

ANNUAL REVIEW

2016



CONTENTS

1.	VIEW FROM THE TOP	04
2.	RED CROSS IN THE UK	06
3.	FIRST AID AND CRISIS EDUCATION	12
4.	REFUGEE CRISIS AND MIGRATION	16
5.	INTERNATIONAL RESPONSE AND RECOVERY	22
6.	OUR PLANS FOR 2017 AND FINANCIAL OVERVIEW FOR THE YEAR ENDED 31 DECEMBER 2016	30





OUR VISION, OUR IMPACT

Our vision is of a world where everyone gets the help they need in a crisis. Our mission is to mobilise the power of humanity so that individuals and communities can prepare for, deal with and recover from crises.

More than 20,500 volunteers and 4,000 staff work together to fulfil our vision and mission both in the UK and overseas.

We help millions of people cope with all kinds of crises – from natural disasters and conflicts, to individual injuries and other personal challenges. Our work includes emergency response, refugee support, independent living services and first aid and humanitarian education.

The combined effect is to help both individuals and communities prepare for, cope with and recover from a range of crises.

We operate both in our own right and as part of the International Red Cross and Red Crescent Movement, the world's largest humanitarian network, which has more than 17 million volunteers across 190 countries.





Mike Adamson
Chief executive

We can be proud that, as part of the largest humanitarian network in the world, we are in the privileged position of being able to help people when they need it most. We achieved a great deal in 2016, but as ever, we want to do much more.

You do not need to travel the world to find people in need of our help. Our innovative partnership with Co-op to tackle social isolation and loneliness in the UK has shown that loneliness can affect anyone at any stage of their life. As such, in 2017 we are introducing brand new services in 39 communities across the UK.

The health and social care crisis in the UK received significant media coverage in 2016. An ageing population, increasing cost of drugs and some technology means demands on services continue to grow. Add pressures on spending and this is a perfect storm.

Last year, our volunteers and staff helped hundreds of thousands of people across our independent living services. We are also influencing the policy debate to secure the right type of investment in health and social care. We worked so hard in 2016 to highlight the plight of vulnerable unaccompanied children left to fend for themselves in the Calais 'Jungle' camp. When the UK Government began transferring hundreds of children, our volunteers were there to help resettle more than 600 in the UK.

The British Red Cross moves forward in good shape and ready to meet the challenges that come our way. Thank you to all our donors, stakeholders, volunteers and staff who give so much time, energy and financial support to ensure we can continue our life-saving work.

M J Adamson





94,000 people borrowed a mobility aid from us in 2016



77,200 people benefitted from our support at home service in 2016



24,600 people benefitted from our transport support service

2

Red Cross in the UK

In 2016, the British Red Cross spent £181.7m on charitable activities – 67 per cent of which was spent on helping people in the UK.

The day you get the okay to return home after being in hospital, should be a really good day. So why are some people afraid to go home? You have recovered. You should be feeling better, positive and confident that you can cope with life at home.

But that is not always the case. Vulnerable patients, often frail or elderly, are being sent home from hospital too early – afraid and with little support.

The British Red Cross has been providing health and social care services in hospital and at home since the NHS was first established, almost 70 years ago.





Photo © Simon Rawles/BFC

Raymond's story

Raymond Attrell lives alone. Back in March 2016, the 80-year-old burnt his leg and had to go to A&E.

“By the time I had been treated it was getting late at night and the hospital didn't have the resources to take me home,” Raymond said.

Fortunately the Red Cross did and support worker Anna Holecz went to meet Raymond.

“The Red Cross people came to meet me and said they could take me home which was wonderful,” Raymond recalled.

Once at Raymond's home, Anna put the fire on to heat up the cold house. She made Raymond a cup of tea and got him ready for bed.

“It was lovely to be cared for like that,” Raymond said. “I had been panicking about my recovery and being able to cope at home, but the Red Cross people made me feel so much better.”

Red Cross volunteers made several further visits over the next six weeks to make sure Raymond was managing okay. But Anna noticed something was not quite right.

“On the surface Raymond seemed cheerful, he's not the sort to complain about being lonely. But when I dug a little deeper I started to realise he was still dealing with the bereavement of losing his friend,” Anna said.

Raymond had lived most of his adult life as a lodger with a couple, Eileen and Lawrence Laforgue. Lawrence died in the late 1990s and Eileen passed away in 2015.

“Eileen and I were actually in hospital at the same time,” Raymond said. “She caught pneumonia and died before I could see her again.”

