

Report of the Board of Trustees

for the year ended 31
March 2011



The Board of Trustees presents its report and the audited financial statements for the year ended 31 March 2011.

Reference and administrative information set out below forms part of this report. 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.

RedR UK, Reference & administrative details for the year ended 31 March 2011

Company number 3929653

Charity number 1079752

Registered office 1 Great George Street
London
SW1P 3AA

Principal office 250a Kennington Lane
London
SE11 5RD

Honorary Officers	Ian Smout	Chair
	Katharine Collett	Vice Chair
	Robert Hodgson	Vice Chair
	PJ Greeves	Treasurer

Principal staff	Martin McCann	Chief Executive Officer
	David Rouane	Company Secretary

Bankers National Westminster Bank Plc
3 London Street
Basingstoke
Hampshire
RG21 7NS

Auditors Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1N 7AD

Directors and Members of the Board of Trustees

Members of the board are directors of the charitable company (the company) and its Trustees for the purpose of charity law. Throughout this report they are collectively referred to as the Trustees. The Trustees are responsible as a body for governance, policy making, monitoring of implementation, general conduct, overall performance, and for reporting to the membership at general meetings. The Trustees delegate operational management of the organisation to the Chief Executive Officer.

The Trustees who served during the year and up to the date of this report were as follows:

Graham Barker	
Katharine Collett	Vice Chair
Gary Forster	Appointed 3 November 2010
Tim Foster	
PJ Greeves	Treasurer
Dr Tim Healing	
Gino Henry	Retired 3 November 2010
Robert Hodgson	Chair to 10 December 2010/Vice Chair from 10 December 2010
Isobel Hunter	
Paul Jawor	Retired 3 November 2010
Peter Medway	Appointed 3 November 2010
Jenny Mills	Appointed 3 November 2010
Jane Moore	Retired 3 November 2010
Roland Sewell	
Ian Smout	Chair from 10 December 2010
Michael Whiting	Appointed 3 November 2010

The President of RedR UK, an honorary role, is:

HRH The Princess Royal

Vice Presidents during 2010-11 were:

John Baxter	
Peter Campbell	
Dr Barbara Harrell-Bond	
Rt. Hon. The Baroness Chalker of Wallasey	
Colonel W M Davidson	
Prof. Peter Guthrie	
Scott Steedman	Appointed 29 September 2010
Brigadier General John Henderson	Appointed 16 March 2011



Structure, Governance and Management

Governing document

RedR UK is a company limited by guarantee governed by its Memorandum and Articles of Association dated 11 October 2001 (as revised). It is registered as a charity with the Charity Commission. Members of the company 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 2011 was 652 (649 in 2010.)

Appointment of Trustees

As set out in the Articles of Association trustees are elected by the members. Elected trustees serve for a term of three years, after which time they are eligible for re-election. There are spaces for up to 11 elected trustees, one third of this number being elected each year. The Trustees have the power to co-opt a further four trustees should they wish in order to fill gaps in skills or experience identified by them within the existing board. All members are invited to nominate trustees for election three months prior to the Annual General Meeting and are provided with ballot papers for the election process once all nominations have been received. The election process is by postal ballot and takes place 28 days before the Annual General Meeting and is concluded seven days before the meeting. The election result is announced at the Annual General Meeting.

Trustee induction and training

New trustees take part in an induction process which provides them with a briefing and information on their legal obligations under charity and company law, the governance procedures of the charity including the committee structure of the board and its decision making processes, and the Strategic and Operational Plans. In addition new trustees are given the opportunity to meet with staff and other trustees as part of the orientation. Trustees are also provided with regular information and access to training to assist them in fulfilling their responsibilities as trustees.

Organisation

The Trustees meet at least quarterly as a full board and also quarterly in committees. There were during this year, three standing committees addressing the following areas: governance, strategy and resources.

RedR UK is part of the RedR International family. RedR International is the umbrella body of the various RedR organisations around the world. The charity has two nominees on the committee of RedR International. Robert Hodgson, Vice Chair of the Trustees of RedR UK, is currently the Chair of the Committee of RedR International.

