



Helen Bamber Foundation Group Annual Report 2020

Trustees' Report for the year ended 31 December 2020

Contents

Reference And Administrative Details	3
Introduction To The Helen Bamber Foundation	4
A Message From The Chief Executive Officer.....	5
Structure, Governance And Management	6
A Message From The Chair Of Trustees.....	7
Helen Bamber Foundation's Vision, Mission & Theory Of Change	8
Part One: Our Model Of Integrated Care	13
Part Two: Research, Policy & Dissemination	21
Financial Review	27
Statement Of Trustees' Responsibilities.....	32

Reference and Administrative Details

FOUNDER

Helen Bamber OBE (1925 - 2014)

PRESIDENT

Emma Thompson DBE

TRUSTEES

Charlotte Seymour-Smith - Chair

John Scampion - Treasurer

Sir Nicolas Bratza

Rebecca Hirst

Nina Kowalska

Nancy McCartney (joined September 2020)

Samantha Peter

Caroline Moorehead OBE (resigned August 2020)

Patricia Pank (resigned July 2020)

Hugh Richardson – Treasurer (resigned August 2020)

Professor Ian Watt

HUMAN RIGHTS ADVISORY GROUP

Sir Nicolas Bratza

Shu Shin Luh

Parosha Chandran

MANAGEMENT EXECUTIVES

Gareth Holmes – Fundraising and Communications Director

Professor Cornelius Katona – Medical & Research Director

Kerry Smith – Chief Executive Officer

CHARITY NUMBER 1149652

COMPANY NUMBER 08186281

REGISTERED OFFICE AND OPERATIONAL ADDRESS

Bruges Place, 15-20 Baynes Street

London

NW1 0TF

AUDITOR

Sayer Vincent LLP

Chartered Accountants & Statutory Auditors

Invicta House, 108-114 Golden Lane

London

EC1Y 0TL

BANKERS: Coutts & Co, 440 The Strand, London, WC2R 0Q

Introduction to the Helen Bamber Foundation Group

Who We Are

The Helen Bamber Foundation (HBF) is a pioneering human rights charity supporting refugees and asylum seekers who are Survivors of extreme human cruelty. The people we work with have been subjected to many atrocities, including state-sponsored torture, human trafficking, religious and political persecution, forced labour, sexual exploitation, and gender-based and 'honour-based' violence.

The bravery and resilience of our clients is an inspiration to all the team at HBF. In the words of our founder:

"We find our reward in the eyes of those to whom we owe nothing."

Helen Bamber, OBE (1925-2014)

HBF exists to ensure that all Survivors of trafficking and torture are free and healthy (both physically and mentally), are safe, are protected from re-trafficking, exploitation and abuse, as well as detention and poverty, and have the ability and agency to integrate in and contribute to the communities around them. HBF also uses its unique expertise to drive change and improve practice and policy for all Survivors.

In 2020 HBF formed the Helen Bamber Foundation Group (the Group), welcoming Asylum Aid, another human rights charity focused on Survivors, which was in danger of not being able to continue its work. Not only did this mean that 100 Survivors were able to keep their expert legal help during the pandemic, but also that by working together HBF and Asylum Aid could jointly drive greater policy and practice change, and can continue to do this in the future.

Asylum Aid is a committed, professional, and collaborative charity dedicated to protecting people from persecution by providing legal representation and access to justice for refugees and people seeking asylum. Asylum Aid concentrates on complex cases of people who would struggle to get appropriate legal representation elsewhere, focusing on Survivors of trafficking and torture, stateless persons and separated children. It is a key change maker, whose loss would have been keenly felt across the sector. The team also provides welfare advice to migrants and other vulnerable members of the community in Westminster, London.

Together we are innovative, ambitious and compassionate.

A Message from the Chief Executive Officer

It is hard to put 2020 into words. We began the year optimistic about our ability to grow and create new support pathways for our clients. Then along with the rest of the world we were forced to modify our plans rapidly and one of the key questions became how we could make sure that our services to Survivors didn't stop.

It was clear that the Survivors of trafficking and torture we work with were at risk of a significant deterioration in their mental and physical health and level of protection during the Covid-19 pandemic due to the challenges they face around housing, mental health, digital access and language barriers, to name but a few. In our experience, crisis is also a time when the risk of abuse, exploitation and re-trafficking increases exponentially.

Despite these challenges, the generosity, determination and community spirit that our clients, supporters and team of staff and volunteers demonstrated during this year has been something that I will never forget. From one of our clients who told their therapist "*I know that that I can't lose it [my mind], I need to think of others and help out*", to our team who immediately changed the way they worked to support isolated and vulnerable clients on a weekly basis. We all pulled together to maintain our vital existing services and add new ones during the course of the year, including our Welfare Calls Initiative which meant our volunteers spoke with Survivors and made almost 1500 phone calls to clients, providing direct, human support in the worst of times. Our supporters also changed the way they worked, which allowed us to continue to provide much needed help during the Covid-19 pandemic, but also ensure that other critical services could be saved — such as the legal representation provided by Asylum Aid to Survivors.

I have never been as proud of the Helen Bamber and Asylum Aid community as I am right now.

It is clear that our work and presence has never been more needed. The punitive and unworkable proposals made by this government in the Nationality and Borders Bill demonstrate its complete lack of understanding of what Survivors have experienced and a heartless disregard for their need for help and support, while increasing the risks that Survivors face — including further abuse, exploitation and re-trafficking.

We have a responsibility to ensure that more Survivors of trafficking and torture are given the strength to fly. Therefore together with Survivors, and through ambitious partnerships, our new strategy will focus on driving forward the changes that are needed in the UK and internationally to address Survivors' exposure to risk of re-trafficking exploitation and abuse. I am hugely excited about the transformation we can make for Survivors in the UK and globally by joining together.

Kerry Smith, CEO Helen Bamber Foundation Group

Structure, Governance and Management

Our staff & volunteers: a community effort

We can only provide the level of services required by our clients thanks to the dedication, professionalism and vision of our staff and volunteers. During 2020, on an average head count basis, 36.5 members of the Helen Bamber Foundation Group team handled the daily business of the charity, providing services directly to — and on behalf of — its clients. A further seven members of the Asylum Aid team joined the group in August 2020, growing to 10 by the end of December 2020. Combined, we had a maximum of nine members of the team on furlough at any one time. We did not stop our services during the Covid-19 pandemic but delivered them remotely. We also enabled face-to-face appointments for the most vulnerable clients when not in lockdown. The staff were supported by 150 volunteers, among them doctors, therapists, barristers, solicitors, administrators, artists, musicians and other specialists, all of whom supported our clients remotely and retrained to provide much-needed support. We offer our heartfelt thanks to all our volunteers, without whom we would not be able to give the quality or variety of support to our clients.

