

REPORT OF THE BOARD OF TRUSTEES

FOR THE YEAR ENDED
31 MARCH 2018

redruk
people and skills for disaster relief





FOREWORD BY CHAIR OF TRUSTEES AND CEO

Across 2017 and 2018 we witnessed massive storms, earthquakes and flooding across the globe, famine in East Africa, and civil wars in both the Middle East and Africa. These disasters cost lives and caused devastation to some of the world's most vulnerable communities.

Thanks to our donors and supporters RedR UK was able to directly support nearly 8,000 humanitarians across 135 organisations in 40 countries. Our free to use technical helpdesk "KnowledgePoint" received over 37,000 unique visitors during this period. Our knowledge portal provides humanitarians with expert advice seven days a week on disaster preparedness and disaster response.

As you will see in our case studies online and in this report, hundreds of RedR UK members have been working hard supporting, for example, the Rohingya and Syrian refugees, victims of the catastrophic Hurricane Irma in the Caribbean, and those affected by the forgotten disasters in South Sudan and East Africa.

To improve our effectiveness and efficiency, we have reinforced our joint work with the other members of the RedR family. To support our work in and around Syria, we now share an office with RedR Australia in Jordan, agreed RedR UK and RedR India members can access postings through the RedR Australia system and supported RedR India on responding to the Rohingya refugee crisis in Bangladesh. Internally we have reviewed and adapted our UK and country programme structure to reduce costs and increase efficiency of our operations.

RedR UK continues to actively improve the quality and accountability of humanitarians which is demonstrated through our CEO's role as President of Sphere and his place on the Steering Committee of the UN based Global Alliance for Urban Crises. Our staff member Harriet Purchas is also one of the NGO representatives to the Global Water and Sanitation and Health Cluster Strategy Advisory Group.

Going forward, RedR UK plans to increase accessibility of its training to local aid workers especially those living in disaster prone countries. We want to increase our support of this group because they can respond immediately and therefore have the greatest positive impact on their communities.

The challenge for us will be to raise enough funds to subsidise the cost of training for these low income local aid workers. We are very grateful to those individuals and organisations whose support makes so much of our work possible and hope you will continue to support us so we can do even more.

Once again, we are very proud of the reach, involvement and achievements of RedR UK across the world.



Geoff French, Chair of Trustees

Martin McCann, CEO

My awareness of standards and the structure of the humanitarian sector has improved. The variable nature of the training received from RedR UK has made me more determined to further my humanitarian experience and look to contribute to this aspect of the sector when opportunity arises.

Essentials of Humanitarian Practice, London

The training has really improved my working conditions in the way that I now have the knowledge of how to plan distribution in an emergency context and also how to conduct an assessment.

Logistics, Sudan

The training has equipped me with skills to respond to emergency situations that may arise in the course of duty.

Personal Safety and Security in Emergencies, Kenya

REDR'S OBJECTIVES

PUBLIC BENEFIT

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: running a charity (PB2)'.

Each of the activities described in the following sections contributes towards RedR UK's mission. RedR UK delivers

its mission through delivery of RedR's strategy and its associated objectives and aims. The increased capacity of humanitarian actors as a result of RedR's programmes in turn provides a public benefit to RedR's ultimate beneficiaries, who are those affected by disasters and other humanitarian crises, though they will rarely meet the RedR UK organisation directly.

REDR'S MISSION

We relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

REDR'S STRATEGY

2017/18 was the fourth year of a five year plan; RedR UK Strategy 2014-2019: Global Reach, Local Impact

OBJECTIVES

- **To improve humanitarian effectiveness in all stages of the disaster cycle by developing the capacity of organisations and their staff** who are engaged in humanitarian action.
- **To improve management and technical capacity in urban emergencies.**
We will do this by bringing together the expertise of humanitarian agencies, the private engineering sector, governments/authorities, professional institutions and academia to enhance knowledge and quality of response.

AIMS

By 2019 we will have:

- Supported over **1,000** organisations around the world, **80%** of which will be national organisations, through providing a range of appropriate services to strengthen their humanitarian work.
- Built the capacity of over 35,000 individuals involved in humanitarian action, 90% of whom will be nationals of disaster-affected countries. National staff and organisations are often first to respond to a humanitarian emergency. They also tend to take a leading role in the longer-term response: once the international presence recedes, national organisations remain on the ground, accompanying affected populations as emergency response evolves into recovery and reconstruction.
- Demonstrated the important impact of these activities in terms of improved humanitarian practice for the benefit of those affected by disasters.
- Demonstrated the important impact of RedR's training and capacity-building support in terms of improved humanitarian practice for the benefit of those affected by disasters.
- Established strong working partnerships with humanitarian organisations (including members of the RedR family), and be delivering appropriate support to the humanitarian sector together.
- Enhanced knowledge and quality of response to urban emergencies.
- Have sustainable hubs in key geographical locations supporting local capacity-building.

REDR'S ACTIVITIES AND ACHIEVEMENTS

PROGRAMMES OVERVIEW

During the financial year 2017/18, RedR UK directly supported more than 7,900 humanitarians in over 40 countries: more people than in any recent year. We also supported 135 organisations to build their organizational capacity and exceeded our targets for feedback on the relevance and effectiveness of our services – 95% of participants reported our services to be relevant and 93% said that their knowledge and skills had increased as a direct result of RedR UK's intervention.

Internally, RedR UK continued to deliver effective programmes whilst managing significant change in FY 2017/18. Our Country Directors in Jordan and Sudan chose not to extend their contracts and the UK Country Director resigned from her role. Large scale programme funding proved very difficult to secure and focus was further increased on responding to individual, or small-scale, training programme requests from NGOs and UN agencies. Approaches in Jordan and Kenya were adapted to respond to this by seeking private funding to subsidize programmes for local organization's national staff who struggle to pay fees that can cover the full costs of the services. This has had some success and will be continued. In the UK, framework contracts providing direct services to the UK Government provided an important mainstay of income. The Sudan programme continued to deliver a huge number of events across the country. However, pressure from partners (predominantly UN agencies) to reduce costs of these services meant that RedR UK subsidized the full costs of the events with our own funds. The Europe and Global Initiatives team set up a number of "pop-up" training programmes open to individuals in a range of locations, but costs again proved to be a barrier to participants.

The continued financial pressures and staff turnover led to the Programme Director being appointed to lead a team reviewing RedR UK's business model and proposing a new model approved by the Board to be adopted from April 2018.

REGIONAL PROGRAMMES

The Europe and Global Initiatives Programme

provided capacity-building services to more than 2,600 humanitarians. This has included a wide range of interventions. A number of donor funded programmes focused on recognizing and assessing humanitarian skills and knowledge.

