



**The power
of kindness**



Photo: © Holly Butcher/BRC

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Foreword

David Bernstein, Chair

In 2018 we refined our vision for 2020 and beyond. As we deliver the final years of our current corporate strategy, we are evolving to make sure we can continue to be there for people in crisis.

The unique combination of skill and care that we bring to everything we do has never been more relevant or needed. But as the world changes around us and the whole sector faces pressure on funding, it is vital that we focus on having the biggest impact where it is needed the most.

We're making good progress. 2018 saw the delivery of year one of our new three-year sustainability plan to make sure our resources are used to best effect, our income streams are protected and we're fit for the future.

We also launched a new international strategy, which will focus our resources on tackling three of the most critical humanitarian challenges of our time: chronic hunger, protracted conflict and the displacement of millions of people.

At times, the sheer scale and complexity of these global challenges can seem overwhelming. We are inspired every day by the work of our brothers and sisters in the international Red Cross and Red Crescent Movement, many of whom put their own lives on the line to help those who are suffering. Together, we are making great strides to ensure that humanitarian response is dignified, more efficient and faster.

In today's world, it is critical that the British Red Cross plays an outward facing role and as of November 2017 we were re-elected for a second term on the Governing Board of the International Federation of Red Cross and Red Crescent Societies (IFRC). Through this role, we have made great efforts in contributing to the ongoing development of our Federation and



particularly in assisting our new President, Francesco Rocca, as he took on this position. We have a number of key priorities to bring to the Board and to address through our role on the Advisory Group on Efficient and Effective Humanitarian Response.

Here in the UK, 2018 saw us continue to target our services towards the people who need us most. This can only be done by forming close connections with those that we support, and during the year we've started to take important steps to improve how we engage with communities. We are also committed to involving the people who are using our services in decisions about the future of our approach.

As ever, none of this would have been possible without the kindness of our supporters and the exceptional dedication of our volunteers – but as their lifestyles, interests and motivations change we must evolve in how we engage them too.

In July, we were delighted to welcome Paul Amadi as our Chief Supporter Officer, with responsibility for raising funds and building life-long relationships with a new generation of Red Cross supporters. We also rolled out a new model of volunteer representation and engagement, which ensures that our 18,000 volunteers have a strong voice within our organisation. Together these

are critical building blocks that will help us remain connected and relevant to those who support us.

Across all our work, we continue to prioritise protecting the people and communities that we serve. Because of what we do and how we do it, we're in daily contact with people who are vulnerable and at risk of abuse or exploitation. 2018 saw us successfully implement our new safeguarding process and incident reporting system, building on the procedures we already had in place to make them even more robust.

We want all of our people to be trained and supported in recognising the signs of abuse and to know exactly what to do should they have concerns about someone's welfare.

It has been a year of progress and consolidation, and it has been my pleasure to serve alongside my board and the members of our ten committees and sub-committees.

I'd like to offer my warm thanks to my board and committee members for all their support this year, particularly to our outgoing board members: vice-chair Paul Taylor, Keith Shipman, and Fionnuala Cook DL OBE. And I am very pleased to welcome Emma Monkman, Dennis Dunn MBE JP DL, and Yaseer Ahmed who bring exceptional knowledge and expertise to the table.

As we approach our 150th anniversary, I am confident that we're well positioned to respond to the new opportunities and challenges that lie ahead. Through the kindness of our wonderful community of staff, volunteers and supporters, and with a determined focus on those who need us most, we'll support people in crisis for years to come.



David Bernstein, Chair

“I am confident that we are well positioned to respond to the new opportunities and challenges that lie ahead.”



Welcome Mike Adamson

I am immensely proud of the skill and dedication of our staff and volunteers who touched the lives of so many last year. But what inspires me the most is the care and kindness with which that help is given.

Throughout the year, I've met people all around the world who see the British Red Cross as not only a vital source of practical help, but as a sign of hope in a crisis. I've heard stories, like that of Andy from Bristol, who said that the Red Cross and the volunteer who supported him "saved his soul" as he faced the loneliness of recovering from a health crisis alone. I have witnessed the compassion of staff and volunteers in Syria, who work against the odds to help others while their own homes have been partially or fully destroyed.

What strikes me is that at the heart of all these stories is something very simple - acts of both compassion and human kindness.