Management and Governance

HBF is an independent charity and is a company limited by guarantee and was incorporated on 21st August 2012. We are developing a group structure to maximise impact for Survivors of trafficking and torture by aligning efforts with other charities that provide much needed support. Asylum Aid became the first member of our Helen Bamber Foundation Group (the Group) during the pandemic, due to its own financial difficulties. We will be supporting Asylum Aid as a charity to sustainably grow its impact and increase its reach. The Asylum Aid Board continues to have oversight, but with alignment and efficiency created through shared board members, committees and back-office support, including finance, HR, volunteer management, facilities and fundraising. The intention is to continue this incubation over the next strategy period. The day-to-day management of the Group is by the Managing Executives continued with the introduction of a Management Group made up of the Chief Executive, Directors and Heads of Teams. A Finance and Fundraising Committee bringing together trustees and management team members meets at least quarterly to provide financial and fundraising governance and oversight of both the HBF and Asylum Aid.

Under the HBF Chair, Charlotte Seymour-Smith, and the interim Asylum Aid Chair, Sir Nicolas Bratza (also a trustee of the Helen Bamber Foundation), the HBF trustees, with the help of the additional Asylum Aid trustees, provided strong strategic oversight and governance of the Group throughout 2020. John Scampion is the Treasurer of both HBF and Asylum Aid. New trustees to both organisations are recruited externally, with their appointment being approved by the Board of Trustees. A tailored induction follows, ensuring that each new trustee has been briefed as required on the Group's governance structure and decision-making processes, their obligations under charity law, and the activities of HBF and Asylum Aid, and their financial performance. Trustee meetings are held every quarter and sequentially.

A Message From the Chair of Trustees

As we entered the second year of our three year strategy the world altered completely. The uncertainty created by the pandemic will continue beyond 2020. What is clear is that the environment we operate in, as a human rights charity, has permanently changed, and that this change requires new ways to ensure that Survivors of trafficking and torture have power, freedom and safety.

During the pandemic, the needs of the Survivors we work with increased and evolved in ways that demanded a rapid adaption of our services, whilst simultaneously our working practices were forced to adapt to shifting rules and expectations for offering services in a public space, and government policy introducing new challenges for our clients and our work. We met these challenges head on and as the Chair of the Board of Trustees, I couldn't be prouder of the fact that during this most difficult of years we kept our services going and even increased the support to our clients at a time they needed it the most. Further, by rescuing Asylum Aid and ensuring it was able to continue to deliver vital legal protection services to Survivors, we extended the support services the Group could offer.

This year we demonstrated agility and determination to protect Survivors during a time of crisis, and strengthened our collaboration with others to deliver much needed change for more Survivors through our policy and advocacy work. This includes our successful work on ending detention in the barracks, on preventing trafficking Survivors from being evicted, and ensuring trafficking Survivors are properly identified.

This year more than any other we have relied on all of those who are a part of the HBF, and now Asylum Aid, families. From our clients who supported each other and others, the volunteers who responded to our call for help and supporters who rallied round, everyone at HBF and Asylum Aid has gone above and beyond to ensure that as many Survivors as possible were kept safe and could continue to look to the future. It has been an inspiring time to be a part of this team, and I know that the work of the Group will only continue to grow from strength to strength.

Charlotte Seymour-Smith
Chair Helen Bamber Foundation

Helen Bamber Foundation Group's Vision, Mission & Theory Of Change

We believe our society will be judged by how we care for those to whom we owe nothing. We are a community of human rights organisations that focus on ensuring that Survivors of extreme human rights abuses have everything they need to make a sustained recovery. We know that dignity restored is strength regained.

Vision

All Survivors of torture, trafficking and extreme human cruelty have safety, freedom and power.

Mission

To Support:

Our Model of Integrated Care will directly or indirectly help support Survivors of torture, trafficking and extreme human cruelty across the UK and beyond. We will also protect Survivors from persecution.

To Advocate

As human rights advocates — we are uniquely placed as a result of our expertise, research and influence — we will bear witness to the suffering of Survivors and fight for their rights.

To Collaborate

We will collaborate with others to find solutions to the challenges facing all Survivors and support the implementation of best practice to improve outcomes. We will be a valuable partner for those seeking to influence UK, European and Global policy.

Theory of Change



Helen Bamber Foundation's Activities

Who Do We Work With: The Most Complex Cases

As a result of their experiences, HBF Group clients have multiple and complex needs, and have often been let down by the system since their arrival in the UK. During 2020 we supported over one thousand Survivors of trafficking and torture and over three hundred vulnerable families with welfare advice, over 70% of whom had backgrounds of migration or asylum.

As well as acute psychological health conditions, severe physical injuries and medical conditions, Survivors' suffering is compounded, and their recovery hindered, by the fear of persecution if returned to their country of origin. Additionally the vast majority of our clients experience periods of destitution and homelessness, often multiple times during their journey through the UK's legal systems. HBF's experience is that many refugees and asylum seekers who are Survivors of trafficking and torture have been unable to access the justice and representation they so desperately need. This is especially the case following cuts to legal aid in 2012, which resulted in the decimation of legal aid advice providers. The work of Asylum Aid, therefore, is critical to the recovery of Survivors, and our ability as the Group to reach more Survivors with support that is transformative.

Our clients are also often dangerously isolated and marginalised. Fear, emotional withdrawal and multiple barriers (such as language challenges, the inability to work, being unable to open a bank account), can stand in the way of Survivors trying new experiences, developing vital life skills, enjoying practical and creative interests, and forming positive relationships. Furthermore, even though they suffer multiple physical injuries and illnesses (many as a direct result of their experiences), they often have only sporadic and ineffective engagement with statutory healthcare providers.

Finally, some of our clients have spent their entire childhoods in slavery, while others have been trafficked after fleeing from human rights violations. Sadly, due to the particular and prolonged impact of slavery, the Survivors are extremely vulnerable to being re-targeted for further trafficking, exploitation and harm if they are left unsupported.

As a human rights and clinical organisation, HBF helps Survivors to gain certainty in a challenging environment and to confront and overcome the multiple and complex traumas they have suffered, to improve their mental health, and to move forward with their lives.

Our Clients and the Impact of the Covid-19 Pandemic

The coronavirus (Covid-19) pandemic was especially difficult for people:

- who live in cramped, crowded and unsanitary accommodation, which has higher risks of spreading infection
- who have little money to live on, and are unable to bulk buy to make savings or reduce trips to the shops
- who rely on foodbanks (as the pandemic and restrictions meant some were scared to go but also many foodbanks struggled, initially, to keep their doors open)

- who don't have the means to pay for phone contracts, don't have wifi or enough money to purchase data, and so face significant barriers to accessing essential services that moved online
- who struggle to access healthcare, through fear of charges and language barriers, making it difficult for them to advocate for themselves
- whose livelihoods are precarious and insecure
- who normally live a few short steps away from destitution and cannot risk a drop in pay or time off for illness
- who are at high risk of exploitation and abuse and from traffickers who will take every opportunity to exploit during desperate times

All of the above describe the circumstances of the Survivors of trafficking and torture that HBF works with, who then additionally had to face the inhumanity of the immigration system that put them at further risk during a global pandemic.