Risk Management

A risk register has been compiled which includes the major risks which are likely to affect the operation of the charity. This is considered at each meeting of the Trustees and any action which may be required is determined.

Those risks assessed to be of greatest significance remain those relating to our financial position. These are both internal, the level of reserves, and external, the ability in the current economic climate of our funders to continue to support us. Control systems have been put in place to ensure rapid action when required, for example when programme funding is not renewed, and these are monitored by the Resources Committee between meetings of the Trustees.

Objectives and Activities

The main purpose of the organisation is:

RedR relieves suffering caused by disasters by selecting training and providing competent and committed people to humanitarian programmes worldwide.

The current strategic plan, which was updated by the Trustees in July 2011 says:

"Our strategic priorities are to:

1. Provide skills, capacities and knowledge to address humanitarian crises now and in the future
2. Provide skilled individuals to enact those skills, capacities and knowledge
3. Promote a sustainable community of humanitarians
4. Recognise RedR itself as a key enabler of both its mission and these priorities, and therefore we must ensure the proper stewardship of RedR resources"

Achievements and Performance



Overall

The past year has again seen an unparalleled number of natural and man-made disasters with hundreds of thousands of lives lost and millions more affected. Ongoing crises stemming from conflict and environmental factors – such as the situations in Darfur, Haiti, and Pakistan – continue to have a considerable impact on people's lives in many corners of the globe.

As with the Chilean earthquake last year, the Japanese tsunami, although hugely destructive, showed that the right preparation and training can save countless lives during major disasters. Japan dealt with the immediate and lasting effects of the earthquake and tsunami largely independently. It was a response many other countries would not have been able to mount and shows the ongoing importance of strengthening disaster preparedness and skilled response at a national level.

2010-11 showed ongoing demand for RedR's services in many corners of the globe; whether providing skills training or skilled individuals. We ran training programmes open to individuals and humanitarian agencies in UK, Pakistan, Sudan, Sri Lanka and Haiti. Although our operations came to an end in Sri Lanka after five years, we left a positive legacy in the form of RedR Lanka which continues to offer training to many organisations and individuals.

In addition, we were commissioned to run courses for specific agencies around the world so that, over the last year, RedR training has taken place in over 23 countries and our members have served in more than 65.

Our financial position has continued to improve in 2010-11, with voluntary income up slightly and a substantial increase in grants and fee income, so that General Funds increased from £272,298 to £307,246. However, we also came up against some major financial challenges, in particular in finding on-going funding for our programmes in Haiti and Pakistan, leading to the closure of one and the down-scaling of the other.

Progress has only been possible thanks to the commitment of RedR's staff, and also support from Members, Patrons, Government and the wider humanitarian community which RedR supports.

Training

RedR's training has gone from strength to strength during 2010-11. In the UK, our open programme consisted of 34 events and courses. Over 98% of our trainees rated our courses as very good. We continued to deliver training in a range of areas – from introductory courses such as 'So you think you want to be a relief worker' to safety and security, water, sanitation and hygiene, facilitation, needs assessments, logistics and management. Three of these courses are credit rated by Oxford Brookes University.

Our bespoke programme, which is managed from the UK but delivers courses around the world, delivered training in 21 countries last year. In total, the bespoke team ran 51 events, including training courses for staff from a range of agencies as well as simulations, assessments, project management and evaluations. In total, our bespoke and open programme trained 1,417 people worldwide, an increase of 17.3% on last year.

In 2010, we continued to deliver training to a number of Global Clusters. After a period of 4 years, our long-running partnership with UNICEF to train WASH (Water, Sanitation and Hygiene) Cluster co-ordinators in both coordination and wash technical skills came to an end. Through the joint partnership over 4 years, we reached 254 participants through 11 training events held in 8 countries, helping to ensure increased professionalization, technical expertise and coordination across the WASH Cluster worldwide. We continue to deliver training to a number of other clusters including the Education and Child Protection Clusters.

Overseas Offices

RedR's overseas programmes have had a year of success – despite facing some very difficult challenges.

