project. We are currently in discussion with a range of different organisations for other opportunities including work experience.

#### **Communications**

##### **Mainstream Media**

MRC continues to be a go-to, trusted voice for numerous broadcasters and journalists for comment on breaking news stories regarding refugees.

We had a good balance between being quoted in articles in the press, and pitching our own articles for publication. Journalists from the Independent, Guardian, RT, BBC and documentary film makers have come to us for background information when conducting research. This demonstrates the trust and reputation we have developed with broadcasters.

We undertook significant communications work in relation to the refugee crisis and immigration debate with much work concerning the children in Calais.

We appeared on national TV 14 times, including ITV, Sky News and BBC regional channels.

We appeared on radio eleven times, including several debates on LBC, and appearing in a couple of pre-recorded podcasts, where we were able to talk at greater length than on most live radio shows.

Possibly the most important media intervention was a radio discussion featured on BBC Radio 4's Woman's Hour about integration of refugees and women's rights.

The organisation was quoted in 34 articles, including in the Independent, Thomson Reuters, the Guardian and BuzzFeed News. We successfully pitched two articles of our own, one to Politics.co.uk, which was later re-posted on the LSE blog, and one to The New Arab.

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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While much of our media work continues to be reactive, we have received extremely positive feedback, including being asked by numerous broadcast producers and journalists to pitch proactively to them if we have a story we want to get out.

#### **Social Media**

Our social media influence and reach continues to grow steadily.

Between two Twitter accounts (MRC and Asylum Aid) we have just shy of 21,000 followers. Our social media reach continues to grow steadily. Each month we continue to attract in excess of 300 new followers on Twitter. Our tweets receive hundreds of thousands of 'impressions' and engagements every month.

Our Facebook success continues to be more variable, although we are steadily growing in support there too. Our posts receive extremely varied numbers of impressions, often depending on time of day of posting and how regularly dispersed are posts. Some continue to receive 300-400 impressions, while others remain around 50. The page overall now has over 1,632 likes.

#### **Acknowledgements**

The Trustees wish to acknowledge and give thanks to all their funders that support the work and enable the organisation to deliver appropriate services for the benefit of its users. The Trustees also acknowledge the work of partner agencies in assisting MRC to deliver a wide range of activities for the public benefit. The Trustees also acknowledge the commitment and hard work of all staff and volunteers in carrying out their duties and ensuring services meet the needs of users.

Funders we wish to acknowledge and give thanks to are:

AB Charitable Trust  
Awards for All  
Barrow Cadbury Trust  
BBC Children in Need  
City Bridge Trust  
Comic Relief  
Esmée Fairbairn Foundation  
Evan Cornish Foundation  
Joseph Rowntree Charitable Trust  
Legal Aid Agency  
Legal Education Foundation  
Lloyds Bank Foundation Prospects  
Paul Hamlyn Foundation  
Tinder Foundation  
Trust for London  
Westminster City Council

Contractors we wish to acknowledge and give thanks to are:

Sherry Adhami  
Gina Clayton  
Joe Beswick

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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#### **Financial review**

We had a strong year, despite the significant costs associated with the merger and office moves. Income was £ 1,558,141 (2016: £501,994). Expenditure was £ 1,386,074 (£755,518) leading to a surplus of £204,505 (2016: deficit of £253,524). Total funds were £ 1,540,922 at year end.

#### **Reserves policy**

The Trustees also reaffirmed MRC's reserves target of an unrestricted reserve equivalent to 50% of the operational and running costs of the charity. In doing so, Trustees noted that the risks arising from the potential loss of Charitable Trust income necessitated this being identified as a key priority for the organisation.

MRC's reserves policy requires the maintenance of a level of 'free' or unrestricted reserves, sufficient to enable the charity to meet all its legal and contractual commitments, in the event of a threat arising to the future viability of the charity, and to cope with unforeseen and unavoidable demands on its resources, for which there is no specific budgetary provision.

The target level for unrestricted reserves therefore aims to make adequate provision for:

- The general day-to-day running expenses of the charity, with particular awareness that Legal Aid payments are only made at the closure of a case which can be two or more years after work was conducted;
- Any falls in income resulting from the loss of key grants and the failure to achieve fundraising targets;
- The cost of terminating staff contracts in the event of the charity ceasing to trade;
- The costs of terminating contractual commitments where the liability extends beyond six months; The need to make long term, strategic, investments in the charity to ensure its future viability;
- The potential need to meet unforeseen and unbudgeted demands, which, if not funded, would jeopardise the viability of the Charity, or the ability of the Charity to operate in accordance with its legal obligations.