Furthermore, the uncertainty and the risks we were all exposed to were particularly detrimental to Survivors with post-traumatic stress disorder (PTSD) symptoms such as panic, hyperarousal and general anxiety. This was compounded by the further delays that the Covid-19 pandemic has added to waiting times to receive decisions on claims for international protection, leaving Survivors spending even longer than in previous years in fear and a state of limbo, with no right to work, living on very little money, and unsure of their futures.

During 2020 the whole HBF team, who were joined in August by the Asylum Aid team, energetically pulled together, finding creative new ways of providing our vital services to make sure that the Survivors of trafficking and torture received the best care and help possible. Our volunteers surpassed themselves in continuing to support our work remotely and re-training to be able to deliver the support our clients needed.

Client's are at the centre of everything we do, we share their stories to honour them and bear witness:

Mohamed's Story

Mohammad is a Survivor who experienced devastating losses whilst young and was then trafficked as a child by family members on his way to and for many years in the United Kingdom. When he was referred to HBF in 2018, he was fearful, nervous and unable to look anyone in the eye. Mohamed would wake screaming in the night, experienced disabling flashbacks, and was unable to tolerate staying in the therapy room for more than twenty minutes. He did not trust anyone aside from his support worker, and eventually, HBF.

As part of the Model of Integrated Care Mohammad undertook a course of narrative exposure therapy. Mohamed was also provided with a medico-legal report, supported to obtain his status as a refugee, and assisted with welfare advice. He was also assisted by the counter-trafficking team to recognize safe and unsafe work practices and approaches. Mohamed attended community group to support increased confidence and reduce isolation, and was assisted to find work. The many

relationships with HBF professionals that Mohammad developed were very important for his recovery - whilst Mohammad always had a strong sense of fairness and justice, he had enduring difficulties believing that people would treat him well and that the world was a safe place. After these interventions, Mohammad's nightmares, dissociation, and intrusive imagery reduced considerably. He found work, and a partner.

He came back to the Helen Bamber Foundation to request additional support for his sleep, which had worsened during the pandemic, and this was provided. Mohamed's motivation in approaching us was to maintain his well-being not just for himself, but for his family. His previous support worker who encountered him recently wrote to say: "*Mohamed was happy, relaxed, laughing, talking about his future plans. None of these things seemed in reach when [he started therapy]*"

HBF Group Response Part One: Delivering services

An Integrated Model Of Care

We recognise the complexity of each client's suffering and needs, which is why HBF offers specialist services within a Model of Integrated Care. This encompasses:

- Therapy
- Medical Advice
- Legal Protection
- Counter-Trafficking Support
- Housing & Welfare
- Community & Integration

We craft a bespoke care plan for every individual we work with, designed to enable positive recovery, protection and integration. We also provide support for as long as our services are needed. The goal of the Model of Integrated Care is to build a lasting and sustained recovery for each of our clients.

Protection from Persecution

To increase the scope of our work and protect more people at a time when securing quality Legal Aid representation is increasingly difficult for Survivors, bringing Asylum Aid into the HBF Group enables us to support a further focus on protection from persecution. Asylum Aid ensures that Survivors are protected and can rebuild their lives in safety and with freedom by providing high quality legal representation for as long as it takes, to provide safety and freedom for Survivors. In 2020, eight out of nine decisions were positive — a success rate of 89%.

HBF Group Response Part Two: Creating system and practice change

We estimate the numbers of Survivors who have experienced trafficking and torture as being over 1 million across Europe, with over 40,000 currently in the UK. Prior to the pandemic over 8,000 Survivors arrived in the UK each year. All these Survivors would benefit from HBF's Model of Integrated Care and Asylum Aid's representation. However not all of them can become our clients. Therefore it is our responsibility to use the expertise we have gained through the time spent and generosity of our clients to:

- Deliver research to provide evidence of best practice and what works
- Drive system change and the introduction of best practice
- Publish and disseminate our learnings, through briefings, and reports
- Support the sector and share learnings through training and supervision

Part One: Delivering Services

From the very beginning of the pandemic, our team of expert doctors, psychologists, legal advisers and caseworkers acted to ensure that we could support our clients to weather the challenges and pre-empt risks where possible. First we made the decision to ensure that we would **support our clients, and their children, to get online as much as possible** by providing smartphones and tablets where needed (80 clients and children were supported) as well as data top-ups (100 clients were supported during the course of 2020). Second, **we quickly made changes** to the way we deliver our service to ensure that we could continue remotely by:

- Developing additional safeguarding measures for Survivors of trafficking
- Increasing the level of phone contact with our clients through welfare check-in calls
- Continuing therapeutic support using video-calls and taking measures to provide a covid-safe in-person consultation space for those who needed it
- Moving our medico-legal report service to remote assessment to provide much needed expert evidence for Survivors, including those at risk of removal and then providing a covid-safe in-person space for those who needed face-to-face assessment
- Delivering legal appointments using video-calls and the phone, as well as providing a covid-safe face-to-face appointment space for clients who needed it.
- Moving our community and group activities online

It is important to highlight the positive contribution of, and send out particular thanks to, all of the volunteers who rapidly changed the way they worked with us during the pandemic, including undertaking training to deliver welfare check-in calls to our clients

Helen Bamber Foundation Services

Therapy

The Therapy team supports Survivors within an established framework of:

- **Stabilisation** helping clients to manage their acute symptoms, such as flashbacks, low mood and anxiety; as well as associated circumstances such as destitution or legal adversity that impact on mental health.
- **Therapeutic interventions** supporting clients to come to terms with the traumatic experiences they have suffered.
- **Integration** helping clients belong in the community they have joined.

HBF's Therapy team offers Survivors access to a range of evidence-based therapies for PTSD including:

- Trauma-focused Cognitive Behavioural Therapy (tfCBT)
- Eye Movement Desensitisation and Reprocessing (EMDR)
- Narrative Exposure Therapy (NET)

The pandemic threw many of the Survivors we work with into crisis, and with many other public and charitable services having to shut their doors or reduce support (including key statutory services), our therapy provision and support was a vital lifeline. Many of our clients were unable to

manage intensive evidence-based interventions remotely; instead we delivered interventions focused on symptom management and crisis management. Importantly, given the vulnerability of our clients, we **increased our provision of psychological interventions by 41%**, responding to increased need, providing essential support for 333 Survivors with over 2,500 appointments. These included:

- ✓ 836 therapy appointments
- ✓ 979 psychoeducation/stabilisation appointments
- ✓ 240 assessment appointments

During the pandemic we adapted to a 'light touch' approach for formal measures and monitoring, significantly reducing the assessment load for our clients. Of a sample of 65 individuals for whom comparison data were available, therapy resulted in clinically important mental health improvements from both trauma-focussed interventions, and extended stabilisation interventions including work with anxiety and depression:

- ✓ 96% of the clients who had interventions sustained a clinical improvement
- ✓ Of those clients whose mental health did not improve, 82% hadn't had an intervention 12 months previously or before that.