In Pakistan, the training programme, which we had established last year with the help of the Department for International Development and USAID, delivered 56 courses to a total of 897 participants including courses specifically designed to help relief workers dealing with the floods which caused such devastation in the country in 2010. This funding ends in May 2011 and it is hoped that the programme will continue to deliver training to individuals and agencies on a self funding basis.

In Sudan, our operations continued to expand largely in response to the continuing insecurity in the region. We delivered 125 courses across our four offices in Khartoum, Nyala, El Fasher and our new office in El Geneina, training 1,416 people from a range of agencies. RedR continues to be the premier provider of security training to humanitarians in the region, ensuring vital aid delivery can continue.

The Haiti programme which was set up in early 2010, in partnership with the French NGO, Bioforce, ran 106 courses and trained 1,363 participants most of whom were Haitian nationals thus enabling them to contribute more effectively to re-building their country. This programme was set-up initially using funds from our own emergency appeal but was also supported by ECHO (the European Union) and the French Ministry of Foreign Affairs.

This year saw the end of RedR UK's programme in Sri Lanka, funded by The Big Lottery Fund. In this final period we ran 49 courses and trained 1,031 participants. The torch has now been passed to the newly formed RedR Lanka which will continue to receive support, both financial and operational, from RedR UK until it is fully established as a member of the RedR International family.

Membership and Placement

RedR's membership continues to grow and over the course of the year we successfully recruited 18 new members. RedR's members also continued to carry out a range of vital work for many of the world's leading humanitarian agencies. Operating in more than 65 countries, our members responded to landslides in Brazil, flooding in Sri Lanka, the tsunami and earthquake in Japan, unrest in Cote d'Ivoire, the situation in Libya, a suspected outbreak of Ebola in Uganda and the ongoing food crisis in East Africa, to name but a few.

2010-11 was also the year that we piloted our new Affiliate scheme which aims to help mentor prospective RedR members and partner them with experienced humanitarians in a 'buddy' scheme, and so fostering the next generation of relief workers. In this we have been helped by our close association with Engineers without Borders, many of whose graduates have expressed an interest in becoming RedR members in time. The scheme has had much interest, and we have already interviewed and selected 8 affiliates with more interviews to be held in the coming months.

In 2010-11 RedR's recruitment service placed eight individuals - six less than last year. These placements were in Pakistan, Haiti, Kenya, Congo and UK with a range of agencies including Cordaid, GOAL, Horn Relief, IOM, Islamic Relief, Merlin and Save the Children. The highest number of these placements was in Pakistan which indicates the importance of the recruitment service during surge events.

RedR has also continued to run its Technical Support Service (TSS) which has responded to 42 queries over the past year. As a direct result of the service, a range of expert advice has been provided to aid workers in the field, enabling them to better deal with technical queries as they arise.

RedR has also worked closely over the past year with a number of agencies including WaterAid, Engineer Aid, Practical Action, and IRC-International Water and Sanitation Centre to develop a broader support service which will ultimately become available free of charge to all aid workers. 'Knowledge Point' will act as a central hub, filtering specific queries through to individual agencies and collating top responses into a large searchable database of previously answered questions. RedR is one of 5 main agencies acting as part of the steering group to oversee the project. RedR has provided strong IT project management in the setting up of Knowledge Point.

Fundraising

In 2010-11 we were able to raise our profile amongst a number of new audiences as a result of being chosen as one of two beneficiaries of the Lord Mayor's Appeal. Already a number of high profile events have taken place in support of the Appeal. In addition, we have attracted 4 new corporate partnerships through our Patron scheme. Our annual fundraising event, Wear Red for RedR, was also a success attracting donations of nearly £20,000 with staff from many of our Patron's offices around the world wearing red for the day to show their support; many of them posting pictures of themselves on our Twitter and Facebook pages.