In determining the specific reserves target, Trustees reaffirmed their view that excessive sums held in reserve are neither in the interests of the charity, nor those of the clients and service users reliant on the work of MRC.

In confirming the reserves policy, Trustees committed to keep the target under review, taking account of MRC's funding and fundraising performance and of funding trends in the voluntary sector.

#### **Going concern**

The Trustees have reviewed the projected income of the organisation, and are confident that the multi-year grant contracts from several funders, as well as anticipated earned income from contracts such as the Legal Aid Agency, will enable the organisation to continue its charitable aims for at least the next 12 months. Moreover, the level of unrestricted reserves provides adequate resources to allow continued work in the event of a temporary shortfall in funding.

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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The Trustees therefore have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

#### **Principal risks and uncertainties**

Management of risk is an integral part of our planning and project management processes, with risks identified and assessed as we develop our plans each year. We maintain a central risk register (detailing significant risks and our processes for managing them) that is regularly reviewed and updated by management. The register and mitigating actions are reviewed and approved by Trustees at each quarterly Board Meeting. A number of major risks have been identified and are mitigated as follows:

Our largest single income source is a Legal Aid contract. Changes to the legal aid scheme that could reduce income for asylum casework is an ongoing financial risk. This is mitigated by maintaining a robust business model in our legal services team, ensuring that we maximise all income available through the contract. We also have an ongoing fundraising programme to seek trust and individual grants to support casework. We also engage actively with policy campaigns to promote access to justice, particularly including the protection of civil legal aid.

As a provider of highly sensitive, regulated legal advice, the provision of quality representation is an ongoing risk. In order to ensure we maintain the highest standards of advice, we maintain several overlapping systems of quality control. Our Legal Services Manager has overall responsibility for oversight of legal services, and monitors quality of work as part of regular staff supervision and appraisal. The Supervising Solicitor is responsible for the design and implementation of a technical supervision system, including regular file reviews and staff training. We maintain a robust complaints procedure to respond quickly and appropriately to any client concerns. Our services are variously audited and regulated by the SRA, OISC, and LAA.

Trustees reaffirmed that, due to continuing uncertainty over the level of charitable trust income that we can reasonably expect to bring in over the next two years, the chief risks to which MRC is exposed will continue to be financial.

#### **Plans for the future**

In February 2017, the Trustees adopted a new 5-year strategy for MRC, carving out an ambitious new direction for the organisation, which is now significantly larger since the merger with Asylum Aid.

A key element of the strategy is the identification of MRC as a migrant-led organisation with our roots in the migrant communities that we serve. Our services are delivered by a wide range of skilled and dedicated volunteers who come from all over the world. And most of our staff are themselves migrants or the children of migrants. Many started as service users or volunteers before joining the staff, and therefore understand the challenges our clients face. The engagement and mobilisation of our service users will be an important focus of work throughout the organisation.

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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We are proud to see ourselves as a migrant-led organisation. But we also see ourselves as an integral part of the British communities in which we live. While our first mandate is to support migrants to integrate into British society, we know that integration must be a two-way process. And for this reason, we reach out to use our skills and time to support all members of the community in need, whether they are migrants or not. And we work closely with organisations representing other members of the community to address shared challenges.

#### **What We Do**

MRC will support migrants, refugees and asylum seekers to settle, integrate, and build new lives in the UK. We will help migrants and their families to truly prosper by enabling them to:

- Overcome the barriers that hold them back
- Develop the skills they need to build positive new lives, and
- Transform their communities and society to work for all who live here

#### **Our Approach**

Our experience has shown us that the barriers migrants most often face are:

- Access to knowledge and skills
- Access to economic opportunity
- Access to justice

These are not unique challenges, for they are shared by many British citizens. Migrants' experience of these barriers is exacerbated, however, by the challenges of xenophobia and discrimination. Our strategy is to support migrants to integrate and build prosperous new lives in the UK by addressing each of these challenges.

Our approach is strongly influenced by evidence-based research and policy work from around the world, is grounded in our clients' experiences, and is structured around the indicators of migrant integration established by the Council of Europe. We will therefore develop programmes to tackle each area of challenge across a range of areas including

- economic participation,
- social participation,
- and civic participation.



## **Structure, governance and management**

In accordance with charity law, MRC's activities are covered by our constitutional aims, objects and powers or be associated with, or a consequence of achieving or seeking to achieve our charitable objects. The principle object of MRC is to promote any charitable purpose for the benefit of refugees, asylum seekers and minority ethnic migrant workers of any nationality and their families and, in particular, the advance of education, health protection and the relief of poverty and distress.