Medical Advice

In 2020 the HBF Medical Advisory Service (MAS) continued to operate and provide medical advice to clients with a part-time Head of Doctors working alongside 2 volunteer GP doctors and a trainee psychiatrist. During the pandemic MAS reviewed all of our clients to check whether any should be shielding or taking extra precautions because of significant underlying vulnerabilities. MAS also helped our clients by providing advice and support for those requiring medical advice but unable to access their GP remotely. It also disseminated information and education around Covid-19 to our clients, who are often excluded from mainstream public health efforts. MAS helps clients to stabilise and improve their health by carrying out medical assessments, discussing and explaining health issues, giving health advice and liaising with external services, particularly the NHS, to support their needs.

- ✓ During the course of 2020, MAS provided 397 appointments for 169 clients.

Legal Protection

The Legal Protection team, works determinedly with other departments to ensure both that Survivors are not being returned to situations where they would likely suffer repeated human rights violations and that they can access appropriate support. This year, due to the uncertainty regarding reporting, cessation of decisions during lockdown, and delayed legal proceedings, the team worked tirelessly to provide support and advice to our clients, who were often very distressed.

We provided 352 Survivors with legal protection services in 2020; 54 clients received legal protection such as refugee status, humanitarian protection or discretionary leave. We continued to train expert clinicians in remote methods of examination, and were able to remotely produce 76 expert medico-legal reports for 60 clients, to support their claims for asylum.

During the pandemic, HBF's Legal Protection team continued to support Survivors in their protection cases by:

- ✓ Ensuring clients had good quality, reputable legal representation.
- ✓ Communicating with clients' solicitors regarding their needs, including providing evidence (in collaboration with other departments) regarding the impact of delays on mental health.
- ✓ Offering Immigration advice (from the Head of Legal and the Specialist Counter-Trafficking Legal Officer).
- ✓ Helping clients understand their legal position and the resources available to them.
- ✓ Giving support and advice on other emergencies surrounding legal protection needs.
- ✓ Producing expert medico-legal evidence to document the (often long-term) psychological and/or physical impact of their traumatic experiences.

In 2020 it also:

- ✓ Worked closely with HBF's specialist Counter-Trafficking team in 67 cases to ensure that victims of trafficking, including Survivors of sexual or labour exploitation, were provided with counter-trafficking letters or statements documenting their history and circumstances to support their legal protection claim.
- ✓ Worked to support clinical team members to provide 69 clinical letters to promote access to justice for disabled and vulnerable clients.
- ✓ Assisted in the application of over seven travel documents for clients prior to the pandemic, obtaining 100% successful applications so far.
- ✓ Secured legal representation under the legal aid scheme for 10 clients.

In 2020, the provision of medico-legal reports was interrupted by disruption caused by the Covid-19 pandemic. HBF's Medico-Legal Services provided 76 expert medico-legal reports, documents that report the long-term physical and psychological impact of traumatic experiences. These reports are used as evidence for international protection in the UK. Our expertise in preparing them continues to be recognised by the courts and tribunal and by the Home Office. Our review of outcomes in 2020 showed that, following the provision of medico-legal reports in 2019, where the final outcome was known, in 87% of cases the client was granted a form of leave to remain in the UK. This is compared with an average success rate of 54% for claims between 2016-2018.¹

Housing and Welfare

HBF's specialist housing and welfare casework ensures that clients' practical, everyday needs are met and that social deprivation, including street homelessness and destitution, are avoided through timely and often emergency interventions. During the pandemic the work of the Housing and Welfare department increased significantly — with a 15% increase in interactions, meaning **278 people** who were able to avoid destitution and homelessness and were kept safe.

¹ The Migration Observatory brings together the information for the total success rate:

<https://migrationobservatory.ox.ac.uk/resources/briefings/migration-to-the-uk-asylum/>. The 2018 figures give a 29% grant rate for initial decisions: <https://www.gov.uk/government/publications/immigration-statistics-year-ending-june-2018/how-many-people-do-we-grant-asylum-or-protection-to>; and a 45% average success rate at appeal: <https://www.gov.uk/government/statistics/tribunal-statistics-quarterly-january-to-march-2019-for-appeals-evidence>, which is generally consistent.

In 2020 the Housing and Welfare team provided 281 letters, and during the pandemic the team assisted Survivors with issues including (but absolutely not limited to) the following:

- Applications for asylum support.
- Applications for mainstream benefits once they had status.
- Making a homelessness application to the local authority.
- Approaching the local authority's adult social services for accommodation and support under the Care Act, due to high support needs.
- Management of NHS debt.
- Applications for grants including to alleviate destitution, furnish accommodation, and support educational needs.

Over the course of 2020, notwithstanding the pandemic and the commitment to address homelessness, there were still very worrying instances where our clients were threatened with destitution (75), homelessness (51) and of being housed somewhere clinically unsuitable (51). 574 housing and welfare problems were reported, of which:

- ✓ 89% of housing and welfare problems with a short-term resolution were solved in under one month; and
- ✓ 86% of other housing and welfare problems were resolved with a long-term resolution.

A critical part of the Housing and Welfare team's work has been to support Survivors who get leave to remain or refugee status to transition to universal credit and mainstream accommodation, a task that poses significant challenges as it involves several long and complicated online forms and often mounting appeals against decisions.

Counter-Trafficking

The HBF Counter-Trafficking Programme delivers intricate, intensive and person-specific contact and safeguarding for Survivors to support them through the many difficulties they face. This service was all transferred remotely to support Survivors during the Covid-19 crisis, when they were at increased risk.

Our counter-trafficking work includes:

- Specialist Counter-Trafficking Assessments and provision of documentation, letters and witness statements for legal procedures within asylum, immigration, National Referral Mechanism (NRM) and criminal justice. Working collaboratively with solicitors and barristers to ensure that our clients are fully heard and understood by the Home Office and court judges.
- Contact and safeguarding support for all HBF's clients who have been trafficked, focusing primarily on reducing through action, their risk indicators for re-trafficking. This includes recognising specific instances of risk, including: unsafe and inappropriate accommodation, irregular immigration status, difficulties with threats, intimidation and bullying, and helping to prevent Survivors being drawn into exploitative or violent 'survival' relationships.
- Supporting, liaising and consulting with the other HBF departments that work with clients who are victims of trafficking.

- Reducing the risk of social isolation and increasing clients' self-esteem.
- Supporting and accompanying Survivors through the UK NRM, asylum interviews and court hearings and criminal trials — for official recognition of victims of trafficking — and asylum systems.
- Providing support for all legal procedures, including criminal investigations by the Trafficking Specialist Unit of the Metropolitan Police (SC&09) and other UK police forces.
- Helping Survivors to access compensation under the European Trafficking Directive.