RedR UK is funded by the Lloyds Charities Trust to develop a series of blended learning programmes for Urban Humanitarianism, targeted at both Humanitarians who wish to be upskilled in urban response and private sector urban specialists who want to be equipped in humanitarian skills and knowledge. Courses have included:

Introduction to Urban Humanitarianism, Shelter, Wash, and Humanitarianism with DRR and Security. RedR UK also hosted a one-day conference for private sector and humanitarian actors to foster more coordinated response to urban disasters. In January 2018, RedR UK started work for the Global Alliance for Urban Crises to develop an Urban Competency Framework to define the skills and knowledge needed to respond to urban disasters.

Knowledge Point, our free to user technical information portal had 37,130 unique visitors last year, which provided them with a large inventory of guidance from our panel members on disaster preparedness and disaster response measures.

Other donor funded programmes included; two focused on security through gameification of learning and information management and we concluded a programme on meeting the needs of older people and those with disabilities in emergencies. Our open training programmes expanded through "pop-up" programmes in a series of locations responding to learning needs of national NGOs and individual humanitarians. We continued to provide DFID staff globally with Programme Management as well as a number of security training courses. Through online programmes delivered by the E&GI team, RedR UK also reached over 400 e-learners in 2017-18.

The Sudan Programme

continues to be the programme that supports the greatest proportion of national staff: 87% of those we trained this year were Sudanese. Working across multiple states in Sudan, the team provided capacity-building services to NGOs, UN Agencies and State actors reaching an amazing total of 4289 humanitarians. It should be noted that over 2000 of these were from a single food security project where farmers received a short training course. Sudan is considered to have chronic food insecurity which undermines resilience (WFP). The team in Sudan continued to work predominantly with a range of UN agencies including UNICEF, WHO and WFP.

The Sub-Saharan Africa Programme

started the year with a smaller team and a new funding strategy. By targeting private donors, RedR UK was able to find funding to subsidize course fees for participants. Support from Lloyds and XL Catlin was instrumental in enabling the programme as well as funding from RedR UK's East Africa appeal which supported essential training in a range of activities in response to the food security crisis. Larger scale institutional funding was more difficult to achieve and as a result the programme focused on delivering open programmes and responding to tailored services to NGOs and UN agencies, reaching around 450 participants.

PROGRAMMES OVERVIEW contd.

The Middle East and North Africa Programme (MENA)

attempted to pursue the same funding strategy as the Sub Saharan Africa programme and, after much effort was delighted to be awarded funding from the JTI Foundation to subsidize training programmes for individuals and nearly 600 participants through open training and tailored services. This funding did not start until January 2018, causing the programme to operate at a significant financial deficit for 9 months of the financial year 2017/18. RedR UK used its own funds to meet this shortfall, cognizant of the importance of capacity building in the region. At the end of the year the decision was made to co-host with sister organization RedR UK Australia who have established an office in Amman. We look forward to a fruitful collaboration from under the same roof.



The feedback from the beneficiaries was that they really felt that there was a clear increase of knowledge and skills.

Aline Dessarzin, Head of programmes for Welthungerhilfe who partnered with RedR UK to deliver trainings designed to help prevent post-harvest loss to 2,094 farmers in Kassala and Red Sea states in **Sudan**.

If someone is sitting in a room feeling desperate, but they can see that I'm confident and empowered then I think it will inspire them.

Sawsan Safa, A project officer for Lutherine World Relief, working with Syrian refugees, who attended the *Training of Trainers* course in **Lebanon**.

Dadaab is a unique area and the training has helped me contextualise it.

Diana Kaduka, who attended RedR UK's *Gender, Age and Disability* course in **Nairobi**. Diana works in Dadaab Refugee Camp, Kenya, as a Best Interest Determination (BID) and Child Protection Officer for Save the Children.

My mentee is just back from a mission and last night we had a discussion about being back. It's not just about the situation when you are there in the field, but thinking about how this looks in the bigger picture and how your work fits in with your life. To me that's half the challenge and having that relationship once the mission finishes is also really useful.

Katrina Elliot Myerson, mentor on the RedR UK Mentor Programme

WHAT WE SAID WE'D DO

Performance against targets – the table below shows our performance against the key programmatic targets we set ourselves in 2017/18

STRATEGIC PRIORITIES FOR 2017/18	Annual Target	Annual Results
1. Our work fulfils the needs of the sector, our partners, and the people affected by disasters		
No. of organisations reached (organisational level capacity-building through tailor-made & projects)	189	135
No. of people reached directly	5770	7940
% of participants who find our course relevant	89%	95%
2. Our work leads to demonstrable improvement in humanitarian response		
% who say skills & knowledge have improved (directly after the event)	89%	93%
% participants who reported an improvement in performance after 3 months	85%	76%
3. We remove barriers and reach out so that humanitarian staff and organisations can access our services		
% of interventions that are not face-to-face training	10%	8%
% of participants who are national staff	81%	77%
% of organisations reached (organisational level capacity-building through tailor-made & projects) that are national	12%	10%
% of organisations reached (organisational level capacity-building through tailor-made & projects) that are national/regional branches of INGOs/UN agencies	No target set at start of year as new data stream	68%
% participants who work for national organisations	No target set at start of year as new data stream	50%
% of participants who are women	45%	42%
4. As leaders in the field of humanitarian capacity building we are the partner of choice		
No. of events	347	381
No. of Open courses	87	55
No. of tailor-made (TM) courses	85	102
No. of pop-up courses	0	4
No. of grant-funded courses	68	220

DEVELOPMENTAL GOALS

In addition to the quantitative targets, each region set themselves a series of developmental goals, increasing our ability as an organization to deliver on our overall aims. Here are some examples of the progress made against these goals.

Central Programmes Team

- Tools were developed to support mentoring and coaching programmes and the Operations Manual was brought up to date.
- An online, global training materials library was initiated and all training statistics were moved to online systems that enable automated input and easy analysis of data
- An improved tracking system for new proposals and funds won was initiated An agreement was made with Translators Without Borders to access reduced priced translations, enabling us to offer more training in languages other than English

Europe and Global Initiatives

- All staff have commenced mandatory security and project management training within 6 months of recruitment
- An inclusivity audit was completed out, looking at our working environment, training environment and training materials. Work is underway to increase inclusivity in each area.
- Through greater retention of staff, the proportion of staff in the E&GI team with less than 1 year at RedR was brought below 50%
- To ensure our Associate Trainer (AT) pool meets RedR's needs, an audit was conducted, updating ATs' competencies in all areas and included mentoring and coaching competencies
- The diversity of our capacity development services has increased as new online courses have been developed as well as mentoring, coaching and consultancy services.