Returning to an empty home, the loneliness began to sink in for Raymond.

“The evenings were the worst, when I would sit alone with no-one to talk to,” Raymond recalled. “Eileen had loved her cuckoo clocks which she had collected on her travels, so I always keep them going in her memory.”

Anna put Raymond in touch with 'Time to Talk' in Brighton – a befriending service that will help him with his loneliness.

Speaking about his experience of the Red Cross, Raymond said: “Without the Red Cross people taking time to reassure me and help me feel calmer, I might have gone back into hospital.”

Our vision for health and social care: everyone should get the support they need to live independently at home.





2016 IN SHORT: SUPPORT BETWEEN HOME AND HOSPITAL

- We provided more than 180 hospital and community services across the UK.
- Last year we helped more than 319,000 people across our independent living services.
- The Red Cross is the biggest provider of wheelchair loans in the UK – we loaned out 61,000 last year.
- We helped 24,600 people make vital journeys, such as getting to medical appointments.

TACKLING LONELINESS AND SOCIAL ISOLATION

Our partnership with Co-op to raise awareness of and respond to the serious issues of loneliness and social isolation in communities across the UK continues to make progress.

In December last year, the partnership released a study on loneliness and social isolation to help people understand the issues. It found:

- > Over nine million people in the UK (almost one fifth of the population) report they are always or often lonely.
- > Loneliness does not just affect older people. Many other groups in society, from young mums to those with health or mobility issues, experience the serious impacts of loneliness and social isolation.
- > Life transitions can be key triggers for loneliness, from retirement to divorce or separation.
- > Without the right support at the right time, loneliness can transition from a temporary situation to a chronic issue and can contribute to poor health and pressure on public services.

Drawing on the money raised and our research, from May 2017 we are introducing brand new services in 39 communities across the UK. Over the next two years, more than 500 volunteers and 50 staff will provide direct support for up to 12,500 people.

We are also playing an important role alongside our partners on the Jo Cox Commission to amplify the national conversation about the scale and impact of loneliness in the UK.



Desmond's story

When Desmond's wife passed away in 2015, his world fell apart. After nearly 60 years of marriage, the 89-year-old from Somerset was suddenly alone.

Despite his daughter visiting regularly, his grief was overwhelming and he began to feel increasingly lonely.

"Some days I didn't see anyone at all. I miss my wife a great deal. I miss going to work. I just miss having company," Desmond said.

Fortunately his health worker spotted the signs and was able to introduce him to the British Red Cross – we offer services for those experiencing loneliness and social isolation.



Before his retirement, Desmond had worked as a cutter at the Clarks shoe factory for 37 years. He met Audrey, his future wife, when he was 24 after a motorbike accident left him in hospital for three months. Audrey had been his nurse.

The couple moved to Midsomer Norton in 1959 with their baby daughter. They enjoyed gardening together and craftwork with Desmond spending time in his woodwork shed, and Audrey sculpting sugar craft animals and flowers or cake decorating.

The home that they had spent almost 60 years making together suddenly seemed very empty without Audrey in it.

Desmond was referred to the Red Cross Support at Home service, which provides up to six weeks of support to older people in rural areas around Bath and north-east Somerset, helping them to regain their confidence and independence.

In Desmond's case, support worker Sarah-Jane Morris began making weekly visits.

"When I first met Desmond he was very low and clearly missed his wife a great deal," Sarah-Jane said.

"Bereavement can be one of the main triggers for loneliness and so after Desmond and I looked at his needs it was agreed that it would be good for him to get out and about to find ways to overcome the isolation he was feeling."

Every week Sarah-Jane would take Desmond out for a couple of hours.

"It's a marvellous service," Desmond continued. "Each week Sarah-Jane would let me choose where I'd like to go the following week. I'd really look forward to her collecting me and would always be ready on time to make the most of it."

"Just going to the local farm shop for a cup of coffee was nice because it got me out of the house for a while."

2016 IN SHORT: UK CRISIS RESPONSE

- > Our emergency response volunteers took part in Exercise Unified Response – Europe's biggest emergency training exercise organised by the London Fire Brigade.
- > In March, a British Red Cross team was sent to Brussels to help injured Britons and their families in the aftermath of an attack on the city. Two specialist team members supported 14 people affected by the bomb blasts.
- > Red Cross first aid volunteers gave their expert support at nearly 4,000 events throughout the course of 2016, including high-profile occasions such as Leicester City Football Club's victory parade.
- > We have more than 2,100 trained first aid volunteers. Across the year, they helped more than 26,400 people with emergency first aid at events across the UK.