Due to the lack of specialist provision available for this group, in 2019 we set ourselves a target: increasing our work in this area by ensuring that up to 50% of all new clients were Survivors of trafficking. In 2020, we met that aim, 47% of new Model of Integrated Care clients were Survivors of trafficking. Across the Counter-Trafficking Programme:

- ✓ 170 clients (107 women and 63 men from across countries in Africa, Asia and Central Europe) were provided with specialist support from the Counter-Trafficking team due to their high level of vulnerability as victims of trafficking — an increase from 2019.
- ✓ On average, at any one time, approximately 15% of the -team's caseload involves working with clients who are facing immediate risks relating to trafficking, exploitation or violence.
- ✓ During this high-risk period, the Counter-Trafficking team increased their interventions for clients by 30%.

The pandemic created an additional set of risk factors for HBF's clients in the Counter-Trafficking Programme. Social isolation is a key risk factor in itself for re-trafficking and other forms of harm, as well as mental and physical health deterioration. This meant that it was vital to be in touch with each person and ensure that they had access to digital communications and were supported to access primary services.

The Counter-Trafficking team maintained regular contact with clients to provide reassurance, focussing on reducing the risk indicators from social isolation and in-person trafficking. However, the risks from internet contact, via social media and other forums online, were heightened. There were also issues relating to housing in lockdown, as clients lived in cramped and inappropriate conditions together with people they didn't know (including mixed gender accommodation). In response, the team instituted a rota of 'at risk' individuals for contact calls, and co-ordinated other care (related to health, welfare, housing and legal advice) for clients where needed, as well as ensuring that trafficking risks were noted and prioritised. We did not have any critical incidents of re-trafficking or disappearance during 2020.

During 2020 the Counter-Trafficking team also continued to issue letters and/or witness statements for clients' legal cases in the NRM and asylum applications, in addition to the medico-legal reports provided by our clinicians (also using remote means).

Community and Integration

Through the Community and Integration Programme, our clients can engage in activities unrelated to their trauma and form safe and positive relationships with others in a similar position. They learn new skills and develop confidence and independence. This is a key part of our three-stage therapeutic model that ensures our clients have the strength to move on. In 2020 we moved all of

our community groups online. The volunteers who run the different creative arts and skills groups surpassed themselves in adapting to online provision and imaginatively ensuring that our clients could still access a supportive community.

In 2020 HBF expanded its community and integration activities supporting a total of 127 clients. Due to the pandemic, with many other social opportunities closed off, the team focused on providing access to further and higher education, resulting in:

- ✓ 4 clients assisted into university.
- ✓ 18 clients attending college courses.

The Community Group is a weekly group designed to support our most isolated clients to participate in a community where they can socialise regularly, gain useful information and skills, as well as increase their confidence and independence, in a fun and relaxed space. In 2020 the Community Group grew to a regular group of 25 in person at the beginning of the year, with 10-15 clients attending each week online.

Welfare Call Initiative

The biggest initiative of the Community and Integration department in 2020 was the delivery of the welfare calls in response to the Covid-19 pandemic. The calls started at the beginning of the first lockdown and were targeted at ensuring that our most vulnerable and isolated clients had regular contact with a volunteer to raise problems but also to have a conversation. Often the calls were the only regular contact that our clients had during lockdown.

The calls were made on a weekly, then fortnightly and then monthly basis, depending on the situation of the client and also the level of restrictions at the time. Check-in calls will be an ongoing feature of our work with Survivors as we go forward. During 2020, 239 clients were supported with welfare calls and nearly 1500 calls were made in total.

Asylum Aid Services

To increase the scope of our work and protect more people at a time when securing quality Legal Aid representation is increasingly difficult for Survivors, bringing Asylum Aid into the HBF Group enables us to support a further focus on protection from persecution. Asylum Aid ensures that Survivors are protected and can rebuild their lives in safety and with freedom by providing high quality legal representation for as long as it takes, to provide safety and freedom for Survivors. In 2020, eight out of nine decisions were positive — a success rate of 89%.

Legal Representation

Asylum Aid was re-launched as a charity in its own right in August 2020, having prior been a part of the charity Consonant. In the period between the beginning of August 2020 and 31st December 2020, the team provided legal representation to 97 Survivors of trafficking, torture and gender-based violence, refugees and people seeking asylum, and 21 stateless persons.

Our work with our clients continued despite the pandemic, but the organisation for the most part converted to working remotely except in those cases where face-to-face appointments were necessary because of client vulnerability. The impact of the pandemic has resulted in challenges

for Asylum Aid clients. In particular, the delays in all decision-making have resulted in clients being left in limbo, uncertain as to whether they will get protection and be able to move on with their lives. Significant delays continue to occur in:

- the taking of initial decisions,
- the listing of appeals,
- the determination by the NRM regarding whether the person is a victim of trafficking,
- the making of statelessness grants, and
- the grant to clients of their biometric residence permit once they have been given refugee status.

Welfare Advice

The team provided welfare advice to over 328 individuals through the Welfare Advice Services Partnership. The focus of Asylum Aid's Welfare Advice team is on migrant and vulnerable communities. Over 80% of those receiving welfare support from Asylum Aid were either migrants and/or people of colour and one third had a disability or long-term ill health. Since August 2020, Asylum Aid's welfare advice service has secured over £360,000 in additional support for its clients.

Partnership and Collaborations

Our work relies on collaborations with others and therefore HBF is very happy to report that our partnership with the member-led charity the Happy Baby Community continued, and supported over 250 women and their babies and children.

We also continued our partnership with [Young Roots](#), continuing to support hard to reach separated asylum seeking children and young people, who often face greater barriers in accessing mental health and other support, with assessments, stabilisation interventions and also treatment. This year we have expanded this partnership by working with local NHS Mental Health provision to bring on board a trainee psychologist to support our work with the project.

The lack of access to vital mental health services during the pandemics was a problem for many organisations. Following a request for support, we formed a new partnership with [Women for Refugee Women](#) to offer clinical support to the women in their network. We provided clinical assessments that facilitated access to mental health services, as well as delivering therapeutic interventions designed to help women to stabilise and manage their mental health.

In 2021

Over the coming year we will increase our direct impact through delivery best practice services and collaborate with others to:

- Launch our programme to prevent the re-trafficking, exploitation and abuse of Survivors of trafficking and torture.
- Increase access to legal protection for Survivors of trafficking and torture, focussing on areas where there is little access to legal services by:
 - increasing the number of clients that Asylum Aid accept from remote referrals, and
 - developing further supervision and support partnerships.

- Improve access to evidence-based treatment for Survivors of trafficking and torture globally through partnerships.
- Work collaboratively to ensure that Survivors of trafficking and torture's rights to protection and rehabilitation are retained and improved rather than abandoned.