### **MRC's legal status**

MRC was founded in 1984. It is a company limited by guarantee (registration number 1911662) and a registered charity (number 291789). To enable us to achieve our constitutional aims, we have the normal range of charitable powers, including the ability to hold bank accounts, borrow money, support associated activities, employ staff, pay for work, enter into contracts etc. We also have the power to establish and maintain a resource centre, produce reports and other documents, hold exhibitions, meetings, lectures and classes, participate in, and share, research and provide evidence for government and other agencies or enquiries, negotiate with, co-operate with and enter into partnership working and other arrangements with local, national agencies, receive various forms of income and enter into trust arrangements, issue appeals, hold public meetings and take such other steps to secure funds, establish and support any charitable association or body and to subscribe or guarantee money for charitable purposes to further the objects of the Company, undertake and execute charitable trusts.

### **Limitations, constraints and limited liability**

The memorandum of association (the constitution) and articles of association (the rules) combined with charity law, company law and the general legislative framework, provide the basis on which MRC must operate. As a company limited by guarantee MRC has a separate legal identity from its staff and volunteers and can enter into contracts in its own name and sue and be sued. Our charity trustees and directors are the people who are responsible for the overall control and management of the organisation. Our governing document sets out our charity's purposes and how it is to be administered. The memorandum and articles of association identify that our trustees are members of the Council of Management/Board of Trustees (governing body). Our company directors and charity trustees are the members of the management committee. As long as the trustees and directors abide by the requirements of company law and fulfil their fiduciary and associated duties, they are protected from the potential risks of joint and several liabilities. Managerial and decision-making arrangements and training arrangements are intended to ensure that we operate within the legislative framework.

### **Method of appointment or election of Trustees**

The management committee (hereinafter referred to as "the board") regularly reviews its skills and experience and recruits according to the needs of the organisation. Potential Trustees are interviewed and their CV is considered by the Trustees who are Directors of the company and members of the organisation and the potential trustee is invited to a board meeting. The Trustees vote at the board meeting on whether to recruit the potential trustee to the board.

### **Induction and Training of Trustees**

New Trustees are given a comprehensive induction, including on-site meetings with the CEO and key staff. New

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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Trustees are provided with an induction pack including a brief history of the Charity, the Memorandum and Articles of Association of the Company, the Strategic Plan and Business Plan, list of staff and other Trustees, a copy of the latest set of audited accounts, the latest minutes of meetings, and the Charity Commission's Publication "The Essential Trustee". The Trustee will be offered a subscription to relevant publications and Trustee training and seminars.

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

The Board of Trustees is responsible for the overall governance and setting the strategic direction of the charity. There are four full meetings of the Board during the year, plus a separate strategic planning meeting. Day-to-day operational management and control of the organisation is delegated to the Chief Executive who reports to the Board and to its scrutiny sub-committees: Finance Committee, Remuneration Committee, Human Resources Committee, and Fundraising Committee.

#### **Remuneration of Key Management Personnel**

All posts are paid according to the level of responsibility in their roles. Our policy is to pay all staff a fair level of pay that aims (as part of an overall package of benefits) to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims. With the exception of the Chief Executive Officer all salaries are reviewed on an annual basis by the CEO and in conjunction with the line manager of the staff member where there is one, with recommended changes presented to the Remuneration Committee and the Board of Trustees for consideration. All adjustments to salaries, including cost of living increases, must be approved by the Board of Trustees. The salary of the CEO is reviewed by the Board of Trustees as part of the appraisal process.

#### **Statement of responsibilities of the trustees**

The trustees (who are also directors of Migrants Resource Centre (MRC) for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing 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 judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 charitable company will continue in operation.

## **MIGRANTS RESOURCE CENTRE**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2017**

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

#### **Statement as to disclosure to our auditors**

In so far as the trustees are aware:

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

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2017 was 6. 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**

Goldwins limited were re-appointed as the auditors of the charitable company during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 29 November 2017 and signed on their behalf by:



..... Isabella Pereira (Chair)

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES**

### **OF MIGRANTS RESOURCE CENTRE**

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We have audited the financial statements of Migrants Resource Centre for the year ended 31<sup>st</sup> March 2017 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied to their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members 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 and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees;
- and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES**

### **OF MIGRANTS RESOURCE CENTRE (CONTINUED)**

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#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 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;  
or
- the financial statements are not in agreement with the accounting records and returns;  
or
- certain disclosures of trustees' remuneration specified by law are not made;  
or
- we have not received all the information and explanations we require for our audit.