Middle East, North Africa

- A gender safety and security course was developed in response to local demand
- RedR expanded its pool of ATs based in the Middle East through a number of AT recruitment activities.
- Tailored training services continued to be delivered across the region, including Jordan, Lebanon, Iraq, and Turkey
- Proposal writing and new business development activities were upscaled

Sub-Saharan Africa

- Training services continued to be offered across a number of countries including Kenya, South Sudan, Somalia, Ethiopia and Nigeria
- New courses were offered for the first time in the region on "Solar Water Pumping", "Gender Age and Disability" and "Logistics in Emergencies"
- A fundraising drive resulted in securing funding from 3 donors for activities throughout the year.

Sudan

- The AT pool was strengthened through the recruitment of local Arabic speaking trainers with expertise in WASH, Public Health and Results Based Management.
- New training courses were developed for the region in "Gender, Age & Disability", "Micro-Finance" and specific training for farmers as part of a food security programme.
- The number of programmes, often with partners from the UN and other agencies increased significantly, as did RedR's geographical presence in different states across Sudan.

Membership and Affiliates

This year, RedR hosted four Membership events, attended by over 250 individuals. We undertook significant work in diversifying our engagement with Members, including an increased focus on online activity. Deployment opportunities increased with the signing of an agreement with Plan International, and increased collaborations with the RedR International family. We recruited 30 new Affiliates, and introduced a structured webinar programme to support their entry to the humanitarian sector. In addition, the RedR mentoring programme significantly expanded, with 17 new mentors trained and 39 mentoring relationships active during the past year.

Moving forward into 2018, we plan to further increase our online presence while increasing the geographic scope of our events. We aim to increase connections between our Membership and Associate Trainer pools, building a global RedR network. Effectiveness team that will support all the other teams with monitoring and evaluation, quality assurance and resource management.

PLANS FOR 2018-19

As part of a wider organizational change, Programmes teams were reorganized into 4 areas. The Sudan team will continue to operate as a country programme managing a range of funded and cost recovery work. A Global Funded Programmes team has been established focused entirely on developing and delivering our grant funded portfolio. Equally, a Global Enterprise Programmes team will focus on all of our cost recovery activities globally. The fourth element is a Quality and Effectiveness team that will support all the other teams with monitoring and evaluation, quality assurance and resource management.

In this structure, we hope to achieve the following results this year.

STRATEGIC PRIORITIES FOR 2018/19	Enterprise	Funded	Sudan	Total
1. Our work fulfils the needs of the sector, our partners, and the people affected by disasters				
No. of people reached directly	2000	1200	1200	4000
No. of countries we delivered services in	30	15	1	35*
No. of events	200	80	80	360
% of interventions that include online learning	5%	15%	0%	6%
% of other non-F2F training interventions	15%	15%	5%	12%
% of clients, donors and partners who report finding RedR a good partner	90%	90%	90%	90%
2. Our work leads to demonstrable improvement in humanitarian response				
% who say skills & knowledge have improved (directly after the event)	90%	90%	90%	90%
% who rated the facilitation of the training as excellent or good	90%	90%	90%	90%
% participants who said the course represents good value for money	60%	75%	75%	68%
% participants who report reasonable to major improvement in performance after 3 months	70%	70%	70%	70%
3. We remove barriers and reach out so that humanitarian staff and organisations can access our services				
% of participants who are women or non-binary	50%	50%	40%	47%
% of participants who are national staff	70%	60%	100%	75%
% participants who work for national organisations	30%	40%	80%	46%
No. of organisations supported at organisational level (beyond training staff)	4	46	2	52
% of organisations supported at organisational level that are national or national/regional branches of INGOs/UN agencies	0%	41%	100%	38%

FUNDRAISING

In 2017/18, RedR UK continued to improve and diversify the way we communicate about our work to our individual and corporate supporters - ensuring they feel valued and can clearly see the impact of their support. We expanded our online presence and launched a new website that is functional, user-friendly, and does justice to RedR UK's experience and expertise.

Our supporters continued to rally behind us, running the London Marathon, tracking through ancient Petra and supporting us for WearRed day. We launched exciting new volunteering initiatives, giving employees of some of our corporate partners the chance to get closer to our work. These included the opportunity to support our UK training courses, with employees from AECOM, Arup, JLT and Mace volunteering to 'act' in simulation exercises; and, for the first time, we hosted our Associate Trainer assessments externally at Arup and Atkins, helping us to recruit highly skilled trainers with specific expertise in personal security and WASH (Water, Sanitation and Hygiene).

We continued to build connections across the insurance sector expanding portfolio of corporate supporters and building new connections with Miller Insurance. We continued our work with global insurance firm JLT and XL Catlin and Asta.

This year we hosted an amazing BT Tower event with the generous support of BT, who once again granted RedR UK exclusive access to the iconic BT Tower in support of our fundraising and awareness-raising efforts. This year, almost 800 people 'took flight' to the top of the Tower, raising over £41,000 for RedR UK's work.

We have been selected as the official partner for Priority Freight in 2018 for their staff engagement. They will exclusively concentrate their activities on supporting RedR UK by taking part in exciting challenge events and activities.

Early February saw the return of our annual fundraising campaign 'Wear Red for RedR UK,' with over 140 offices around the world getting stuck in, from South Africa to South Korea! Patron firm Arup were the highest fundraising firm, raising over £9,000. This achievement marks a decade of 'Wear Red' wins for Arup and we would like to thank the firm for their continued support of this event - and ferocious defense of their title!

We hosted our HRH Afternoon Reception at the Grange Wellington Hotel on November 30th. Guests were a variety of RedR UK supporters including representatives from Patron's, funding partners, major donors and champions. The event was a great opportunity to thank attendees for continued support and build on relationships.

Thanks to the support of several of our corporate partners, RedR UK was once again the beneficiary of a number of different annual dinners and awards ceremonies, netting over £30,000 from the generous support. The NCE 100 Awards in May, raised over £4,000 in one evening.

We welcomed a new funder, JTI who contributed £123,959.84 towards our work in the Middle East. The MENA region has been facing serious humanitarian challenges since 2012 due to man-made and natural threats. In particular, Iraq, Jordan, Lebanon, Syria, Turkey, and Yemen have been the focus of international action and response. Support from JTI will enable us to provide much needed capacity building and training for the national staff in this region.

Individual RedR UK supporters responded with great generosity to our annual Winter Appeal, which this year focused on our work in the Cox's Bazaar district of Bangladesh. Strong personal stories from committed young aid workers responding to the Syrian crisis helped us to raise £14,000.

Phase two of our partnership with Lloyd's Charities Trust, 'Ready to Respond', goes from strength to strength. Among a number of achievements, the second year of the renewed three-year partnership has enabled RedR UK to become an e-learning organisation and to pioneer online learning within urban response, through the development of the very first urban training course to be delivered entirely online - 'Urban Humanitarianism'. Thanks to our partnerships with Lloyds we have strengthened KnowledgePoint, an online technical support service providing free, expert advice to NGOs and aid workers operating anywhere in the world.