Part Two: Creating System Change — Research, Policy and Practice

Our vision is a world where all Survivors of torture, trafficking and extreme human cruelty have safety, freedom and power. We therefore use our combined expertise to deliver meaningful policy and practice change that improves the asylum and trafficking systems and ensures that all Survivors receive the appropriate standard of care from government services nationally and internationally.

We do this by:

- Improving the environment that all Survivors experience by using our clinical and organisational expertise to influence and contribute to the development of law, policy and best practice.
- Driving the development and delivery of effective, evidence-based approaches that respond to Survivors' needs, in the UK and globally, by offering expert training and disseminating our research findings.
- Investigating the consequences of our clients' experiences on their health and wellbeing and improving understanding of the clinical vulnerabilities of Survivors of trafficking and torture and the complexity of their trauma following atrocity.

Strategic Legal Work

HBF engages in strategic legal work where it seeks to improve the legal systems (for international protection and trafficking), further the rights of our clients and increase their access to justice.

Due to the pandemic environment it became quickly clear that engagement in strategic legal work was going to be critical to ensuring the safety and protection of our clients. In 2020 senior members of the HBF team provided evidence in 10 legal cases, double that of 2019. The majority of the evidence we provided was in the form of witness statements which concerned challenges to the fairness of various aspects of the asylum system.

A significant case, given this UK Government's desire to expand the use of detention and accelerate decision-making processes, is that of TN Vietnam — a joint intervention with Detention Action in the Supreme Court about the poor identification of vulnerability in the detained fast-track and how negative decisions taken under that unlawful process should be treated now. Our intervention included a witness statement from Cornelius Katona, Medical and Research Director, with input from Rachel Witkin, Head of Counter-Trafficking and Publications.

We supported the successful legal challenge brought to challenge the use of barracks accommodation at Napier, Kent.

We also provided evidence in:

- A successful challenge to removals to other EU countries undertaken without adequate screening for the identification of trafficking Survivors who have transited through Libya — a country with a high occurrence of trafficking.
- A successful challenge to the cessation of NRM payments to trafficking Survivors in the middle of the pandemic.

- A challenge to the way in which antisocial behaviour is not managed within NASS accommodation.
- A challenge based on the impact of the failure to transfer a vulnerable HBF client to a single room — that is to provide appropriate accommodation.
- An important challenge based on the impact of inappropriate accommodation and disrepair on a vulnerable HBF client and Survivor of human trafficking.
- A challenged regarding the nature and impact of Home Office delays in relocation of vulnerable clients.
- Providing a country expert report for the case of a British national with complex needs who had been trafficked to the US. As a result the client was granted a visa.
- A challenge to the ‘unsafe release’ from immigration detention and the risks it creates for Survivors.

At a time when the right to challenge executive power through the rule of law is being actively undermined by the current UK government, the Helen Bamber Foundation Group is committed to ensuring scrutiny of government policy and practice when there are negative impacts upon the Survivors we work with.

Policy and Best Practice

Due to the rapidly changing environment during the Covid-19 pandemic and the impact of both the pandemic and subsequent policy responses on Survivors of trafficking and torture, the HBF team felt it was a matter of priority that we share our learnings, and the experiences of the Survivors we work with, in order to address or prevent deteriorating impacts. We undertook significant policy work across the following areas:

Legal Protection

We began by successfully requesting the halting of reporting conditions for our clients during the height of the pandemic — the contrast of Survivors having to travel to report while the majority of Home Office staff could work from home was stark. We continue to press for learnings to be taken forward on the basis of this positive experience in reducing reporting conditions and have supported strategic litigation. We produced [recommendations](#) to tribunals on remote processes along with Freedom from Torture. We continue to closely monitor the use of remote asylum and trafficking interviews and tribunal appeal hearings. Towards the end of the year we also joined forces with others In light of the increase in charter flights removing potentially vulnerable asylum seekers to safe third countries and outside Europe (including Ghana, Nigeria and Albania), to provide clinical assessments to those in detention to highlight why such rushed removals were unsafe.

Counter-Trafficking

At the beginning of the pandemic it was clear that the very concerning vulnerabilities of Survivors of trafficking, in particular their risk of re-trafficking, exploitation and abuse, were not being addressed by this government. Therefore a key priority for us was clearly communicating the issues facing Survivors and spotlighting potential solutions for addressing them. The HBF drafted a report calling for the UK government to [Protect and Safeguard Survivors of Modern Slavery who](#)

have insecure immigration status during the pandemic which was supported by over 50 other organisations. In this work we continued our strong partnerships with Anti-Trafficking Monitoring Group UK and Human Trafficking Foundation, as well as the FLEX Detention Task Force. This work was supported by additional content provided in briefings and submissions as well as in support of strategic litigation.

In addition, throughout 2020 our Head of Counter-Trafficking & Publications, Rachel Witkin, was a lead consultant and author for the Organisation on Security and Cooperation in Europe's (OSCE) revised handbook on National Referral Mechanisms, working with a panel of international trafficking experts, including Survivor leaders. She also worked collaboratively with HBF's clinical team to deliver the health information required for the handbook. The NRM Handbook will be published in 2021 and distributed widely to governments and all relevant stakeholders in the 57 OSCE member states.

Housing and Welfare

We have contributed to several policy pieces on housing and support, including a call to increase housing support rates (and subsequent media work when these were not meaningfully increased), a call for adequate National Asylum Support Service (NASS) accommodation with an end to room-sharing to promote social distancing, and work to allow clients to access wifi and phones to reduce isolation and promote access to information. We signed up to calls to action from Freedom from Torture on asylum support, the Public Law Project and SBS on support for Survivors of domestic abuse, the Disability Benefits Consortium on work to increase legacy benefits, NACCOM's (NACCOM is a national network of frontline organisations and charities across the UK preventing destitution amongst people seeking asylum, refugees and other migrants), joint letter on homelessness and migration, and Asylum Matters' wake-up call based on evidence of state failures causing destitution and delays.

Expanding use of quasi-detention

We worked collaboratively driving forward a coalition of HBF, Freedom from Torture, Doctors of the World, Care 4 Calais, and Humans for Rights, in order to explore the best way to document the harm done to vulnerable asylum seeking and trafficked people housed in the inhumane former barracks facilities in Wales and Kent. Through our documentation, [joint reports](#), advocacy and media, working with local campaigners and former residents, we successfully ensured that the former barracks in Penally, Wales were closed and that considerable scrutiny was brought to bear on the use of the former barracks in Napier, Kent.

Consultation responses

As part of our drive to ensure systemic responses during the pandemic we also provided the following consultation responses:

- Home Office consolidated medico-legal report API consultation — in liaison with Freedom from Torture.
- Chief Inspector of Borders and Immigration consultation on Home Office Presenting Officers — the individuals who present the Home Office's case at appeal hearings — this response was also endorsed by ILPA.