And yet, the challenges which we are facing as an organisation get bigger day by day. We're achieving so much, but unmet need continues to grow, both in the UK and abroad. We must focus where we can make the biggest difference.

Throughout the cold winter of 2018/2019, we used the platform of our ongoing relationship with the NHS to surge to give support to 39 UK hospitals. We provided care and compassion to those in need at a time when the health and social care system faces its greatest pressure. It was exactly where we were needed most and we were able to make an important difference to a lot of people.

We've pushed boundaries in our work this year. We influenced the government's new strategy on loneliness; we further developed our emergency cash grant systems around the world; we raised our voice in support of refugees; we enabled online booking of wheelchair loans and redesigned our approach to the provision of first aid at events to move it towards a social enterprise model; and we led the way in developing a new way for the voluntary and community sector to respond to emergencies in the UK. Those are just a few examples.

In Cox's Bazar, Bangladesh, one million refugees from Myanmar are now living in miserable conditions with patchy access to clean water and sanitation creating a significant health risk. Our collaboration here with the wider Red Cross Red Crescent Movement is demonstrating how we want to tackle big, long-term crises around the world together. We are focusing on the unglamorous business of faecal sludge management – as well as supporting a surgical hospital, distributing emergency supplies, and helping people to reinforce their makeshift shelters. There's still a lot we can do to improve our co-operation, but we're building examples of the unique contribution we can make when we connect across our Movement and beyond.

All these things are critical building blocks for our new strategy. Also vital is the way we connect with our supporters in order to deliver such work.

We want to inspire people to join us and to stay with us for the long term in order to achieve our humanitarian mission. In 2018 we launched our new mobilisation campaign - the Power of Kindness - which celebrates the extraordinary difference that small, compassionate acts can make to someone in their time of crisis. We want our supporters to know that there is something every single one of them can do to help – and that we are here to channel their kindness where it can have the most impact.

To realise this potential, we need to deepen our insight into what motivates our supporters and continue to improve our ability to manage data. We will also continue to explore how new approaches to volunteering and engagement can inspire people to support our cause throughout their lives.

We also made great progress last year on plans to create a more inclusive and diverse organisation and we are delighted to report that we are being considered for Leadership in Diversity accreditation for this work. I have made this a personal priority and I have been heartened to see just how much the whole organisation has taken this on. This is not a box ticking exercise, but an essential requisite for future relevance and requires a sustained commitment to cultural and practical change.

Together we can make sure we keep offering a sure sign of hope for people at their lowest ebb.

David, an asylum seeker from Kenya, put it succinctly when he said: 'I don't know where I would be now if it was not for the Red Cross.'

I'd like to take this opportunity to say thank you to everyone who worked with us or supported us in any way last year. You are the power of kindness that drives everything we do and you are the difference we make to people when they need us most.



Mike Adamson, CEO

“Together we can make sure we can keep offering a sure sign of hope for people at their lowest ebb.”

Who we are

We strive towards a world where everyone gets the help they need in a crisis.

It is our role as the British Red Cross to connect people's kindness with people in crisis. This is how we mobilise the power of humanity so that individuals and communities can prepare for, respond to and recover from crises – both at home and abroad.

We believe that every crisis is personal, which is why we provide impartial support to people based on their need and nothing else. Our offer includes emergency response, refugee support, independent living services, first aid education and the development of the capacities of sister National Societies and communities overseas.

We are an organisation made possible by everyday acts of human kindness. We are powered by over 18,000 volunteers in the UK and nearly 4,000 staff, and it is their determination to support others, along with the generosity of our supporters, that allows us to help people in crisis when they need it most.

We are part of the world's largest humanitarian network, the international Red Cross and Red Crescent Movement, which has 17 million volunteers across 191 countries. This gives us a unique ability to respond to humanitarian crises around the world – with a local presence responding in almost every country, combined with a global network able to mobilise and coordinate exceptional responses to emergencies.

The British Red Cross plays a significant role within the wider Movement, which consists of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross (IFRC) and National Red Cross and Red Crescent Societies around the world. We have been on the board of the IFRC for five years and we are very proud of the part we have played in its ongoing development.