*Anthony Epton*

**Anthony Epton (Senior Statutory Auditor)**  
for and on behalf of  
**Goldwins Limited**  
**Statutory Auditor**  
**Chartered Accountants**  
**75 Maygrove Road**  
**West Hampstead**  
**London NW6 2EG**

*18 December 2017*

# MIGRANTS RESOURCE CENTRE

## STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2017

	Note	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
<b>INCOME</b>					
Donations and legacies					
Advice, information and casework	4	53,688	257,232	310,920	-
Policy and campaigns	4	-	158,581	158,581	-
Donations and grants	4	211,615	20,000	231,615	41,551
Membership and supporters		42,904	-	42,904	-
Charitable activities					
Advice, information and casework	5	378,966	-	378,966	421,348
Policy and campaigns	5	10,833	2,309	13,142	11,990
Other trading activities	6	-	-	-	26,918
Investment income	7	24,700	-	24,700	187
Other income:					
Transferred from Asylum Aid	3	292,437	104,876	397,313	-
<b>TOTAL INCOME</b>		<b>1,015,143</b>	<b>542,998</b>	<b>1,558,141</b>	<b>501,994</b>
<b>EXPENDITURE</b>					
Raising funds		67,371	-	67,371	13,197
Charitable activities					
Advice, information and casework		763,848	299,888	1,063,736	680,504
Policy and campaigns		132,382	122,585	254,967	2,657
Other		-	-	-	59,160
<b>TOTAL EXPENDITURE</b>	8	<b>963,601</b>	<b>422,473</b>	<b>1,386,074</b>	<b>755,518</b>
<b>Net income/ (expenditure) before gains on investments</b>		<b>51,542</b>	<b>120,525</b>	<b>172,067</b>	<b>(253,524)</b>
Gains on investments		32,438	-	32,438	-
<b>Net income</b>		<b>83,980</b>	<b>120,525</b>	<b>204,505</b>	<b>(253,524)</b>
Transfers between funds		-	-	-	-
<b>Net movement in funds</b>		<b>83,980</b>	<b>120,525</b>	<b>204,505</b>	<b>(253,524)</b>
<b>Fund balances brought forward</b>		<b>1,313,798</b>	<b>22,619</b>	<b>1,336,417</b>	<b>1,589,941</b>
<b>Fund balances carried forward</b>	18	<b>1,397,778</b>	<b>143,144</b>	<b>1,540,922</b>	<b>1,336,417</b>

All of the above results are derived from continuing activities.

**MIGRANTS RESOURCE CENTRE**  
Registered Company number 1911662

**BALANCE SHEET**  
**AS AT 31 MARCH 2017**

	Note	2017	2016
		£	£
<b>FIXED ASSETS</b>			
Tangible Fixed Assets	14	165,052	2,276
Investments	15	922,438	-
		<b>1,087,490</b>	<b>2,276</b>
<b>CURRENT ASSETS</b>			
Debtors	16	726,834	73,299
Cash at bank and in hand		124,425	1,311,390
		<b>851,259</b>	<b>1,384,689</b>
<b>CURRENT LIABILITIES</b>			
Creditors	17	397,827	50,548
<b>NET CURRENT ASSETS</b>		<b>453,432</b>	<b>1,334,141</b>
<b>NET ASSETS</b>		<b>1,540,922</b>	<b>1,336,417</b>
General Funds		1,232,726	1,091,522
Designated Funds - fixed asset funds		165,052	2,276
Designated Funds - revenue funds		-	220,000
Restricted Funds		143,144	22,619
<b>TOTAL FUNDS</b>	18	<b>1,540,922</b>	<b>1,336,417</b>

These Accounts were approved and authorised for issue by Trustee Board on 29 November 2017 and signed on its behalf by:



Isabella Pereira (Chair)