27% of adults in the UK saw our 'Don't stop at 999' First aid education campaign



900,000 people viewed our teaching resources in 2016.

3

First aid and crisis education

Around six million people worldwide have downloaded our First Aid App.

A study commissioned by the British Red Cross and conducted by the University of Manchester last year found that:

- > Up to 59 per cent of deaths from injury may have been prevented if first aid was given before the emergency medical services arrived.
- > First aid was only attempted in around half of all cases despite someone being at the scene of the accident before the arrival of the emergency medical services 96 per cent of the time.

As a result of the study, we launched our #DontStopAt999 campaign to raise awareness of how simple first aid could help to reduce the number of people who die from injury before reaching hospital.





Natasha's story

As Natasha headed home after a routine hospital check-up, she spotted a commotion up ahead. At first she couldn't make out what was happening – then she saw the pool of blood.

"All I could see from the distance was just this red pool gathering and it was getting bigger and bigger," Natasha said.

"I don't know why or what came over me – everyone was flapping and no one was helping. I dropped my bag and ran, I'd say about half a mile down the street," she said.

As she got closer she saw an elderly woman on the floor, bleeding heavily from her leg. No one in the crowd seemed to know what to do.

"I just ran up, saw where most of the blood was coming from, and put on all the pressure I could on that area and held it," Natasha recalled.

While Natasha applied pressure to the wound to stem the flow of blood, she asked another bystander to run inside the hospital and get help.

It turned out the woman had been waiting for her son to get a wheelchair to help take her into the hospital. While she was waiting she slipped off the curb, cutting her leg open.

"All I could see was that no matter how hard I was squeezing and putting pressure on, the blood was just bubbling up over my hands. It was all over the floor, a real bad situation," Natasha said.



But she didn't give up. She continued to apply pressure to the wound with both hands. The paramedics arrived shortly after and praised Natasha for her actions.

"They said: 'You should be really proud of yourself, you've really helped this lady. If it wasn't for you she could have died on the floor outside with the amount of blood that was coming out.'"

Natasha's actions seem simple – because they were. And simple actions save lives. There is a window of opportunity between dialling 999 and the arrival of the emergency medical services where two simple first aid actions could save someone's life.



I just ran up, saw where most of the blood was coming from, and put on all the pressure I could on that area and held it.



These include:

- > Turning an unresponsive person who is breathing on their side and tilting their head back to open their airway.
- > Applying pressure to a heavy bleed to help stem the flow of blood.

Our #DontStopAt999 campaign asked people to go beyond calling 999 in an emergency, and try simple first aid while waiting for further help.

Our vision for first aid:
everyone should know how to save a life.

2016 IN SHORT: FIRST AID AND CRISIS EDUCATION

- > Our First Aid App celebrated its fifth birthday in December. Since its launch back in 2011, it has been downloaded over 850,000 times in the UK.
- > The App has been translated into 36 languages and made available in 81 countries.
- > There were nearly 900,000 views of our online teaching resources in 2016, including our teacher packs, lesson plans and quick activities – with over 150,000 downloads of our content.



750 families reunited by our family reunion travel assistance programme



30,500 people were helped by our refugee services in 2016



14,900 refugees facing destitution were helped by the British Red Cross in 2016

4

Refugee crisis and migration

Nearly 8,000 lives were saved by our search and rescue ships in the Mediterranean in four months in 2016.

An unprecedented number of people are fleeing conflict, violence and persecution across the world.

They are undertaking long, often dangerous journeys to reach safety. Our work to support refugees – both overseas and in the UK – is more important than ever before.





Plucked from the sea

It's 5am and pitch black. Staring out into the darkness, the crew of the Responder strain their eyes for any sign of life.

They can't see anything, yet the ship's radar indicates there is something here. The size, speed and direction of the radar blip are indicative of a small vessel.

Then, through binoculars, the crew spot what seems like a torch waving. The searchlight is switched on. And there it is: a wooden boat, full of people.



Welcome aboard the Responder – one of two search and rescue boats supported by the Red Cross in partnership with the charity Migrant Offshore Aid Station (MOAS).

Between August and November 2016, our rescue boats saved nearly 8,000 lives. We saw young mothers with their newborn babies; couples reunited after fearing the other had drowned; young men bearing the scars of their traumatic journeys.

More than 4,660 people were killed trying to cross the Mediterranean last year, making 2016 the deadliest year on record. The vast majority of deaths happened on the dangerous route from Libya to Italy.