Communications

RedR has conducted a review of its communications outputs over the past year and has made good progress on implementing changes to its website in 2010-11 which aims to deliver a better service for potential and existing training course participants as well as our major key audiences. Finding and booking a course will become much easier with changes to be unveiled in 2011, as will promoting our various categories of training to potential trainees and their employers. Much ground work has also been done ahead of the planned launch of a new, more targeted version of our magazine (Red Alert) in 2011. The new design aims to better show the impact of our training on the ground, where and how public donations are spent, and the ultimate benefit of donating to RedR and its work with communities affected by disasters.

There were two issues of the health workers' magazine, Health Exchange, which RedR has continued to support both financially and editorially.

Public benefit

Each of these activities contribute towards RedR UK's mission which is to 'relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.'

RedR UK delivers its mission through the individual relief workers, and relief agencies, who benefit directly from our training and from our recruitment service. The increased levels of skills derived from our training provide a wider public benefit to our ultimate beneficiaries, who are those affected by disasters and other humanitarian crises, though they will rarely meet the RedR UK organisation directly.

'As soon as my company started supporting RedR I became interested in your work. I think helping those affected by up-predicted disasters is an honest and altruistic task. I got 150% support before, during and after the race. And I had a really good time!'

**David Maeso,
Great North Run
2009 & 10**



Financial Review

Funds

In line with its fundamental principle of independence, to avoid becoming financially dependent on any one source, RedR UK seeks to maintain a variety of funding sources, comprising:

- Voluntary income from individuals, trusts and companies
- Income from charitable activities such as training fees and recruitment fees
- Grants from governments and international institutions

In addition this year, RedR has benefited from being one of the beneficiaries of the Lord Mayor of London's Appeal. The trustees have resolved that these funds should be used to support initiatives which are of long term benefit rather than as part of ongoing activities.

Reserves policy

The Board of Trustees review the reserves policy in the light of the changing funding environment the organisation is operating in.

"RedR is committed to the prudent use of funds it receives as soon as it is practicable to achieve its mission. To do this with confidence and financial prudence requires a financial reserve. Using the budget the board will determine on an annual basis the level of unrestricted reserves required to meet the organisation's liabilities and the appropriate level of available funds required to provide its services."

The reserves policy was used to inform an analysis of reserve requirements during the year. This analysis identified a maximum and minimum level to meet organisational liabilities, the maximum being £470,000 and the minimum being £167,000.

Reserves have been re-built over the last few years so that the level of General Funds is now comfortably within this range. As part of the budgeting process the Trustees considered a 3 year financial model which indicated that reserves would not again fall below the desired minimum.

Future Plans

In this year, RedR UK entered the second year of its 5 Year Strategic Plan. The key elements remain, namely:

1. Provide skills, capacities, and knowledge to address humanitarian crises now and in the future.
2. Provide skilled individuals to enact those skills, capacities and knowledge.
3. Promote a sustainable community of humanitarians.
4. Recognise RedR itself as a key enabler of both its mission and these priorities, and therefore we must ensure the proper stewardship of RedR resources.

An operational plan has been approved by the trustees for the coming year which sets how these aims are to be achieved and, management will report to Trustees quarterly meeting on progress against this plan.

Key objectives for the coming year are:

Training

1. Obtain credit rating for more of our courses and establish a post graduate certificate as part of our contribution to wards the professionalisation of the sector
2. Expand the bespoke training service to include a new range of technical training
3. Expand, with funding from DFID, the Sudan programme beyond Darfur and establish a new programme in South Sudan.
4. Identify funding in order to continue our programme in Pakistan
5. Research and plan for the opening of another overseas programme

Membership

1. Increase the involvement of members in the work of RedR both through new local groups and as individuals
2. Recruit new members and expand the affiliate scheme
3. Expand the Technical Support Service

Fundraising

1. Support the Lord Mayor's Appeal to maximise funds this year and in the future
2. Establish mechanisms to diversify fundraising for future growth

Partnerships

RedR will continue to work with the major engineering institutions and firms. It will also seek to work even more closely with those organisations which help to bring younger people into the sector, such as Engineers Without Borders.

We will work with other NGOs and with government and private sector providers of humanitarian services in order to increase the impact of the humanitarian response to disasters worldwide.