As for many charities, raising voluntary funds from trusts, foundations and individuals is a vital source of income for RedR UK, enabling us to fulfil our charitable objectives as effectively as possible. We are very grateful for the support given by all our donors.

FUNDRAISING

RedR UK believes that fundraising should be an open, honest and respectful process. We aim to build and maintain solid partnerships with our supporters and donors, based on mutual understanding and shared values. In developing our approach to fundraising we have taken account of the Code of Fundraising Practice issued by the Fundraising Regulator.

RedR UK operates with a small internal fundraising team and does not engage external professional fundraisers or commercial participators to carry out fundraising activity and does not engage in face-to-face or telephone fundraising. As part of its preparation for the General Data Protection Regulation that comes into force in May 2018,

RedR UK has reviewed and updated its Privacy Policy. This policy, published on our website, clearly states what personal data RedR UK will hold in relation to supporters and how this data will be used. It sets out how individuals can raise concerns or complaints. RedR UK has received no complaints about its fundraising activities either during the financial year or subsequently.

WHAT WE SAID WE WOULD DO	WHAT WE DID
<p>To meet income targets, providing general funds with net unrestricted income of £500,000</p>	<p>The fundraising team raised £1,347,000 this year, £1,010,345 was raised in unrestricted funds and additional £ 336,490 in restricted funds.</p> <p>We are excited by the expansion of support for RedR UK among the insurance sector and look forward to the developing relationships with new supporters such as XL Catlin and Miller Insurance. We are grateful to everyone at BP who ensured that the three-year partnership finished on a high, with the China Trek .</p>
<p>Inspire our stakeholders to ensure their continued of support RedR</p>	<p>Strong impact reporting from the Communications team along with good relationship management from the Fundraising team has contributed to the continued support of our Patrons, Corporate Partners and the individuals who support our work. The generosity and loyalty of these supporters demonstrates their engagement with our work.</p>
<p>To innovate within each income stream to develop new fundraising opportunities which generate new unrestricted fundraising</p>	<p>We had good success with Trusts and Foundations in this period and following this successful trial we have decided to employ a full time Trust manager who will concentrate on expanding the portfolio of Trusts and Foundations supporting RedR UK. Within the corporate sector we maintained the support of the engineering community and have increased support from the insurance sector, helping us to diversify our income streams. We also developed new corporate teambuilding activities to build on our catalogue of Disaster Relief Challenges and have delivered these to new business prospects. We aim to continue to broaden our portfolio and overall reach in 2018/19.</p> <p>We experimented with new events, including the Petra trek which was very successful both as an engagement and fundraising opportunity. Our WearRed campaign was very successful and engaged employees from over 120 offices across the globe.</p>

FUNDRAISING

Regrettably we cannot thank everyone individually but we would like to give a special mention of thanks to the following

PATRONS

AECOM
Arup
Association for Consultancy and Engineering
Atkins
Black and Veatch Ltd BP
BT
Elliott Wood Partnership Limited Griffiths & Armour Group
JLT
Laing O'Rourke Mace Foundation
Mott MacDonald Group Ltd MWH
New Civil Engineer
Sandberg LLP
The Institution of Chemical Engineers
The Institution of Civil Engineers
The Institution of Engineering and Technology
The Institution of Mechanical Engineers
The Institution of Structural Engineers
The Royal Academy of Engineering
The Worshipful Company of Engineers
Tony Gee & Partners LLP
WSP | Parsons Brinckerhoff

GOLD CORPORATE SUPPORTERS

Lloyd's Charities Trust

CORPORATE SUPPORTERS

Alexander Associates
Arcadis UK
Asta Managing Agency Ltd Baltic Air
Charter Association Beale & Company
BWB Consulting Campbell Reith
Carpenters' Company Clancy Consulting
Conneely Group
Deltak
Grant and Brown Limited Grange Hotels
Hewson Consulting Engineers HAC Civil Engineers
Institute of Highway Engineers
Miller Insurance Services LLP Paul
Carpenter Associates Peter Dann Ltd
Ramboll UK
Richard Rhodes and Partners Structure
Haus
XL Catlin

TRUSTS AND FOUNDATIONS

B E Rodmell Trust Bryan Lancaster Trust
The Clothworkers' Foundation Halcrow Trust
Jersey Overseas Aid Commission
Lloyd's Charities Trust
Pakistan Tobacco Company
The Princess Anne's Charities Trusts
The Salamander Charitable Trust Roger Vere Foundation
Japanese Tobacco International Foundation
Stanley Thomas Johnson Foundation
Vitol Foundation

INSTITUTIONAL DONORS

United States Agency for International Development – USAID
United Nations Development Programme – UNDP
Department for International Development – DFID
European Union Humanitarian Aid & Civil Protection – ECHO
United Nations Children's Fund – UNICEF
World Health Organization – WHO

Thank you to the Trusts and Foundations and other donors who wish to remain anonymous.

FUTURE PLANS

FUNDRAISING

- **To continue to grow our voluntary income, both unrestricted and restricted, to enable further programme development and to cover core organisational costs to assist future stability:**
 - Developing and delivering a series of events & activities to encourage existing and potential supporters to raise/donate funds to RedR.
 - Engage with new audiences through philanthropic opportunities.
 - Continued innovation to maximise income and maintain engagement and support. Inspiring our supporters to ensure they feel valued and engaged with the charity.
 - Respecting our supporters by keeping our Fundraising Promise.

Companies from around the world took part in Wear Red 2018 to raise funds for RedR.



REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees presents its report and the audited financial statements for the year ended 31 March 2018. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and follow the Charities SORP (FRS 102).

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:

Name	Office	Joined	Current term
Geoff French	Chair	2014	Co-opted September 2017
Paul Sherlock	Vice-Chair	2012	Elected September 2015
Jane Smallman	Vice-Chair		Elected November 2016
Tim Hayward	Treasurer	2015	Elected September 2015
PJ Greeves		2007	Co-opted September 2015
Ian Smout		2008	Elected November 2016
Isobel Hunter		2008	Elected September 2015
Dr Tim Healing		2010	Elected November 2014
Andrew Lamb		2011	Elected November 2016
Jane Smallman		2013	Elected November 2016
Caroline Lassen		2013	Elected November 2016
Dr Andrew Fox		2014	Elected November 2014
Tim Hayward		2015	Elected September 2015
Aidan McQuade		2015	Elected September 2015
Sally Walters		2011	Retired September 2017
Dr Andrew Fox		2014	Retired September 2017

PRESIDENTS AND HONORARY VICE-PRESIDENTS

The President of RedR UK, an honorary role, is Her Royal Highness The Princess Royal

Honorary Vice Presidents during 2017-18 were:

Alderman Sir Michael Bear
 Rt. Hon. The Baroness Chalker of Wallasey
 Colonel James Howard
 Prof. Peter Guthrie OBE
 Dr. Scott Steedman CBE
 Air Vice-Marshal Graham Skinner CBE
 Major-General Tyrone Urch CBE
 Mike Woolridge OBE

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 charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. Of the 1,826 members, the total number of such guarantees at 31 March 2018 was 712 (31 March 2017 – 762)

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. 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 either postal ballot or electronically on line voting 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.