For years the Red Cross has helped migrants who arrive in the main ports of southern Italy. But with so many people dying in the Mediterranean, we took the decision to move our emergency response from the shores of Sicily to the front line of the crisis at sea.



The Responder rescue boat, along with its sister craft, the Phoenix, was co-funded by the Red Cross and Migrant Offshore Aid Station (MOAS). The combination of MOAS' expertise in sea rescue, coupled with the Red Cross' medical care and humanitarian support, created a strong and effective partnership.

The on-board Red Cross team checked every person rescued for critical medical issues. Working alongside MOAS' rescue crew and

captain, they gave out food, water, blankets, toiletries and clothing. The most common health problems they found were exhaustion, dehydration and hypothermia. Other common problems included already existing injuries such as sprains, fractures, wounds, burns, scabies and psychological trauma.

Our vision for refugees and asylum seekers: those who seek sanctuary in the UK should be treated fairly and humanely.

2016 IN SHORT:

OUR WORK WITH REFUGEES

- > Our Europe Refugee Crisis Appeal, now in its second year, has raised £5.2 million in total, and more than £1.4 million in 2016.
- > Our Search and Rescue Appeal raised more than £22,000 to help fund two rescue ships in the Mediterranean.
- > In Europe, between October 2015 and September 2016, the Red Cross Movement:
 - » Distributed 16 million food parcels and meals.
 - » Carried out more than one million health activities, such as medical care, first aid and psychological support.
 - » Gave out more than 1.3 million hygiene items.

In the UK:

- > We provide refugee services in 58 towns and cities across the UK. Last year, more than 30,500 people made use of our refugee services, up from 28,000 people in 2015.
- > We helped over 14,900 people facing destitution. The top four countries of origin for those facing destitution were: Eritrea, Sudan, Iran and Syria.
- > Our family reunion travel assistance programme reunited more than 750 families in the UK last year – the largest group being from Syria.
- > Working with the Home Office, 215 British Red Cross volunteers helped to resettle more than 600 unaccompanied children from the Calais 'Jungle'.
- > In 2016, we opened more than 1,100 new family tracing cases for people looking for their missing loved ones and found 234 people.



Ibrahim's story

After more than a year of waiting and worrying, Ibrahim was finally reunited with his wife and three young sons. As they embraced at the airport, they became the 1000th family to be reunited by the British Red Cross. Ibrahim shares their story.

"I didn't feel safe in Sudan, even inside my home. I was working for the UN's peacekeeping mission. I constantly feared death, so I took the decision to leave. I came by plane at the end of 2014 to seek asylum. Fortunately the government gave me refugee status five months after I arrived. I can stay for five years.

"I moved to Manchester because there are many Sudanese communities, so I can adapt to life here. I applied for my family to come and I registered for Salford City College to improve my English and integrate.

"I also registered with the job centre. I am a medical professional and I've had three or four interviews but it is hard to get a job.

"I worked every day in Sudan after I graduated. I need to depend on myself. I need to work to set up my family here and maintain a normal life.

"I was keeping in contact with my family by phone and email but they were very alone without me. I worried about their safety a lot.

"When I called my family in Sudan and heard their voices it was very hard emotionally. My smallest child was only seven days old when I left them. It was extremely hard to be apart and not see my son grow up.

"I was separated from my wife for a year and a month. I was so glad when they got a five-year visa. Sudan is our home, we did not want to leave, but the situation got so bad.

"The British Red Cross helped pay for travel costs so that we could be reunited. When they finally arrived at the airport, it was very emotional. It was really a moment that cannot be described. I felt very happy and excited. It was a special day for me.

"I'm still excited. I worried so much about my wife and children and now I do not have to worry so much.

"I hope they can integrate in the UK and get an education. We didn't get that chance due to the war in our country. I want to arrange for my oldest child to go to school – he is almost five and a half. There is peace here and they will be safe.

"I was living in a shared home. I told my landlord that my family was joining me, and in a few weeks we would find accommodation. He said it wasn't allowed.

"He told me to go to the council but my family arrived very late at the airport so the council was closed.

"I was afraid. My family came over here thinking that they were going to see me and have somewhere to stay. But they got here and we were homeless.

"The Red Cross was very helpful and paid for us to stay in a hotel for the night. We went to the council the next day and they referred me to a hostel. After two days they found me temporary accommodation with three rooms for us.