Statement of responsibilities of the Board of Trustees

The Trustees (who are also directors or RedR UK for the purpose of company law) are responsible for preparing the Trustee's Report and 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 its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements the trustees are required to:

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

The Board of Trustees is responsible for keeping proper accounting records which 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 1985. The Trustees 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.

Disclosure of information to auditors

So far as the Trustees are aware, there is no relevant audit information of which the auditors are unaware. The Trustees have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors.

Auditors: Kingston Smith LLP have indicated their willingness to continue in office and in accordance with the provision of the Companies Act it is proposed that they be re-appointed for the ensuing year.

Approved by the Board of Trustees on 21/09/2011 and signed on its behalf by:



.....
Ian Smout – Chair of the Board of Trustees

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2011

	Note	Restricted £	Unrestricted £	2011 Total £	2010 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	84,262	622,455	706,717	696,436
Activities for generating funds					
Sales income		-	7,480	7,480	21,790
Investment income		-	932	932	8,696
<i>Incoming resources from charitable activities</i>					
Providing relief personnel	3	-	25,144	25,144	17,381
Improving competence		2,076,201	708,659	2,784,860	2,412,734
Total incoming resources		<u>2,160,463</u>	<u>1,364,670</u>	<u>3,525,133</u>	<u>3,157,037</u>
Resources expended					
<i>Costs of generating funds:</i>					
Fundraising		1,200	250,385	251,585	238,041
Publicity		300	173,738	174,038	172,913
Total costs of generating funds		<u>1,500</u>	<u>424,123</u>	<u>425,623</u>	<u>410,954</u>
<i>Charitable activities</i>					
Providing relief personnel		10,569	113,046	123,615	147,667
Improving competence		2,353,714	844,590	3,198,304	2,059,284
<i>Governance costs</i>					
			41,659	41,659	46,831
Total charitable expenditure		<u>2,364,283</u>	<u>999,295</u>	<u>3,363,578</u>	<u>2,253,782</u>
Total resources expended	4	<u>2,365,783</u>	<u>1,423,418</u>	<u>3,789,201</u>	<u>2,664,736</u>
Net (outgoing)/incoming resources before transfers	5	(205,320)	(58,748)	(264,068)	492,301
Transfers between funds		-	-	-	-
Net (outgoing)/incoming resources		<u>(205,320)</u>	<u>(58,748)</u>	<u>(264,068)</u>	<u>492,301</u>
Reconciliation of funds					
Funds at the start of the year		467,811	535,653	1,003,464	511,163
Funds at the end of the year	12	<u>262,491</u>	<u>476,905</u>	<u>739,396</u>	<u>1,003,464</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 12 to the financial statements.

Balance Sheet

As at 31 March 2011

	Note	2011 £	2010 £
Fixed assets			
Tangible fixed assets	8	86,605	<u>114,244</u>
Current assets			
Debtors	9	394,296	597,509
Cash at bank and in hand		<u>408,830</u>	<u>501,172</u>
		803,126	1,098,681
Creditors: amounts falling due within one year	10	<u>(150,335)</u>	<u>(209,461)</u>
Net current assets		<u>652,791</u>	<u>889,220</u>
Net assets	11	<u><u>739,396</u></u>	<u><u>1,003,464</u></u>
Funds			
Restricted funds		262,491	467,811
Unrestricted funds			
Designated funds		169,659	263,355
General funds		<u>307,246</u>	<u>272,298</u>
Total funds	12	<u><u>739,396</u></u>	<u><u>1,003,464</u></u>

Approved by the Board of Trustees and authorised for issue on and signed on its behalf by