**MIGRANTS RESOURCE CENTRE**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2017**

	2017		2016	
	£	£	£	£
<b>Cash flows from operating activities:</b>				
Net income/(expenditure) for the year (as per the statement of financial activities)	204,505		(253,524)	
Adjustments for:				
Depreciation charges	34,186		35,033	
Dividends, interest and rents from investments	(24,700)		(187)	
Loss/(profit) on the sale of fixed assets	-		59,160	
(Increase)/decrease in debtors	(653,535)		1,269	
Increase/(decrease) in creditors	347,279		(4,024)	
<b>Net cash provided by / (used in) operating activities</b>		(92,265)		(162,273)
<b>Cash flows from investing activities:</b>				
Dividends, interest and rents from investments	24,700		187	
Purchase of tangible fixed assets	(196,962)		(2,175)	
Gains/ (Losses) on investments	(32,438)		-	
Proceeds from sale of investments	-		1,392,841	
Purchase of investments	(890,000)		-	
<b>Net cash provided by (used in) investing activities</b>		(1,094,700)		1,390,853
<b>Change in cash and cash equivalents in the year</b>		(1,186,965)		1,228,580
<b>Cash and cash equivalents at the beginning of the year</b>		1,311,390		82,810
<b>Cash and cash equivalents at the end of the year</b>		124,425		1,311,390

The accompanying notes form part of those financial statements



## **MIGRANTS RESOURCE CENTRE**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017**

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#### **1. Charity Information**

Migrants Resource Centre is a private limited company (registered number 1911662) which is incorporated and domiciled in the UK. The address of the registered office is Berol House, 25 Ashley Road, London, N17 9LJ.

#### **2. Accounting Policies**

The principal accounting policies and critical areas of judgement are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

##### *Basis of Preparation*

The accounts have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

Migrants Resource Centre 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 accounting policies notes.

##### *Preparation of the Accounts on a Going Concern Basis*

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charities forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

##### *Accounting judgements and estimates*

The key assumptions concerning the future and other key 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 financial year include:

- Depreciation rates reflect the useful economic lives of the underlying assets
- Support costs are allocated to activities based on the staff costs directly attributable to those activities.

##### *Functional Currency*

The functional currency of Migrants Resource Centre is considered to be in pounds sterling because that is the currency of the primary economic environment in which the charity operates. The financial statements are also presented in pounds sterling.

##### *Foreign Currencies*

Assets, liabilities, revenues and costs expressed in foreign currencies are translated into sterling at rates of exchange ruling on the date on which transactions occur, except for monetary assets and liabilities which are translated at the rate ruling at the balance sheet date. Differences arising on the translation of such items are dealt with in the statement of financial activities.

##### *Fund accounting*

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.  
Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

## **MIGRANTS RESOURCE CENTRE**

### **NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017**

---

#### *Income*

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income received by way of grants and donations is included in full in the Statement of Financial Activities when receivable. Grants where entitlement is conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

#### *Expenditure*

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

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes costs that can be allocated directly to such activities and those costs of an indirect nature which are necessary to support them.

All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on the basis deemed most appropriate to the charity, namely in the ratio of staff costs incurred under the respective areas of its major day to day charitable activities.

#### *Tangible Fixed Assets*

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each assets over its expected useful life as follows:

Office Equipment	4 years
Fixtures and Fittings	4 years
Leasehold property	10 years

#### *Employee benefits*

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### *Financial Instruments*

Financial assets such as cash and debtors are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities such as trade creditors, loans and finance leases are measured at the present value of the obligation.

#### *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.

Work in progress is valued as the expected recoverable value of unbilled Legal Aid Agency work at the year-end. It is included within grants receivable on the balance sheet.

#### *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.

## MIGRANTS RESOURCE CENTRE

### NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

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 measured at amortised cost using the effective interest method.

#### 3. Transfer from Asylum Aid

All operations, assets and liabilities of Asylum Aid (UK company registered by Guarantee no. 02513874 and Charity no. 291789) were transferred to Migrants Resource Centre on 1 July 2016.

#### 4. Donations and Legacies

	Unrestricted	Restricted	2017	2016
	£	£	£	£
<b>Advice, information and casework</b>				
Barrow Cadbury	-	19,750	19,750	-
BBC Children in Need	-	16,338	16,338	-
City Bridge Trust	-	22,500	22,500	-
Comic Relief	-	23,089	23,089	-
Erasmus (Old MRC Grant Pre Merger)	-	10,129	10,129	-
Lloyds Bank Foundation	-	14,845	14,845	-
Mira Media	-	53,154	53,154	-
Nuffield Women	-	10,955	10,955	-
Red Cross/Big Lottery Fund	-	26,040	26,040	-
Trust for London	-	62,130	62,130	-
WCCPCT	45,000	-	45,000	-
Other under £1,000 each	8,688	(1,698)	6,990	-
	<b>53,688</b>	<b>257,232</b>	<b>310,920</b>	<b>-</b>
<b>Policy and campaigns</b>				
Comic Relief	-	38,258	38,258	-
Esmee Fairbairn	-	60,000	60,000	-
Legal Education Foundation	-	35,369	35,369	-
Rowntree	-	24,954	24,954	-
	<b>-</b>	<b>158,581</b>	<b>158,581</b>	<b>-</b>
<b>General donations</b>				
Donations	35,785	-	35,785	-
AB Charitable Trust	11,250	-	11,250	-
Big Lottery fund,				
Big Potential fund	-	-	-	28,499
Esmee Fairbairn	45,000	-	45,000	-
Legal Education Foundation	-	20,000	20,000	-
Sebba Trust	11,250	-	11,250	-
The Aurum Charitable Trust	90,000	-	90,000	-
Other under £1,000 each	18,330	-	18,330	13,052
	<b>211,615</b>	<b>20,000</b>	<b>231,615</b>	<b>41,551</b>
	<b>265,303</b>	<b>435,813</b>	<b>701,116</b>	<b>41,551</b>