"The Red Cross has helped us to feel welcome and British people are very nice. They treat us with respect and without any discrimination. They have good values for acting in public, on transport and in queues. We hope to follow those values."





51,900 British Red Cross food parcels were distributed to 192,195 people in Syria



130,000 people have received help from an eight-year community health programme in Afghanistan



57 Syrian Arab Red Crescent volunteers and staff have been killed since the start of the conflict

5

International response and recovery

Since the outbreak of the Syria conflict in 2011, we have helped more than five million people affected by the crisis in Syria, Lebanon, Jordan and Iraq.

The British Red Cross provides emergency support to people affected by a crisis overseas, and we also help them to rebuild their lives.

We share our expertise with the Movement and National Societies to build resilience within communities, helping them to prepare for, withstand and recover from disasters.





Photo © Abdul Kader Fayad - SARFC

Manal's story

"Syrian carpets are like treasure for us, their designs are so elaborate," said Manal.

Head down and pencil in hand, Manal is putting the finishing touches to her colourful carpet. This is no ordinary carpet. This is an authentic Syrian carpet – known the world over for their intricate designs and handmade quality.



"Syrian carpets are so beautiful and are part of our culture," said Manal. "You can't find carpets like them anywhere else in the world."

The mother-of-four was one of 60 people who learnt how to make carpets as part of the joint SARF and British Red Cross project.

"My main reason for joining was to improve our financial situation, but I also love painting and drawing, so I'm really enjoying the training," she said. "We're learning so much – the different types of stitches, measuring thread, measuring pile, the knitting process, types of yarn, how to use the loom..."

"I will keep the first piece of carpet I make as a memory of the training and to motivate me to open a small workshop. As a woman with zero experience in this profession, I am starting to feel confident with my new skills.

"When I finish the training, the income I get from selling the carpets will help me to support my husband and children, which will be good for my self-esteem. I will be a 'self-sufficient' woman."

Our vision for international work: principled humanitarian action should be protected to ensure the most vulnerable are assisted.

2016 IN SHORT: OUR WORK OVERSEAS

- > More than two million people were affected and 200,000 houses were destroyed or damaged by Hurricane Matthew. Our emergency appeal raised £1.1 million supporting the emergency response and recovery operations. The Red Cross Movement will help 147,500 people for 18 months.
- > We gave more than £450,000 to the Red Cross Movement to help people affected by a dire humanitarian crisis in Africa's Lake Chad region and launched an emergency appeal.
- > We gave £1.2 million to support the relief effort in Zimbabwe, Lesotho and Namibia. Large swaths of southern Africa faced the worst drought in 35 years.
- > In Afghanistan, an eight-year community health programme, supported by the British Red Cross with Movement partners, came to an end. It has helped over 130,000 people. In the areas where the programme was present, there was an average 86 per cent reduction in the number of children dying before the age of five compared to the national average.
- > Our own Yemen Crisis Appeal raised more than £189,000 in 2016. Money from our appeal supports life-saving work in Yemen. For example, the British Red Cross is supporting an obstetric clinic in Hajjah. More than 4,600 pregnant women have received care at the clinic since May 2016.

The disaster relief alliance

Nobody can predict the exact location of the next hurricane, earthquake, flood or conflict. Whatever the emergency, the British Red Cross must be ready to respond immediately.

The Disaster Relief Alliance is an initiative that unites the British Red Cross with the private sector and philanthropists in order to provide financial support before crises occur.

Disaster Relief Alliance partners invest in four key areas of British Red Cross work globally and in the UK: preparedness, response, recovery, and innovation. This support ensures we can help people when they need it most – today, tomorrow and in the future.

Disaster fund

Through our Disaster Fund, we are able to give financial support without delay when disaster strikes. In 2016, we gave £1.8 million from our Disaster Fund to help the Red Cross Movement respond to crises that do not necessarily make headlines in the UK. For example:

- > **February:** £140,000 to help people facing food shortages in Ethiopia
- > **April:** £100,000 to help communities facing severe drought in Somalia
- > **May:** £140,000 to help in the aftermath of the Ecuador earthquake
- > **June:** £75,000 to help people hit by drought in Timor-Leste
- > **September:** £125,000 to help respond to a yellow fever outbreak in Angola

KENYA – A CLEAN START

While the British Red Cross responds to emergencies overseas, we also invest in long-term programmes with partner National Societies to build sustainable change. Our ‘Clean Start’ programme in Kenya is one such example.

Clean water and toilets: two simple things that we take for granted. Yet around 780 million people live without clean water across the world. Even more do not have their own toilet.