PJ Greeves - Treasurer



Ian Smout – Chair of the Board of Trustees

Company registration number: 3929653

Notes to the financial statements

For year end 31 March 2011

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable. Legacies are also included when receivable. Donated services and facilities are recognised as an incoming resource where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.
- c) Grants are recognised in full in the statement of financial activities in the year in which they are receivable.
- d) When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred until those periods. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in incoming resources until these conditions have been met.
- e) Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made, net of VAT where applicable.
- f) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
- g) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- h) Designated funds are unrestricted funds set aside by the board of trustees for specific future purposes or projects.
- i) The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level while the charity contributes up to 5% of earnings to the plan. The charity also contributes to a number of freestanding schemes on employees' behalf. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.
- j) Individual assets costing £1,000 or more are capitalised at cost.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset evenly over its estimated useful life. The useful lives in use are as follows:

Office equipment	5 years
Computer equipment	3 years
Database development	5 years
Office refurbishment	5 years (period of the lease)

Tangible fixed assets purchased from restricted funds for a particular project are charged to that project and are not capitalised.

k) Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions denominated in foreign currencies are translated into sterling at the rates ruling at the date of the transaction. Any gains or losses arising due to fluctuations in exchange rates are charged to the statement of financial activities.

l) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of staff time attributable to each activity.

Resources expended include attributable VAT which cannot be recovered.

1. Accounting policies (continued)

m) Charitable costs relate to providing relief personnel through our recruitment service and improving competence through training in the UK and overseas and our technical support service.

n) Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.

o) The costs of generating funds relate to the costs incurred by the charitable company in raising funds for the charitable work and raising the profile of our work through our corporate communications.

p) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the minimum lease term.

2. Voluntary income

	Restricted £	Unrestricted £	2011 Total £	2010 Total £
Trusts	23,500	22,374	45,874	21,465
Individual giving	37,781	150,872	188,653	297,708
Patrons and corporate supporters	12,329	244,463	256,792	292,673
Legacies	-	5,250	5,250	12,620
Events	10,652	99,861	110,513	71,970
Lord Mayor's Appeal	-	99,635	99,635	-
Total	<u>84,262</u>	<u>622,455</u>	<u>706,717</u>	<u>696,436</u>

Included in Patrons and corporate supporters are donated services and facilities of £42,600 (2010: £36,998). This represents the valuation placed by the board of trustees on the free software donated by Salesforce and free use of facilities donated by the Institution of Civil Engineers.

3. Incoming resources from charitable activities

	Restricted £	Unrestricted £	2011 Total £	2010 Total £
Providing relief personnel				
Recruitment fees	-	25,144	25,144	17,381
	<u>-</u>	<u>25,144</u>	<u>25,144</u>	<u>17,381</u>
Improving competence				
Grants				
DFID - core support		150,000	150,000	500,000
DFID - Sudan	457,332	-	457,332	659,012
ECHO - Sudan	-	-	-	(4,940)
UN - Sudan	567,523	-	567,523	20,803
CIDA - Sudan	27,670	-	27,670	-
DFID - Pakistan	150,223	-	150,223	150,223
OFDA - Pakistan	367,354	-	367,354	-
BIG - Sri Lanka	-	-	-	222,413
ECHO - Haiti	296,891	-	296,891	-
DCA - Haiti	94,883	-	94,883	-
Cluster	2,507	-	2,507	226,916
ELHRA	-	-	-	20,610
ECHO - management training	22,604	-	22,604	87,337
Training fees	89,214	558,659	647,873	530,360
	<u>2,076,201</u>	<u>708,659</u>	<u>2,784,860</u>	<u>2,412,734</u>

4. Analysis of total resources expended

	Fundraising	Publicity	Providing relief personnel	Improving Competence	Governance costs	Support costs	2011 Total	2010 Total
	£	£	£	£	£	£	£	£
Staff costs (note 6)	129,664	82,307	84,405	1,455,146	10,670	295,107	2,057,299	1,539,886
Office administration	120	273	5,862	738,875	12	244,131	989,273	501,592
Training	-	-	-	520,552	-	-	520,552	441,827
Fundraising/PR	61,170	-	-	-	-	-	61,170	39,403
Organisation administration	-	-	517	21,382	24,562	49,852	96,313	94,392
Communication	-	52,966	-	11,629	-	-	64,595	47,636
Total resources expended	190,954	135,546	90,784	2,747,584	35,244	589,090	3,789,201	2,664,736
Support costs	60,631	38,492	32,831	450,720	6,415	(589,090)	-	-
Total resources expended	251,585	174,038	123,615	3,198,304	41,659	-	3,789,201	2,664,736

Note 1: Support costs are those costs that, whilst necessary to deliver an activity, do not themselves produce or constitute the output of the charitable activity. Similarly, costs will be incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs include the central or regional office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources, and financing. Under SORP 2005, support costs are allocated on the basis of head count.