# MIGRANTS RESOURCE CENTRE

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

### 5. Income from charitable activities

	Unrestricted £	Restricted £	2017 £	2016 £
<b>Advice, information and casework</b>				
Advice UK	32,381	-	32,381	-
Big Lottery fund	-	-	-	36,985
European Integration Fund	-	-	-	23,637
INAS	24,175	-	24,175	-
Legal Aid Agency	234,700	-	234,700	12,500
Legal service fees	-	-	-	39,063
National Careers Service	28,958	-	28,958	44,112
Tinder Foundation	-	-	-	10,562
Tri-borough public health	-	-	-	48,500
Trust For London	-	-	-	48,000
Various for European student projects	-	-	-	31,327
WCC Early Years Service	-	-	-	53,028
WCCPCT Health	15,327	-	15,327	-
Westminster City Council	-	-	-	61,306
Westminster Citizens Advice Bureau	43,425	-	43,425	-
Other under £1,000 each	-	-	-	6,558
	<b>378,966</b>	<b>-</b>	<b>378,966</b>	<b>421,348</b>
	Unrestricted £	Restricted £	2017 £	2016 £
<b>Policy and campaigns</b>				
Refugee Journalism	-	-	-	3,750
European Integration Fund	-	-	-	476
European Fundamental Rights and Citizenship Programme	-	-	-	5,889
ENS	10,833	-	10,833	-
Hungarian Helsinki Committee	-	2,309	2,309	-
Other grants and contracts	-	-	-	1,875
	<b>10,833</b>	<b>2,309</b>	<b>13,142</b>	<b>11,990</b>
	<b>389,799</b>	<b>2,309</b>	<b>392,108</b>	<b>433,338</b>

### 6. Income from trading activities

	Unrestricted £	Restricted £	2017 £	2016 £
Room and location hire	-	-	-	12,483
Staff secondment	-	-	-	14,435
	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,918</b>

# **MIGRANTS RESOURCE CENTRE**

## **NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017**

### **7. Income from investments**

	<b>Unrestricted £</b>	<b>Restricted £</b>	<b>2017 £</b>	<b>2016 £</b>
Investment income	23,802	-	23,802	-
Bank interest	898	-	898	187
	<b>24,700</b>	<b>-</b>	<b>24,700</b>	<b>187</b>

### **8. Expenditure**

	<b>Advice, information &amp; casework £</b>	<b>Policy and campaigns £</b>	<b>Raising funds £</b>	<b>Total 2017 £</b>
Staff costs and consultancy	481,380	134,796	44,082	660,258
Staff training	2,702	2,996	850	6,548
Interpreters and translators	23,006	117	-	23,123
Disbursements	77,394	-	-	77,394
Travel	835	4,436	176	5,447
Library materials	3,845	60	1,819	5,724
Volunteer expenses	1,467	607	-	2,074
Printing	26	300	-	326
Grants payable	2,340	35	15	2,390
Other	10,834	7,000	1,996	19,830
Support costs (see Note 9)	459,907	104,620	18,433	582,960
	<b>1,063,736</b>	<b>254,967</b>	<b>67,371</b>	<b>1,386,074</b>

Support costs have been allocated on the basis of staff time.