According to the World Health Organisation, 860,000 children die every year from diseases linked to dirty water and poor hygiene. These include cholera, typhoid and dysentery.

This is why the support the UK public gave for our Clean Start Appeal matters so much. Launched at the start of 2015, the appeal saw people across the UK donate goods to sell in our charity shops.

The money generated unlocked £5 million of UK-Government funding, which is supporting our work to bring clean water and toilets to around 255,000 people in Kenya and Bangladesh.

An estimated five million people still practise open defecation in Kenya while diarrhoeal diseases are the third highest cause of death across the country. In 2016, people began to see the benefit of our project in Kenya.

Located in the west of Kenya, Bomet County is a picturesque part of the country. However, the lack of clean water and toilets in rural communities leads to widespread health problems.







Photos (Clockwise from top left) © Simon Rawles/BHC, © Simon Rawles/BHC, © Matthew Percival/BHC, © Tim Mossford Photography/UNP, © Mike Potoway/UNP, © Simon Rawles/BHC

6

Our plans for 2017

The support we deliver to people in crisis, both in the UK and overseas, remains of critical importance. 2017 will see us scale up our work in response to greater need, to help more people in new ways and through new partnerships.

Emergencies overseas

We will maintain a focus on emergencies that are out of the public eye, particularly supporting the Movement to respond to those affected by crises in Mongolia, Yemen and the Sahel. We will develop a new cash-based assistance programme with the wider Movement. This will support people in crisis through direct cash payments that will give them greater control over their own recovery and boost local economies.

Refugees and asylum seekers

We will continue to scale up the support we give to refugees and asylum seekers as large numbers of migrants look to Europe in search of a new life. We will help refugees in the UK to reunite with their families, and we will give bespoke support for victims of trafficking and modern-day slavery.

National humanitarian action

We will invest in the capacity and sustainability of other Red Cross and Red Crescent Societies as pillars of local humanitarian action. In 2017, our resources will focus on Africa to boost the capacity of National Societies to function as effective and sustainable organisations and to respond better to the needs of their own communities. We will continue to work with the Kenya and Bangladesh National Societies through our water, sanitation and hygiene programmes, and with the Nepal Red Cross in a new urban risk reduction and resilience programme.

Support between home and hospital

We will continue to support people to live independently and safely in their own homes, growing our reach by a further ten per cent in 2017. As our population ages, and pressures on our National Health Service increase, we will grow our support in the space between hospital and home to enable people to return to their homes following a stay in hospital, get back on their feet, and free up hospital beds. In partnership with Co-op, we are introducing nearly 40 new schemes across the UK aimed at tackling social isolation and loneliness.

Advocacy

We will continue to advocate where we feel there are gaps in the provision of support for people in crisis, focusing in 2017 on:

- > the fulfilment of the duty of local authorities to provide low level preventative health care, as set out in the 2014 Care Act;
- > securing statutory provision of short-term wheelchair loans as part of keeping people independent when facing a health crisis;
- > ensuring refugees and asylum seekers can easily access the support they are entitled to in a timely way, protecting their right to family reunification, and working to secure safe and legal routes to safety;
- > securing a commitment for first aid to be taught in schools so that we can build a nation of life-savers.

2017 delivery pledges

Enhanced independence and well-being

We will support ten per cent more people in the space between hospital and home and develop ways to tackle social isolation and loneliness.

Reduced destitution and distress for refugees and asylum seekers

We will develop bespoke support for victims of trafficking and modern day slavery, and support 20 per cent more families to reunite.

Reduced distress and enhanced recovery through cash assistance in an emergency overseas

We will develop a Movement cash-based assistance programme that will see 20 per cent of assistance delivered through cash.

Strengthened national humanitarian action

We will strengthen National Society capacity in countries from which populations are flowing, with a focus on Syria, Yemen and Nigeria.

Designing services with our users

We will develop ways to co-produce our services with users to ensure they are relevant and accessible.

Supporting our people

We will develop our frontline staff and volunteers to strengthen leadership, and put new pathways in place to recruit and train our volunteers.

Fundraising and innovation

We will develop new ways of raising funds, growing our restricted funding so we can deliver more for people in crisis.

Harness technology

We will rebuild our website so that people understand us better, can access our services and can support us in multiple ways.

Understanding the difference we make

We will embed tools into the way we work so we can measure the difference we make and tell our story, and develop our first impact report.