5. Net incoming/(outgoing) resources for the year

This is stated after charging:

	2011	2010
	£	£
Depreciation	33,679	31,718
Trustees' reimbursed expenses	3,505	2,818
Operating lease charges: UK property rent	50,000	50,000
Auditors' remuneration: Current year statutory audit	13,000	13,000
Other services	3,525	-

Trustees' reimbursed expenses are reimbursed travel and subsistence costs of attendance at board meetings and monitoring RedR's activities. Eight trustees made claims during the year (2010: five).

6. Staff costs and numbers

Staff costs were as follows:

	2011	2010
	£	£
Salaries and wages	1,656,028	1,250,754
Social security costs	144,624	107,744
Pension costs	28,860	22,808
Recruitment costs	23,887	1,690
Staff development costs	18,778	7,114
Travel, subsistence and other staff costs	185,122	149,776
	<u>2,057,299</u>	<u>1,539,886</u>

Employees earning more than £60,000 during the year:

	2011	2010
	No.	No.
£60,001 - £70,000	1	1

Employer's pension contributions in respect of this employee were £3,162 (2010: £3,162).

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2011	2010
	No.	No.
Providing relief personnel	2.2	2.4
Improving competence	9.8	10.7
Fundraising & publicity	6.6	5.7
Administration	6.8	8.1
Governance	0.4	0.6
Staff employed on overseas programmes:		
Sudan	60.0	42.0
Pakistan	24.0	-
Sri Lanka	4.5	11.0
Haiti	21.5	-
	<u>135.8</u>	<u>80.5</u>

7. Taxation

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

8. Tangible fixed assets

	Office Refurbishment £	Database development £	Computer equipment £	Office equipment £	Total £
COST					
At the start of the year	126,231	26,820	45,630	22,884	221,565
Additions in year	-	-	6,040	-	6,040
At the end of the year	126,231	26,820	51,670	22,884	227,605
DEPRECIATION					
At the start of the year	38,965	10,728	42,793	14,835	107,321
Charge for the year	24,742	5,364	2,326	1,247	33,679
At the end of the year	63,707	16,092	45,119	16,082	141,000
NET BOOK VALUE					
At the end of the year	62,524	10,728	6,551	6,802	86,605
At the start of the year	87,266	16,092	2,837	8,049	114,244

9. Debtors

	2011 £	2010 £
Grants receivable	240,794	253,172
Advances	926	10,234
Other debtors	77,841	183,885
Prepayments	74,735	150,218
	394,296	597,509

10. Creditors : Amounts falling due within one year

	2011 £	2010 £
Taxation & social security	25,856	27,009
Other creditors	68,362	109,466
Accruals	31,259	40,633
Deferred income	24,858	32,353
	150,335	209,461

Included in other creditors are outstanding pension contributions amounting to £3,486 (2010: £116)

11. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	86,605	-	86,605
Net current assets	262,491	83,054	340,052	685,597
Net assets at 31 March 2011	<u>262,491</u>	<u>169,659</u>	<u>340,052</u>	<u>772,202</u>