# **MIGRANTS RESOURCE CENTRE**

## **NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017**

### **9. Support Costs**

	2017 £	2016 £
Governance costs :		
Audit	7,756	3,713
Other support costs :		
Staff costs and consultancy	150,737	95,335
Rent and other premises costs	133,916	11,308
Other office costs	111,837	2,335
Accountancy	30,545	23,474
Printing	14,272	1,089
Legal and professional	12,059	2,890
Insurance	4,576	495
IT costs	29,916	3,445
Travel	1,753	343
Library materials	6,818	166
Training	6,819	-
Volunteer expenses	4,324	1,628
Other charges	204	1,353
Interpreters & translators	682	-
Recruitment	11,984	-
Staff welfare	1,571	-
Grants payable	1,940	-
Irrecoverable VAT	17,066	-
Depreciation	34,185	12,304
	<b>582,960</b>	<b>159,878</b>

### **10. Net income / (expenditure) for the year**

This is stated after charging:

	2017 £	2016 £
Depreciation	34,185	35,033
Loss on disposal of fixed assets	-	59,160
Interest payable and similar charges	-	2,148
Operating lease charges	18,368	12,835
Auditors' remuneration:		
Current year audit	6,000	2,592
(Over)/under-provision in the previous year	-	50

## MIGRANTS RESOURCE CENTRE

### NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

#### 11. Staff Costs

	2017 £	2016 £
Wages and salaries	649,701	367,218
Social security costs	60,213	27,826
Redundancy costs	25,478	12,812
Pension contributions	19,225	16,483
Temporary staff and consultancy	56,378	47,143
	<u>810,995</u>	<u>471,482</u>

No employee received remuneration of more than £60,000 (2016: none)

The average monthly number of employees	<u>23.9</u>	<u>17.0</u>
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The key management personnel of the Charity comprise the Trustees and Senior Management Team. The total employee benefits of the key management personnel including pension and Employer National insurance contributions were £200,593.

#### 12. Trustees' Remuneration and Related Party Transactions

No trustee received fees or emoluments for their services in their role as Trustee (2016: nil). No trustees received reimbursement of expenses (2016: nil).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2016: £Nil).

#### 13. Taxation

Due to its status as a Registered Charity, Migrants Resource Centre is exempt from tax under part 11 of the Corporation Tax Act 2010 (CTA2010).

# MIGRANTS RESOURCE CENTRE

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

### 14. Tangible Fixed Assets

	Leasehold property £	Furniture, Fixtures & Equipment £	Total £
<b>Cost</b>			
At 1 April 2016	-	18,212	18,212
Transferred from Asylum Aid (see Note 3)	-	42,174	42,174
Additions in the year	122,592	74,370	196,962
Disposals	-	-	-
<b>At 31 March 2017</b>	<b>122,592</b>	<b>134,756</b>	<b>257,348</b>
<b>Depreciation</b>			
At 1 April 2016	-	15,936	15,936
Transferred from Asylum Aid (see Note 3)	-	42,174	42,174
Charge for year	12,259	21,927	34,186
Disposals	-	-	-
<b>At 31 March 2017</b>	<b>12,259</b>	<b>80,037</b>	<b>92,296</b>
<b>Net Book Value</b>			
<b>At 31 March 2017</b>	<b>110,333</b>	<b>54,719</b>	<b>165,052</b>
<i>At 1 April 2016</i>	<i>-</i>	<i>2,276</i>	<i>2,276</i>

### 15. Investments

	2017 £	2016 £
<b>Market value</b>		
At 1 April		
Additions	990,000	-
Disposals	(100,000)	-
Unrealised gain	32,438	-
<b>At 31 March</b>	<b>922,438</b>	<b>-</b>
<b>Historic cost at year end</b>	<b>890,000</b>	<b>-</b>
	2017 £	2016 £
Investments comprise :		
CCLA Investment: Property Fund	279,930	-
CCLA Investment: Ethical Inv. Fund	642,508	-
	<b>922,438</b>	<b>-</b>



**MIGRANTS RESOURCE CENTRE****NOTES TO THE FINANCIAL STATEMENTS (continued)  
FOR THE YEAR ENDED 31 MARCH 2017****16. Debtors**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Grants receivable	<b>214,660</b>	-
Trade debtors	<b>22,804</b>	<b>54,286</b>
Other debtors	<b>41,721</b>	<b>1,721</b>
Prepayments	<b>22,104</b>	<b>17,292</b>
Accrued income from Legal Aid Agency	<b>377,617</b>	-
VAT recoverable	<b>47,928</b>	-
	<b>726,834</b>	<b>73,299</b>

**17. Creditors - Amounts falling due within one year**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>185,362</b>	<b>24,816</b>
Other creditors	<b>99,418</b>	<b>2,249</b>
Deferred income	<b>49,389</b>	-
Tax and social security costs	<b>22,810</b>	<b>12,466</b>
Accruals	<b>40,848</b>	<b>11,017</b>
	<b>397,827</b>	<b>50,548</b>