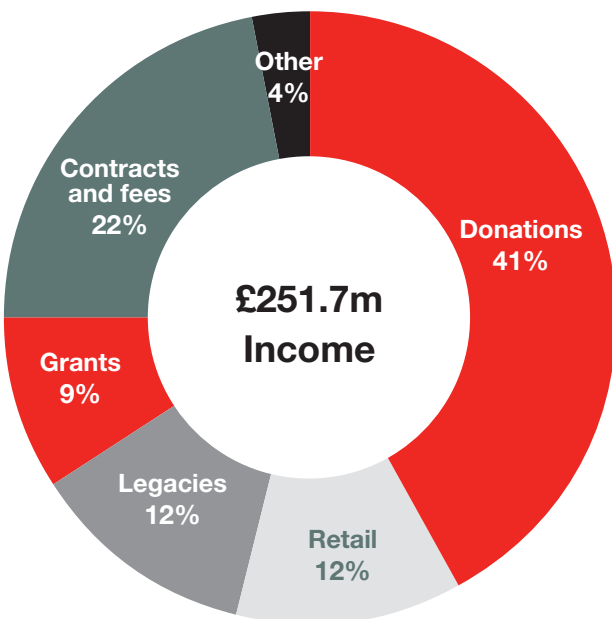
Time, Talent, Treasure

We will encourage and develop lasting, meaningful relationships with our supporters, whether they donate time, expertise or money, doubling our President and VP Network.

Financial Overview

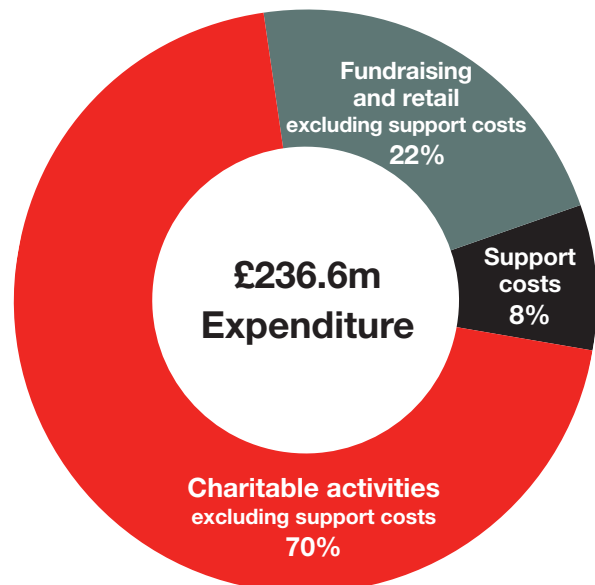
Income

Our work is mainly funded by a mixture of donations, income from our shops, legacies, earned income from service delivery and grants. Thank you to all who generously supported the British Red Cross in 2016.



Expenditure

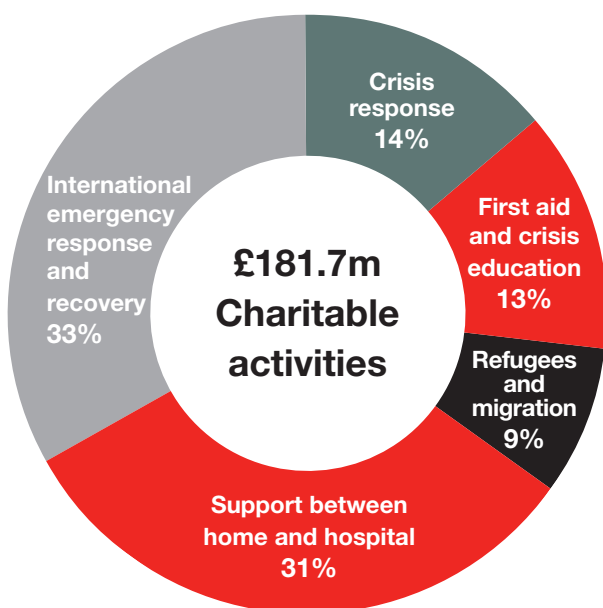
We spent £181.7m on our charitable activities in the year (2015: £195.0m). Our spend on international activities was £59.2m, a decrease of £17.5m from the previous year reflecting the reduced level of large-scale emergencies. Our charitable expenditure in the UK has increased 4% and this included a 27% increase in expenditure to £15.7m spent on refugee support and associated services.



92p in every pound is spent on direct charitable activities and raising funds.