- The Equality and Human Rights Commission exploration into mental capacity and mental illness and detention.
- The Chief Inspector of Borders and Immigration's Second Adults at Risk call for evidence.
- The Home Office Adults at Risk planning around medical standards, changing the Adult at Risk thresholds and changing the way Survivors of human trafficking are dealt with in detention.
- The Independent Review of Administrative Law's call for evidence (on judicial review).
- Submission to the UK Parliament on the Future of Legal Aid.
- Submission to the Work and Pensions Committee's Inquiry into Universal Credit.
- Submission to the Women and Equalities Committee Call for evidence on Covid-19 and people with protected characteristics.
- Submission to the Environment Food and Rural Affairs Select Committee's Inquiry into Food Supply amid Covid-19.
- Submission to the Home Affairs Select Committee's Inquiry into Home Office preparedness for Covid-19.
- We also worked on a handbook on fitness to give evidence and mental capacity co-badged by ILPA

Training

HBF provides training across three broad areas:

- Working with, and better protecting, Survivors of trafficking
- Therapeutic approaches in working with refugee and asylum seeking populations
- The application of medico-legal evidence

Highlights from our training programme and outreach include:

- ✓ Partnering with Freedom from Torture and the UK Visas and Immigration policy team to deliver medico-legal report training programme for technical specialists and senior caseworkers — training that both received excellent feedback and paves the way for sustainable change as a seminal collaboration with the Home Office, which should result in informed decision-making by Home Office caseworkers.
- ✓ Training staff from NHS Psychological Services, such as Camden CAMHS and South London and Maudsley CAMHS, in the use of evidence-based trauma-focused therapies such as Narrative Exposure Therapy.
- ✓ Training barristers on modern slavery and mental health at the 'Modern Slavery Advocacy Weekend' at Inner Temple, London.
- ✓ Delivering a masterclass for researchers at the Cambridge Centre for Applied Research into Human Trafficking, to raise the professional and interdisciplinary standards of emergent scholars in the field of Human Trafficking and Modern Slavery.

We also delivered a webinar 'Supporting Survivors: Adapting to the Challenges of Covid-19', attended by 72 of our sector colleagues across the legal, medical, psychological and healthcare professions. We shared our new learnings and evolving best practice in key areas, with discussion covering:

- Adapting a therapy service to remotely support Survivors struggling with mental health;
- How HBF moved to remote MLRs and psychological MLRs;
- The impact of Covid-19 on the BAME community;
- Supporting access to healthcare for asylum seekers and refugees during Covid-19;
- Protecting Survivors of human trafficking during Covid-19.

[The Trauma-Informed Code of Conduct for All Professionals Working with Survivors of Trafficking and Slavery](#) (2021) (TiCC), authored by Rachel Witkin and Dr Katy Robjant and published in 2018, was updated in 2020 to include further information on working with 'cultural mediators'. Republished in 2021, it has been widely shared across the UK and global sectors prompting frequent requests for training. In particular, we are proud of the adoption of the TiCC by St. Mary's University, London for its short course ['Identification, support and care of victims of modern day slavery'](#)— which provides professionals in health and social care, law enforcement and criminal justice, civil society organisations, education or local and national government, with the skills to support Survivors of modern slavery.

The TiCC is a simple, accessible guide for all professionals who may find themselves working with Survivors of trafficking. It has a firm basis in the combination of specialist trauma care and experiential multi-faceted and multi-disciplinary work with Survivors of trafficking. TiCC is concise and easy to follow for busy people, enabling them to:

- Establish and maintain a mutual relationship of trust with Survivors in any working context or environment.
- Impart a consistent sense of calm, security and safety throughout the course of their work.
- Increase the confidence of Survivors and minimise the risks of causing distress and re-traumatisation.
- Remain safe and well in the course of their work, avoiding secondary traumatisation and professional 'burnout'.

Research and Dissemination

We spoke at several conferences during the course of the year. Critically, our feasibility and pilot study of Narrative Exposure Therapy in the treatment of Survivors of trafficking is now complete. We have analysed the results which look very positive and provide strong support for a full-scale trial. Meanwhile we are completing the write-up for publication in 2021.

We currently have the following projects ongoing:

- A 'proof of concept' Functional Magnetic Resonance Imaging (fMRI) study exploring the biological underpinning of trust-related abnormalities in Survivors of multiple and repeated trauma who have 'complex PTSD'. This is in collaboration with partners at [King's College London](#).
- A systematic review of the use of witchcraft and related rituals as forms of control in Survivors of human trafficking.
- A study of the effectiveness of case management in the care of Survivors of trafficking (funded by the [National Institute of Health Research](#) and led by [King's College London](#)).

- A pilot study of an assertiveness intervention for Survivors of forced labour.
- A pilot study of 'moral injury' in Survivors of trafficking.

In 2020 we also published the following articles:

- Mavranezouli I, Megnin-Viggars O, Grey N, Bhutani G, Leach J, Daly C, Dias S, Welton NJ, Katona C, El-Leithy S, Greenberg N, Stockton S, Pilling S. (2020 Apr 30). Cost-effectiveness of psychological treatments for post-traumatic stress disorder in adults. *PLoS One*.
- Mavranezouli I, Megnin-Viggars O, Daly C, Dias S, Welton NJ, Stockton S, Bhutani G, Grey N, Leach J, Greenberg N, Katona C, El-Leithy S, Pilling S (2020 Mar) Psychological treatments for post-traumatic stress disorder in adults: a network meta-analysis. *Psychological Medicine*.
- Arnold FW, Chisholm J, Cohen J, Katona C, Payne-James J. (2020 Jan). Release arrangements for immigration detainees are medically unsafe. *British Medical Journal*.
- Chaplin L, Ng L, Katona C (2020 Sep) Refugee mental health research: challenges and policy implications. *BJPsych Open*.
- Walker S, von Werthern M, Brady F, Katona C. (2020 Jul 20). Mental health of forced migrants recently granted leave to remain in the United Kingdom. *International Journal of Social Psychiatry*.
- Abbas P, von Werthern M, Katona C, Brady F, Woo Y (2020 Apr) The texture of narrative dilemmas: qualitative study in front-line professionals working with asylum seekers in the UK. *.BJPsych Bulletin*.
- Waterman, L. Z., Katona, C., & Katona, C. (2020). Assessing asylum seekers, refugees and undocumented migrants. *BJPsych Bulletin*, 44(2), 75-80.
- Cohen, J., Katona, C., & Bhugra, D. (2020). National data on suicide must include ethnicity. *British Medical Journal*.

In 2021

Over the coming year we will increase our impact through research, training and policy, and collaborate with others to:

- Develop a robust trauma-informed training programme for all those working with Survivors of trafficking in the UK and globally.
- Drive forward large-scale research in order to improve practice and provision of therapy for Survivors of trafficking and torture.
- Work with our Human Rights Advisory Group to develop a plan to increase the access of Survivors of trafficking to protection and security.
- Deliver clear evidence as to the unworkable and unjust proposals in the Nationality and Borders Bill, and the ongoing impact of the hostile environment in increasing the vulnerability of Survivors of trafficking and torture, to re-trafficking, exploitation and abuse.