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. During 2015-16 one co-opted Trustee was recruited. There are currently two co-opted Trustees serving on the Board.

TRUSTEE INDUCTION AND TRAINING

New Trustees take part in a comprehensive induction which includes 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 they are given the opportunity to meet with staff and other Trustees as part of their orientation. All Trustees are also provided with regular information and access to training to assist them in fulfilling their responsibilities as Trustees.

RedR UK has taken out Charity Trustees Liability Insurance to indemnify all its trustees, existing and retired, and the directors of its subsidiary company, RedR UK Trading Limited, for proceedings commenced against them as a result of their service with the charity and the company.

ORGANISATION

The Trustees meet at least quarterly as a full board and there is an Audit sub-committee for resources and audit which also meets quarterly. The Trustees delegate operational management of the organisation to the Chief Executive Officer.

RedR UK is part of the RedR International family. RedR International is the umbrella body of the various RedR organisations around the world. RedR UK has two nominees on the committee of RedR International.

PAY POLICY FOR SENIOR STAFF

The Trustees consider the Trustees and senior management team comprise the key management personnel of the charity. All Trustees give their time freely with none receiving remuneration in the year. Details of Trustees expenses are disclosed in note 5 to the accounts.

The Trustees have established a remuneration committee to regularly review external benchmarking data for salaries in the sector to maintain oversight of remuneration for key management personnel. In making recommendations and decisions, the committee have regard to the overall RedR pay policy, affordability, and the need to be able to recruit, retain and motivate high quality staff.

RISK MANAGEMENT

A risk register is in place 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 RedR's financial position, in particular the risk of statutory donors in the current economic climate reducing their support. 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 Audit Committee between meetings of the Trustees.

FINANCIAL REVIEW

RedR's total income decreased from £4.8M to £3.8M, mainly due to a decrease in grants and fee income for our overseas programme activities. The possibility of a reduction in support from statutory donors had been high on our risk register and we were able to adapt accordingly. During the year the Board of Trustees and management explored alternative modes of operating and made some changes to the structure of RedR to increase the efficiency of our operations, including establishing a new team focused entirely on developing and delivering our grant funded portfolio

Total expenditure decreased from £5M to £4.2M. Most of this related to our programme activities, reflecting the decrease in funding noted above.

Total funds at 31 March 2018 were £1.5M. The Restricted Funds balance decreased from (from £793K to £474K) with significant movement in and out during the year as new funding was received and programmes progressed. These represent funds given for specific purposes (as set out in note 12 of the Accounts).

Designated Funds decreased from £787K to £721K, as we continue to invest some of these funds in strengthening the organisation and our programmes. These are unrestricted funds which the trustees have chosen to designate to allow long term investment to strengthen both the capacity to deliver its mission and in the delivery of that mission. RedR's Unrestricted Funds increased from £276K to £277K, a result we are pleased with considering the increasingly competitive funding environment we operate in and our determination to continue with our strategy to train aid workers living in the more disaster prone countries.

RESERVES POLICY

The Board of Trustees has agreed a reserves policy and the Audit Committee reviews the associated risks on a regular basis.

RedR is committed to the prudent use of funds it receives as soon as practicable to achieve its mission while recognising the need to have reserves in place to ensure the continuation of our programmes in the event of an unforeseen downturn. 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 funds required to continue providing its services.

It is the policy of the trustees to maintain the level of free reserves at a range of £380K to £420K which represents three months of planned annual unrestricted expenditure over the next five years. At 31st March 2018 General Funds stood at £277K. A mechanism is in place to alert trustees if the level of reserves falls below two months of planned unrestricted expenditure so that they can then meet to discuss appropriate action.

Designated fund reserves stood at £721K at 31 March 2018. There is a plan to spend £221K off these designated reserves over the next two years to further strengthen our programmes, while keeping the remaining £500K for future development of charitable activities.

INVESTMENT POLICY

The Board of Trustees, having regard to the liquidity requirements of operating the charity, have kept short term reserves in an interest bearing deposit account to provide financial security. Some of the longer term reserves have been invested to generate a return of inflation plus 3.5% over the long term, after expenses. The initial long term investment of £150K was placed during 2015/16. The value of this investment has increased by 2% in the last year (2017 15.2%).

REFERENCE AND ADMINISTRATIVE DETAILS

Company number

3929653

Charity number

1079752

Registered office

1 Great George Street
London
SW1P 3AA

Principal office

250a Kennington Lane
London
SE11 5RD

Principal staff

Martin McCann Chief Executive Officer

Honorary Officers

Geoff French Chair
Paul Sherlock Vice-Chair
PJ Greeves Treasurer

Bankers

National Westminster Bank Plc
30 Market Place
Newbury
Berkshire
RG14 5GP

Auditors

Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

STATEMENT OF RESPONSIBILITIES OF THE BOARD OF TRUSTEES

The Trustees (who are also directors of REDR UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102, 'The Financial Reporting Standard' applicable in the UK and Republic of Ireland.

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

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

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

In so far as the Trustees are aware:

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

AUDITORS

Kingston Smith LLP were auditors during the year. They have indicated their willingness to continue in office and their re-appointment will be discussed at the forthcoming AGM.

Approved by the board of Trustees and signed on its behalf by



Geoff French – Chair of the Board of Trustees

18.7.18

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF REDR UK LIMITED

Opinion

We have audited the financial statements of RedR UK ('the company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF REDR UK LIMITED

- certain disclosures of trustees' remuneration specified by law are not made; [or]
 - we have not received all the information and explanations we require for our audit. [or]
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

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

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

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to

the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of the report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

K.S. J.A. L.P.

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Kingston Smith LLP, Statutory Auditor,
Devonshire House, 60 Goswell Road, London, EC1M 7AD

26/9 / 2018

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)

For the year ended 31 March 2018

	Note	Restricted £	Designated £	Unrestricted £	2018 Total £	2017 Total £
Income						
Donations and Legacies	2	484,540	-	1,010,345	1,494,885	1,161,767
Other trading activities		7,325	-	-	7,325	8,738
Investment income		-	-	6,385	6,385	7,140
Charitable activities	3					
Providing relief personnel		-	-	1,157	1,157	1,611
Improving competence		1,425,021	-	827,266	2,252,287	3,630,306
Total income		1,916,886	-	1,845,153	3,762,039	4,809,562
Expenditure						
Raising funds						
Fundraising		-	-	276,797	276,797	314,121
Publicity		-	-	74,453	74,453	141,987
Total costs of raising funds		-	-	351,250	351,250	456,108
Charitable activities						
Improving competence		2,235,077	58,144	1,507,441	3,800,662	4,590,965
Total charitable expenditure		2,235,077	58,144	1,507,441	3,800,662	4,590,965
Total expenditure	4	2,235,077	58,144	1,858,691	4,151,912	5,047,073
Net gains/(losses) on investments				6,385	6,385	21,909
Net income/(expenditure)	5	(318,191)	(58,144)	(7,153)	(383,488)	(215,602)
Transfers between funds	13	-	(8,128)	8,128	-	-
Net movement in funds		(318,191)	(66,272)	975	(383,488)	(215,602)
Balance brought forward at 1 April 2017		792,636	787,649	275,984	1,856,269	2,071,871
Balance carried forward at 31 March 2018	13	474,445	721,377	276,959	1,472,781	1,856,269

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 13 to the financial statements.