Reserves

Our reserves policy ensures our work is protected from the risk of disruption at short notice due to a lack of funds, whilst at the same time ensuring we do not retain income for longer than required. The reserves policy is kept under periodic review and reserves levels are adjusted as perceptions of risk and other factors change.



Including allocation of support costs.

During the year, the board of trustees agreed to increase the reserves range from £30m-40m to £40m-50m to recognise the increased perception of risk, particularly around our income streams as well as the increased uncertainty in the wider economic environment. Key areas considered by the trustees in determining reserves levels include the financial impact of risk, levels of non-cash working capital and commitments and longer term plans.

Our free available reserves at the year-end were £45.0m (2015: £40.1m). This represents slightly less than three months' worth of general funds expenditure.

We are currently undertaking a project to review our property portfolio and optimise our space utilisation. This project is releasing one-off property disposal funds which we are choosing to invest in strategic initiatives to improve our operating effectiveness and efficiency. During the year, the board of trustees allocated £7.6m of free reserves to designated funds for these strategic initiatives.

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Lord Barnard TD
The Rt Hon Baroness Chalker
of Wallasey
Sylvia, Countess of Limerick CBE
Professor John McClure OBE
Mrs Elspeth Thomas CBE DL
Sir Nicholas Young

Vice-presidents

Mr Anthony Andrews
Ms Angela Rippon OBE
Mrs Maria Shammas MBE

Board of trustees

Mr David Bernstein CBE, chair
Mr John Dauth AO LVO, vice-chair
Mrs Hilary Douglas CB, vice-chair
Mr Paul Taylor, vice-chair
Mrs Liz Hazell, treasurer
(from 1 January 2017)
Mr David Howell, treasurer
(until 28 March 2016)
Mrs Fionnuala Cook DL OBE
Mr Robert Dewar CMG
Mrs Deborah El-Sayed
(from 1 January 2017)
Mrs Uzo Iwobi OBE
(until 1 July 2016)
Mr Steve John
Mr Gordon Low
Mrs Gill Moffat
Mrs Amanda Nicholson
Dr Daniel Sedgewick
Mr Keith Shipman

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Finance and audit committee
Remuneration committee
Governance and
nominations committee
Health, safety and
security committee
Emblem committee
Service quality and
assurance committee

Board sub-committees include

Ethical fundraising and quality
assurance sub-committee
(reporting to finance and audit committee)
Investment sub-committee
(reporting to finance and audit committee)

Executive leadership team

Michael Adamson, chief executive
Zoe Abrams,
executive director of
communications and
engagement
Mark Astarita OBE,
executive director of fundraising
Martin Halliwell, chief finance officer
(from 24 October 2016)
Phil Hughes,
interim executive director of
finance, planning and resources
(from 4 January 2016 to
3 November 2016)
Norman McKinley,
executive director of
UK operations
David Peppiatt, executive director
of international
Rosie Slater,
chief information officer
Roger Smith OBE, FCIPD,
executive director of people,
learning and strategic change

External auditors

Deloitte LLP
2 New Street Square
London EC4A 3BZ

Bankers

National Westminster Bank plc
City of London Office
PO Box 12258, 1 Princes Street
London EC2R 8PA

External legal advisers

Withers
Old Bailey
London EC4M 7EG

Investment managers

Kames Capital plc
Kames House
3 Lochside Crescent
Edinburgh EH12 9SA

THANK YOU

Everyone at the British Red Cross would like to thank each individual and organisation who supported our work in 2016.

Our supporters were compassionate and swift in their response during emergencies, and their generosity enabled our vital ongoing work in the UK and overseas to continue. We particularly want to thank everyone who supports us regularly, giving us the confidence to plan ahead.

We gratefully remember each and every one of our supporters who thoughtfully left us a gift in their will. We would also like to say thank you to all our local fundraising committees and volunteers for their hard work and commitment, which we could not do without.

We would like to give special thanks to:

AstraZeneca
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The Walt Disney Company
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Thanks also to members of the following committees:

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Wine Tasting Committee
Cambridge Lecture Committee
East Herts Fundraising Committee
East Suffolk Fundraising Group
Rosie Gutteridge and
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Huntingdon Fundraising committee
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Maria Shammass MBE &
The International Fundraising
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Mrs Wingfield Charitable Trust
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The Annual Review 2016
may not contain sufficient
information to give a complete
understanding of the British
Red Cross' affairs. The full
statutory Trustees' Report and
Accounts may be obtained from
redcross.org.uk/report2016



Where we are:

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44 Moorfields
London EC2Y 9AL



redcross.org.uk/review2016

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