# MIGRANTS RESOURCE CENTRE

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

### 18. Movement in funds

	1 April 2016 £	Income £	Expenditure £	Transfers & gains £	31 March 2017 £
<b>Restricted</b>					
Women's project	-	66,550	(51,180)	-	15,370
Policy and communications	-	182,139	(122,585)	-	59,554
Casework and appeals	22,619	294,309	(248,708)	-	68,220
<b>Total restricted funds</b>	<b>22,619</b>	<b>542,998</b>	<b>(422,473)</b>	<b>-</b>	<b>143,144</b>
<b>Unrestricted</b>					
Designated funds:					
Business Development	70,000	-	-	(70,000)	-
Community Education	70,000	-	-	(70,000)	-
Merger	40,000	-	-	(40,000)	-
Premises	40,000	-	-	(40,000)	-
	220,000	-	-	(220,000)	-
Designated fixed asset fund	2,276	845	-	161,931	165,052
<b>Total designated funds</b>	<b>222,276</b>	<b>845</b>	<b>-</b>	<b>(58,069)</b>	<b>165,052</b>
General funds	1,091,522	1,014,298	(963,601)	90,507	1,232,726
<b>Total unrestricted funds</b>	<b>1,313,798</b>	<b>1,015,143</b>	<b>(963,601)</b>	<b>32,438</b>	<b>1,397,778</b>
<b>Total funds</b>	<b>1,336,417</b>	<b>1,558,141</b>	<b>(1,386,074)</b>	<b>32,438</b>	<b>1,540,922</b>

### 19. Analysis of Net Assets between funds

	Restricted Funds £	Designated Funds £	General Funds £	Total Funds £
Tangible fixed assets	-	165,052	-	165,052
Fixed asset investments	-	-	922,438	922,438
Net current assets	143,144	-	310,288	453,432
<b>Net assets at 31 March 2017</b>	<b>143,144</b>	<b>165,052</b>	<b>1,232,726</b>	<b>1,540,922</b>

# MIGRANTS RESOURCE CENTRE

## NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

### 20. Statement of Financial Activities - prior year

	<i>Unrestricted Funds 2016 £</i>	<i>Restricted Funds 2016 £</i>	<i>Total Funds 2016 £</i>
<b>INCOME</b>			
Donations and legacies			
Donations and grants	11,030	30,521	41,551
Charitable activities			
Advice, information and casework	310,334	111,014	421,348
Policy and campaigns	1,875	10,115	11,990
Other trading activities	26,918	-	26,918
Investment income	187	-	187
<b>TOTAL INCOME</b>	<b>350,344</b>	<b>151,650</b>	<b>501,994</b>
<b>EXPENDITURE</b>			
Raising funds	13,197	-	13,197
Charitable activities			
Advice, information and casework	497,212	183,292	680,504
Policy and campaigns	239	2,418	2,657
Other	59,160	-	59,160
<b>TOTAL EXPENDITURE</b>	<b>569,808</b>	<b>185,710</b>	<b>755,518</b>
<b>Net income/ (expenditure) before gains on investments</b>	<b>(219,464)</b>	<b>(34,060)</b>	<b>(253,524)</b>
Gains on investments	-	-	-
<b>Net income</b>	<b>(219,464)</b>	<b>(34,060)</b>	<b>(253,524)</b>
Transfers between funds	2,303	(2,303)	-
<b>Net movement in funds</b>	<b>(217,161)</b>	<b>(36,363)</b>	<b>(253,524)</b>
<b>Fund balances brought forward</b>	<b>1,530,959</b>	<b>58,982</b>	<b>1,589,941</b>
<b>Fund balances carried forward</b>	<b>1,313,798</b>	<b>22,619</b>	<b>1,336,417</b>

## **MIGRANTS RESOURCE CENTRE**

### **NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017**

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#### **21. Status**

The company is limited by guarantee and is a registered charity. In accordance with the Memorandum and Articles of Association, every member of the company undertakes to contribute an amount not exceeding £1 in the event that the company is wound up while he or she is a member or within one year after ceasing to be a member.

#### **22. Operating lease commitments**

At the reporting end date the charity had the following future minimum lease payments under non-cancellable operating leases (all for property) which fall due as follows:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Within one year	<b>54,932</b>	<b>18,879</b>
Between one and five years	<b>337,547</b>	<b>-</b>
	<b>392,479</b>	<b>18,879</b>