Financial Review

Financial Framework

Policies relating to reserves and the need to generate an annual operating surplus together provide a financial framework within which HBF seeks to function.

Reserves Policy

Forming part of reserves, the unrestricted general fund is the working fund of the charity. Unlike the other funds, it is not restricted or designated for a defined purpose. The unrestricted general fund provides for activities not funded by earned income or restricted funding and for the general administration of the charity. It also provides working capital for operations and helps to provide resources to ensure that the charity is able to continue with its obligations.

Currently our Group policy is to maintain an unrestricted general fund of between three and six months of gross expenditure, (£600k to £1.2m), for the next financial year. Given the importance of being confident that the group can maintain its support to our very vulnerable clients, the trustees aim to increase the sum in the unrestricted general fund. The Group Trustees have therefore approved a three-year plan to hold an unrestricted general fund of up to nine months of gross expenditure by December 2023.

As Asylum Aid joined the Helen Bamber Foundation Group in August 2020 with no reserves or assets but serves a common charitable purpose, the HBF has agreed to make good the shortfalls where needed and support Asylum Aid to meet the group reserves policy over time. In December 2020 Asylum Aid ended the year positively with 2.4 months reserves.

Summary of Results

In 2020 activities resulted in a surplus of £336,101. This is a fantastic result as the forecasts undertaken in April 2020 indicated that the charity could end in deficit due to the fall in event income. Instead fundraised income, which is HBF's principal funding source, raised just over what was budgeted. largely because of the quick response of funders to help charities meet the shortfall. Simultaneously the organisation reviewed spending to make sure we could adapt our services to the new needs of our clients and also make savings and efficiencies through the inclusion of remote delivery.

HBF ended 2020 in a good financial position with an unrestricted general fund of £1,140,379 (up from £810,063 in 2019). The unrestricted general fund is £182,034 below the top end of the current target level of reserves of about £ 1,322,413, although well above the bottom end of the target range.

A budget showing a surplus has been set for 2021.

Risks

The major risks to which the HBF is exposed, as identified by the trustees, have been reviewed and systems have been established to mitigate these risks. Among the risks identified, the most significant are considered to be:

- The fact that event fundraising which remains a key element of the diversity of HBF groups income remains a challenge.
- The challenge of ensuring that funds are raised for Asylum Aid to fill the gap left by the delays in receipt of legal aid funding due to delays in closure of cases and that activities are planned in order to meet budget requirements.
- The uncertainty over further lockdowns and the execution of Covid-19 secure work places which place an operational strain on the services which remain at high demand.
- The increasingly inhumane environment facing our client group and corresponding ineffectiveness of the asylum system, and the equivalent likelihood of an increase in the number of clients with complex needs.

These risks are mitigated in part through close operational monitoring and application of the reserves policy.

Subsequent Events and Going Concern

The pandemic has had a profound impact on all aspects of life, including the activities of the HBF. We have had to move to remote working and had to close our services to new clients at times when we were unable to undertake face-to-face assessments a necessary safeguarding measure.

The trustees have put in place measures to mitigate the risks to the HBF due to ongoing delays in Asylum Aid's closure of cases due to delays in decision making by the Home Office and the courts, resulting in a delay receipt of payment from the Legal Aid Authority for work done, by focusing on fundraised income during this period. It is not considered that Brexit will have a negative impact on HBF income.

Having regard to these steps and the reserves held at the year-end by the Helen Bamber Foundation Group, the trustees consider it reasonable to expect that HBF has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the trustees continue to adopt the 'going concern' basis in preparing the accounts. The trustees and senior management have increased the regularity of financial forecasts in both the short and medium term. We continue to strengthen our financial processes and systems so we can monitor financial risk, and where required, take appropriate management action.

Remuneration Policy

The objectives of HBF's remuneration policy are to:

- Reward staff appropriately and enable the recruitment and retention of high calibre personnel.
- Ensure the proper use of the charity's resources in accordance with its aims and within affordable limits, based on the financial circumstances of the charity.
- Be non-discriminatory, just and equitable in the evaluation of jobs and their remuneration by providing a stable framework for the remuneration of the team.
- Pay at a competitive level taking account of external market rates — the aim being to set pay around the median level for comparable posts in the voluntary sector, subject to the charity's financial position.

- Operate within the law.

Remuneration is reviewed on an annual basis and agreed by the Board of Trustees. When setting pay levels, the charity gives consideration to external benchmark comparators, changes in the national average earnings index, affordability and other internal and external pressures including recruitment and retention. The policy applies to all staff, including the charity's executive team. The total remuneration of the Chief Executive Officer and two directors including employer's NI and employer's pension contributions was £185,939.

Fundraising

HBF's fundraising team produces an annual Income Generation Strategy against which performance is regularly monitored by senior management and trustees. In 2020, HBF had to rapidly adjust its fundraising strategy to respond to the pandemic. This was successful with fundraised income of £1,966,883 in 2020, compared to £1,427,233 in 2019.

HBF's fundraising approach reflects the principles published on the HBF's website www.helenamber.org. The charity's fundraising programme is delivered using internal resources and in 2019 did not involve external professional fundraisers or commercial participators. HBF does not generate merchandise for fundraising purposes.

HBF is registered with the Fundraising Standards Board. Registration with the Board represents a commitment to the highest standards of practice and ensures that all fundraising activity is open, legal and fair. As a registered participant, HBF commits to the Board's Codes of Fundraising Practice, which is the standard set for fundraisers in the UK. Registered participants also commit to abide by its Fundraising Promise. The Fundraising Promise is based on 6 key pledges which reflect the core values of respect, honesty, accountability and transparency. HBF's strong commitment to recognised sector standards means that the charity is actively working to protect vulnerable people and other members of the public from behaviour which:

- Is an unreasonable intrusion on a person's privacy.
- Is unreasonably persistent.
- Places undue pressure on a person to give money or other property.

HBF has received no complaints in regard to its fundraising activities in 2020.

Public benefit

In setting HBF's objectives and planning its activities, the Board of Trustees has given careful consideration to the Charity Commission's general guidance on public benefit. In particular the Board of Trustees considers how planned activities will contribute to the aims and objectives that have been set. The benefits that HBF brings to the public are:

- Relieving and assisting people and protecting the health of people who are at risk by reason of their experience of torture, hostilities, genocides or other atrocities.
- Preventing sickness and protecting the health of people who are at risk from such experiences.
- Relieving poverty among those people.

- Educating people on all issues concerning gross violation of human rights, torture and atrocities and the effect on people who experience such suffering.

Statement of Trustees Responsibilities

The trustees (who are also directors of the HBF for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group 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 Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- 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 auditor is 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 December 2020 was 10 (2019 : 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on July 2021 and signed on their behalf by

Charlotte Seymour-Smith

Charlotte Seymour-Smith, Chair of Trustees