BALANCE SHEET

As at 31 March 2018

	Note	2018		2017
		£	£	£
Fixed assets				
Tangible fixed assets	8		315	8,443
Investments	9		176,747	166,343
			<u>177,062</u>	<u>174,786</u>
Current assets				
Debtors	10	310,049		475,993
Cash at bank and in hand		<u>1,166,925</u>		<u>1,403,147</u>
		1,476,974		1,879,140
Creditors: amounts falling due within one year	11	<u>(181,255)</u>		<u>(197,657)</u>
Net current assets			<u>1,295,719</u>	<u>1,681,483</u>
Net assets	12		<u>1,472,781</u>	<u>1,856,269</u>
Funds				
Restricted funds			474,445	792,636
Unrestricted funds				
Designated funds			721,377	787,649
General funds			<u>276,959</u>	<u>275,984</u>
Total funds	13		<u>1,472,781</u>	<u>1,856,269</u>

These financial statements have been prepared in accordance with the provision applicable to companies subject to the

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

Approved by the Board of Trustees and authorised for issue on 18 July 2018 and signed on behalf by


Tim Hayward - Treasurer


Geoff French - Chair of the Board of Trustees

REDR UK CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2018

	2018 £	2017 £
Cash flow from operating activities		
Net cash provided by operating activities	<u>(242,607)</u>	<u>(195,669)</u>
Cash flow from investing activities		
Investment income and interest received	6,385	7,140
Payments to acquire tangible fixed assets	-	-
Payments to acquire investments	-	-
	<u>6,385</u>	<u>7,140</u>
Net increase/(decrease) in cash and cash equivalents	(236,222)	(188,529)
Cash and cash equivalents at beginning of year	<u>1,403,147</u>	<u>1,591,676</u>
Cash and cash equivalents at end of year	<u>1,166,925</u>	<u>1,403,147</u>

Reconciliation of net income to net cash flow from operating activities

	2018 £	2017 £
Net income including endowments	(383,488)	(215,602)
Adjustments for:		
Depreciation charges	8,128	9,521
(Gains)/losses on investments	(6,385)	(21,909)
Investment income	(6,385)	(7,140)
Decrease/(increase) in debtors	165,944	61,651
Increase/(decrease) in creditors	(16,402)	(22,191)
Net cash provided by operating activities	<u>(242,607)</u>	<u>(195,670)</u>

COMPANY STATUS

RedR UK is a company limited by guarantee and has no share capital. The liability of each member is limited to £1 per member.

1. ACCOUNTING POLICIES

RedR UK is a registered charity who seek to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 1 Great George Street, London, SW1P 3AA. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

These notes have been prepared on a going concern basis, under the historical costs convention.

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102). The charitable company is a public benefit company for the purpose of FRS102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Accounting and Reporting by Charities: Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014 (The FRS102 charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in the financial statements are rounded to the nearest £.

The Trustees consider that there are no material uncertainties about RedR UK's ability to continue as a going concern. With regard the following year, the most significant areas of uncertainty of RedR UK is the increasing difficulty to secure long term grants that cover the full costs of running our programmes. For more information, see the performance and risk sections of the Trustees' annual report for more information.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

b) Income

All income is recognised when there is entitlement to

the funds, the receipt is probable and the amount can be measured reliably. Legacies are also included when receivable. Donated services and facilities are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

Grants are recognised in full in the statement of financial activities in the year in which they are receivable.

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.

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.

c) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement is required and the amounts of the obligation can be measured reliably. All expenditure is accounted for on an accrual basis.

Expenditure includes attributable VAT which cannot be recovered.

The costs of raising 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.

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.

Support costs comprise of those costs which are incurred directly in support of expenditure on the objects of the charity and includes governance costs. Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.

Gifts-in-kind reflect the cost of annual computer software licences which have been donated by the Sales force Foundation.

d) Fund accounting

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.

NOTES TO THE FINANCIAL STATEMENTS

Unrestricted funds are donations and other income received or generated for the charitable purposes. They are available to spend on activities that further any of the purposes of the charity.

Designated funds are unrestricted funds set aside by the board of Trustees for specific future purposes or projects.

e) Pension costs

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.

f) Tangible fixed assets and depreciation

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.

g) Foreign Currency Translation

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.

h) Leases

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.

i) Financial Instruments

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Statement of Financial Activities includes net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term deposits with a short maturity of three months or less.

Debtors and Creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to market rate of interest are measured at the present value of the expected future receipts or payments discounted at a market rate of interest.

Critical accounting judgements and estimates

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

NOTES TO THE FINANCIAL STATEMENTS

2. Voluntary income

for year ended 31 March 2018

	Restricted £	Designated £	Unrestricted £	2018 Total £	2017 Total £
Trusts	481,919		193,466	675,385	332,612
Individual giving	2,621		165,835	168,456	188,952
Patrons and corporate supporters			227,990	227,990	276,935
Legacies			223,652	223,652	55,000
Events	-		195,964	195,964	173,539
BP challenges			3,438	3,438	134,729
Total	484,540	-	1,010,345	1,494,885	1,161,767

for year ended 31 March 2017

	Restricted £	Designated £	Unrestricted £	2017 Total £	2016 Total £
Trusts	316,460		16,152	332,612	182,774
Individual giving	1,810		187,142	188,952	254,168
Patrons and corporate supporters	-		276,935	276,935	433,338
Legacies	-		55,000	55,000	8,000
Events	556		172,983	173,539	230,904
BP challenges	-		134,729	134,729	102,315
Total	318,826	-	842,941	1,161,767	1,211,499