12. Movements in funds

	At 1 April £	Incoming resources £	Outgoing resources £	Transfer £	At 31 March 2011 £
RedR Restricted funds:					
Sudan	-	1,089,706	(937,214)	-	152,492
Sri Lanka	62,624	2,278	(64,902)	-	-
Pakistan	135,627	526,529	(665,105)	2,949	-
Haiti	-	422,692	(560,549)	137,857	-
Emergency Funds	125,690	63,569	-	(140,806)	48,453
Cluster projects	106,720	12,392	(103,340)	-	15,772
NGO Management Training	-	22,604	(22,604)	-	-
Future Relief Workers	4,531	20,000	(12,069)	-	12,462
Health	4,891	-	-	-	4,891
Handbook	4,729	-	-	-	4,729
Volunteer engineers	2,500	-	-	-	2,500
Beacon Fund	20,000	-	-	-	20,000
Other	500	693	-	-	1,193
Total Restricted Funds	<u>467,811</u>	<u>2,160,463</u>	<u>(2,365,783)</u>	<u>-</u>	<u>262,491</u>
Unrestricted funds					
Designated funds					
Fixed Asset Funds	114,245	-	-	(27,640)	86,605
Bursary Fund	149,110	6,161	(72,217)	-	83,054
Total Designated Funds	<u>263,355</u>	<u>6,161</u>	<u>(72,217)</u>	<u>(27,640)</u>	<u>169,659</u>
General funds	272,298	1,358,509	(1,351,201)	27,640	307,246
Total unrestricted funds	<u>535,653</u>	<u>1,364,670</u>	<u>(1,423,418)</u>	<u>-</u>	<u>476,905</u>
Total Funds	<u>1,003,464</u>	<u>3,525,133</u>	<u>(3,789,201)</u>	<u>-</u>	<u>739,396</u>

Purposes of restricted funds

The Sudan Fund was used in support of staff welfare and safety learning programmes in Sudan. Funding has been received from DFID, the UN and CIDA in support of this project (see Note 3).

The Sri Lanka Fund was used for learning support and capacity building programmes in Sri Lanka. Funding for this project has been received from Big Lottery Fund (see note 3) and NGOs who commissioned bespoke training. This project has now ended and RedR is now offering support to RedR Lanka, a new organisation which has been set up to continue this work locally.

The Pakistan Fund is being used for capacity building programmes in Pakistan. Funds have been received from DFID and OFDA.

The Haiti Fund was used for training in the aftermath of the Haiti earthquake with our partners, Bioforce, HAP and Sphere. Funding has been received from ECHO and DCA.

The Emergency Funds are funds received from our supporters to allow us to respond quickly to emergencies. Funds have been used to support our work in Haiti and Pakistan and some is retained to provide funds to respond to the next emergency.

The Cluster project is a UN led initiative. Funds were used to identify, train and assess WASH Cluster co-ordinators.

NGO Management Training was a project funded by ECHO to build capacity in EU countries.

Future Relief Workers is a project funded by The Dulverton Trust supporting our work with 'Engineers without Borders' and young engineers who wish to work in the humanitarian sector.

The Health Fund represents donations received to further our work with health professionals.

The Handbook Fund resources are being applied towards the finalisation and publication, via the website, of a handbook for aid workers and recruitment officers and for preliminary work towards the production of a magazine for healthcare professionals.

The Volunteer Engineers Fund is a patron donation received to sponsor young engineers to gain overseas experience.

The Beacon Fund is a grant received in support of a research project.

Purposes of designated funds

The Fixed Asset Fund has been set up to assist in identifying funds that are not free funds and represents the net book value of tangible fixed assets.

The Bursary Fund was established by the trustees using training fees generated by our work in Sri Lanka. These funds are to be used to fund further programmes there and in particular to support the newly established RedR Lanka.

Related parties

RedR International is the umbrella body of the various RedR organisations around the world. The charity has two nominees on the committee of RedR International.

Robert Hodgson, a trustee of RedR UK, was employed during the year as Interim Country Director in Haiti. This was agreed by the trustees to be the most effective means of maintaining the programme until the permanent Country Director became available. The fee paid was £2,540.87 including £173.95 expenses. This payment was under the legal authority of the Charity's Memorandum of Association.

The charity has established a wholly owned subsidiary trading company, RedR UK Trading Limited, a company registered in England & Wales. The company remains dormant.

Operating lease commitments

At 31 March 2011, the charity had annual commitments under operating leases expiring as follows:

Land and buildings

	2011	2010
	£	£
between two and five years	<u>50,000</u>	<u>50,000</u>