NOTES TO THE FINANCIAL STATEMENTS

3. Incoming resources from charitable activities

for year ended 31 March 2018

	Restricted	Designated	Unrestricted	2018 Total	2017 Total
	£	£	£	£	£
Providing relief personnel					
Recruitment fees	-	-	1,157	1,157	1,611
Improving competence					
Grants					
DfID - Mission Ready	10,185	-	-	10,185	27,073
CCQL	76,732	-	-	76,732	75,598
ECHO - Europe	-	-	-	-	426,590
ECHO (INSO+KIRA)	-	-	-	-	316,365
JOAC	15,466	-	-	15,466	113,126
NCCI	16,657	-	-	16,657	60,061
OFDA - USAID	41,127	-	-	41,127	100,319
UNDP	-	-	-	-	268,447
UNICEF	220,064	-	-	220,064	201,279
WHO	146,911	-	-	146,911	79,833
The Clothworkers' Foundation	40,000	-	-	40,000	30,000
ACP	63,375	-	-	63,375	-
WHH(WFP)	54,658	-	-	54,658	-
Save The Children	77,790	-	-	77,790	-
UCF	40,066	-	-	40,066	-
LCMA	44,016	-	-	44,016	-
Oxfam	46,113	-	-	46,113	-
Other	18,769	-	-	18,769	30,924
Training fees	513,092	-	827,266	1,340,358	1,900,691
	1,425,021	-	827,266	2,252,287	3,630,306

NOTES TO THE FINANCIAL STATEMENTS

3. Incoming resources from charitable activities for year ended 31 March 2017

	Restricted £	Designated £	Unrestricted £	2017 Total £	2016 Total £
Providing relief personnel					
Recruitment fees			1,611	1,611	1,930
Improving competence					
Grants					
DfID - EVD	-	-	-	-	(27,184)
DfID - Mission Ready	27,073	-	-	27,073	130,636
CCQL	75,598	-	-	75,598	-
ECHO - Europe	426,590	-	-	426,590	38,669
ECHO (INSO+KIRA)	316,365	-	-	316,365	679,154
JOAC	113,126	-	-	113,126	126,779
NCCI	60,061	-	-	60,061	-
OFDA - USAID	100,319	-	-	100,319	155,918
UNDP	268,447	-	-	268,447	-
UNICEF	201,279	-	-	201,279	348,727
WHO	79,833	-	-	79,833	-
The Clothworkers' Foundation	30,000	-	-	30,000	30,000
Other	30,924	-	-	30,924	79,507
Training fees	772,596	-	1,128,095	1,900,691	1,633,716
	2,502,211	-	1,128,095	3,630,306	3,195,922

NOTES TO THE FINANCIAL STATEMENTS

4A. Analysis of Total Resources Expended for the year ended 31 March 2018

	Fundraising £	Publicity £	Improving Competence £	Support £	2018 Total £	2017 Total £
Staff costs (note 6)	168,442	42,599	1,260,569	332,937	1,804,547	1,852,617
Office administration	-	-	126,426	76,441	202,867	268,180
Training	-	1,771,035	1,771,035	-	1,771,035	2,557,265
Fundraising/PR	67,537	20,875	-	-	88,412	162,411
Organisation administration	-	-	75,463	202,888	278,351	200,802
Communication	-	-	6,700	-	6,700	5,798
Total resources expended	235,979	63,474	3,240,193	612,266	4,151,912	5,047,073
Support costs	40,818	10,979	560,469	(612,266)	-	-
Total resources expended	276,797	74,453	3,800,662	-	4,151,912	5,047,073

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.

Support costs are allocated across all other categories proportionally in line with non-support expenditure.

Included within support costs are governance costs.

Governance costs comprise of the following:

	2018	2017
Staff costs	20,316	14,744
Audit and accountancy	15,000	18,590
Professional fees	-	2,829
Meetings	12,030	21,195
	47,346	57,358

NOTES TO THE FINANCIAL STATEMENTS

4B. Analysis of Total Resources Expended for the year ended 31 March 2017

	Fundraising £	Publicity £	Improving Competence £	Support £	2017		2016	
					£	Total £	£	Total £
Staff costs (note 6)	193,572	38,759	1,124,478	291,235	1,648,044	1,648,044	1,648,044	
Office administration	134	219	161,016	163,561	324,930	324,930	324,930	
Training	102	1,089	1,973,302	3,018	1,977,511	1,977,511	1,977,511	
Fundraising/PR	82,258	-	34	261	82,553	82,553	82,553	
Organisation administration	650	-	57,554	158,855	217,059	217,059	217,059	
Communication	-	8,766	5,698	-	14,464	14,464	14,464	
Total resources expended	276,716	48,833	3,322,082	616,930	4,264,560	4,264,560	4,264,560	
Support costs	46,801	8,259	561,869	616,930	-	-	-	
Total resources expended	323,517	57,092	3,883,951	-	4,264,560	4,264,560	4,264,560	

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.

NOTES TO THE FINANCIAL STATEMENTS

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

	2018 £	2017 £
This is stated after charging:		
Depreciation	8,128	9,521
Trustees' reimbursed expenses	2,083	3,924
Operating lease charges: UK property rent	60,000	60,000
Operating lease charges: Overseas property rent	72,031	57,179
Foreign exchange (gain)/loss	(17,881)	(44,512)
Auditors' remuneration:		
Current year statutory audit	13,086	12,917
Other services	3,839	2,846
	3,839	2,846

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 (2017: Seven). No trustees received any remuneration in the year (2017: None)

In the year, trustees gave donations to the charity totalling Nil (2017: £252). These donations were then the beneficiary of Gift Aid at 25%.

6. Staff costs and numbers

	2018 £	2017 £
Staff costs were as follows:		
Salaries and wages	1,567,592	1,567,832
Social security costs	140,457	160,004
Pension costs	36,301	57,952
Recruitment costs	20,113	24,702
Staff development costs	13,642	11,163
Travel, subsistence and other staff costs	26,443	30,965
	1,804,548	1,852,618

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

£70,001 - £80,000	1	1
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Pension contributions in respect of this employee were £3,800 (2017: £3,800).

The key management personnel of RedR UK comprise the trustees, the Chief Executive Officer, Programmes Director, Fundraising Director and Finance and Resources Director. The total employee benefits of the key management personnel were £245,052 (2017: £269,700).

There were £2,840 redundancy payments in the year (2017: £9,050)

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

	2018	2017
Improving competence	24.3	27.0
Fundraising & publicity	6.3	8.6
Administration	6.8	6.8
Governance	0.4	0.2
Staff employed on overseas programmes:		
Sudan	20.3	17.0
East Africa	3.6	6.4
Pakistan	-	6.9
Middle East	4.5	6.4
	66.2	79.3

NOTES TO THE FINANCIAL STATEMENTS

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 £	Total £
COST				
At 1 April 2017	129,821	26,820	15,169	171,810
Additions in year		-	-	-
Disposals		(26,820)		(26,820)
At 31 March 2018	129,821	-	15,169	144,990
DEPRECIATION				
At 1 April 2017	122,637	26,820	13,910	163,367
Charge for the year	7,184		944	8,128
Disposals		(26,820)		(26,820)
At 31 March 2018	129,821	-	14,854	144,675
NET BOOK VALUE				
At 31 March 2018	-	-	315	315
At 31 March 2017	7,184	-	1,259	8,443

9. Fixed asset investments

	2018 £	2017 £
Market value at 1 April 2017	166,343	144,434
Additions at cost	4,019	-
Net unrealised investment gains/(losses)	6,385	21,909
Market value at 31 March 2018	176,747	166,343
Historical cost at 31 March 2018	150,000	150,000
The investments comprise		
CCLA - COIF Charities Investment Fund	169,311	166,343
Equity Shares	7,436	
	176,747	166,343

NOTES TO THE FINANCIAL STATEMENTS

10. Debtors

	2018	2017
	£	£
Grants receivable	-	20,000
Accrued Income	24,204	24,440
Advances	2,586	5,641
Other debtors	201,025	374,035
Prepayments	82,234	51,877
	310,049	475,993

Financial assets £227,815 (2017: £424,116) which include grants receivable, accrued income, and other debtors are recognised at amortised cost.

11. Creditors : Amounts falling due within one year

	2018	2017
	£	£
Taxation & social security	45,330	32,303
Other creditors	78,430	126,166
Accruals	47,582	35,579
Deferred income	9,913	3,609
	181,255	197,657

Included in other creditors are outstanding pension contributions amounting to Nil (2017: £5,158).

Deferred income occurs where training courses which are due to occur after the balance sheet date but are invoiced beforehand. Financial liabilities of £126,012 (2017: £161,745), which include other creditors and accruals, are recognised at amortised cost.

12. Analysis of net assets between funds

for year ended 31 March 2018

	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	-	315	-	315
Investments	-	-	176,747	176,747
Net current assets	474,445	721,062	100,212	1,295,719
Net assets	474,445	721,377	276,959	1,472,781

for year ended 31 March 2017

	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	-	8,443	0	8,443
Investments	-	-	166,343	166,343
Net current assets	792,636	779,206	109,641	1,681,483
Net assets	792,636	787,649	275,984	1,856,269

NOTES TO THE FINANCIAL STATEMENTS

13A. Movements in funds
for year ended 31 March 2018

	At 1 April 2017 £	Income £	Expenditure £	Transfers £	At 31 March 2018 £
RedR Restricted funds:					
Sudan	250,819	675,693	(862,569)	-	63,943
East Africa	54,047	174,798	(228,845)	-	-
Pakistan	-	-	-	-	-
Middle East	146,717	306,520	(348,081)	-	105,156
Afghanistan	180	-	(180)	-	-
Nepal	-	-	-	-	-
Europe & Global Initiatives	273,078	397,890	(557,583)	-	113,385
Mission Ready	23,689	58,812	(81,459)	-	1,042
Adcap	2,943	3,173	(6,116)	-	-
TSS	10,415	-	-	-	10,415
Lloyds	30,748	300,000	(150,244)	-	180,504
Total Restricted Funds	792,636	1,916,886	(2,235,077)	-	474,445
Unrestricted Funds					
Designated Funds					
Halcrow Trust Fund	779,206	-	(58,144)	-	721,062
Fixed Asset Funds	8,443	-	-	(8,128)	315
Total Designated Funds	787,649	-	(58,144)	(8,128)	721,377
General Funds	275,984	1,845,153	(1,852,306)	8,128	276,959
Total Unrestricted Funds	1,063,633	1,845,153	(1,910,450)	-	998,336
Total Funds	1,856,269	3,762,039	(4,145,527)	-	1,472,781

NOTES TO THE FINANCIAL STATEMENTS

13B. Movements in funds
for year ended 31 March 2017

	At 1 April 2016 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2017 £
RedR Restricted funds:					
Sudan	215,208	503,264	(467,653)	-	250,819
East Africa	74,992	604,082	(625,027)	-	54,047
Pakistan	-	82,576	(82,576)	-	-
Middle East	134,543	640,932	(628,758)	-	146,717
Afghanistan	180	-	-	-	180
Nepal	137,332	11	(137,343)	-	-
Europe & Global Initiatives	204,579	703,255	(634,756)	-	273,078
Mission Ready	18,022	131,124	(125,457)	-	23,689
Adcap	1,312	7,693	(6,062)	-	2,943
TSS	10,415	-	-	-	10,415
Lloyds	2,447	151,290	(122,989)	-	30,748
Other	881	-	(881)	-	-
Total Restricted Funds	799,911	2,732,599	(2,376,433)	-	792,636
Unrestricted Funds					
Designated Funds					
Halcrow Trust Fund	884,284	-	105,078	-	779,206
Fixed Asset Funds	17,964	-	-	(9,521)	8,443
Total Designated Funds	902,248	-	(105,078)	(9,521)	787,649
General Funds	369,712	1,985,335	(2,088,584)	9,521	275,984
Total Unrestricted Funds	1,271,960	1,985,335	(2,088,584)	-	1,063,633
Total Funds	2,071,871	4,809,562	(5,025,165)	-	1,856,269

NOTES TO THE FINANCIAL STATEMENTS

13C. PURPOSES OF RESTRICTED FUNDS

The Sudan Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from a variety of major institutional donors and trust funds in support of this work.

The East Africa Fund represents a number of contracts secured from a variety of major institutional donors; these vary in timing of cashflow income and expenditure.

The Middle East Fund represents a number of contracts secured from a variety of major institutional donors; these vary in the timing of cashflow income and expenditure.

The Europe & Global Initiatives Fund represents a number of contracts secured from a variety of major institutional donors; these vary in the timing of cashflow income and expenditure.

The Mission Ready Fund was financed by DfID and OFDA (USAID) to develop an online security training programme. The deficit at year

The Technical Solutions Services fund (TSS) was established to provide technical expertise for the urban emergencies project.

The Lloyds Fund is a grant towards our 'Ready to Respond' programme focussing on urban emergencies and training international aid workers.

13D. PURPOSES OF DESIGNATED FUNDS

The Halcrow Trust Fund was established by Trustees in response to a generous unrestricted donation in 2014/15 to allow long term investment in strengthening both the capacity to deliver RedR UK's mission and in the delivery of that mission. There is a plan to spend £279K of these designated reserves over the next two years to further strengthen our programmes, while keeping the remaining £500K for the future development of charitable activities.

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

14. 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.

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

RedR US is established as a 501c entity. Geoff French, a trustee of RedR UK currently sits on the board but as there is no control the results of that entity are not amalgamated within these financial statements. At the year end, RedR US held \$13,683 of funds that were raised on behalf of RedR UK. This debtor is currently included in Note 10 to these accounts.

15. OPERATING LEASE COMMITMENTS

At 31 March 2018, the charity had the following minimum lease payments under non-cancellable operating leases which fall due as follows

Land and buildings

	2018 £	2017 £
within one year	118,119	100,471
between two and five years	306,772	22,795
over five years	15,908	-