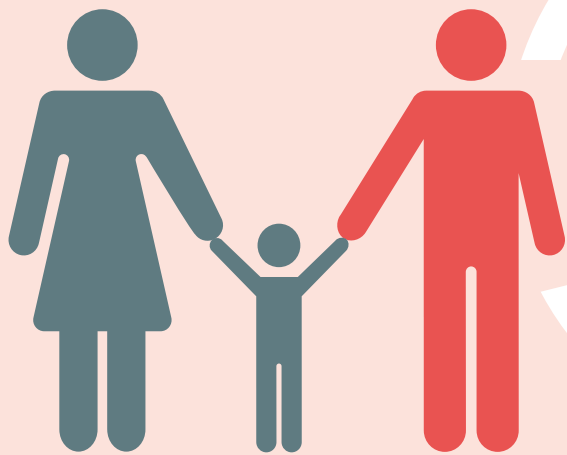
Photo: © John Eccles/BRC

We are guided by the seven fundamental principles of the Movement: **humanity, impartiality, neutrality, independence, voluntary service, unity and universality.** These commit us to putting people first in everything we do.



2018: the year in numbers

Reduced destitution and distress for people who are displaced



989
families reunited

36,500

people supported through our refugee services

8,900

refugees, migrants and other vulnerable people helped to trace missing relatives

Enhanced independence and wellbeing for those facing health crises

84,900

mobility aid loans

50,800

patient journeys



95,200
people supported to live in their own home

People know what to do in a crisis

143,800

young people reached with crisis education

47,200

at-risk adults crisis trained



328,200

people trained in first aid and crisis education

Reduced distress and enhanced recovery following an emergency



1,400
UK emergencies responded to

9,000

people helped in a UK emergency

26

international emergencies responded to
(including 11 new emergencies)

Strengthened national humanitarian action overseas

146
delegates deployed to support the movement

38

countries supported through either resilience or capacity-building programmes



Photo: © Matt Crossick/BBC

Ready to respond – UK crisis

We help people prepare for, cope with and recover from crises in hundreds of ways.

From first aid and practical help at the scene to psychological support for those affected and their loved ones, our highly skilled staff and volunteers play a vital role in supporting our emergency services and government provision. Our volunteers are trained to handle crisis with skill, dignity and kindness.

We rolled out a national flexible volunteering scheme

for people who want to help during a major emergency within their local community. During 2018 we recruited over 6,000 new Community Reserve Volunteers, who are available to support with practical tasks that free up our emergency response volunteers and staff to concentrate on support that requires specialist training.

2018 achievements

When **Storm Emma, the “Beast from the East”** hit the UK in February and March, our emergency response volunteers up and down the country were ready to help. Our 4x4 teams helped stranded motorists in Lincoln and got patients and staff to hospital in Somerset and Wales, and we gave bedding and supplies to people stranded at Glasgow airport.

In Nottingham we worked with the city council on a **‘sit-up scheme’ to give homeless people somewhere safe** to go when temperatures dipped below zero. We also worked with homeless people in Sheffield in 2018, teaming up with fire services and homeless charities to provide hot drinks, blankets, clothing and emotional support.

Last year also saw us provide significant **psychosocial support during the commemoration events for the Manchester Arena attack** in May 2017. For nine days 80 staff and volunteers provided emotional support at events across the city to hundreds of people affected by the crisis in 2017.



We **responded to over 1,400 emergencies in the UK** in 2018, supporting more than 9,000 people in need.



Towards a stronger future

Redesigning our ways of working to help communities to be ready and resilient in times of crisis was a big focus for us in 2018.

We embarked on a year of listening, learning and engaging, to better understand what people need following an emergency. This culminated in our ‘Harnessing the Power of Kindness’ report that will help us develop a more effective response to emergencies that puts people first.

We have worked closely with partners to reimagine the role of the voluntary and community sector in response recovery, fundraising and distribution of funds. With a deeper understanding of how people need to work together, we developed collective proposals on how the voluntary sector can work better together to help create a more human approach to emergencies in the UK.

We’ve also made improvements within our own operations, harnessing digital technology to find new ways of administering cash grants, and extending the opening hours of our Crisis Response Contact Centre.

The power to save lives

We believe everyone has the power to save a life. Our first aid education builds people's skill and confidence so they're ready and able to act when it matters most.

Towards a stronger future

Our research shows that just five per cent of adults have the skills and confidence to provide first aid in emergency situations – and even though our education activity helps to bridge that gap, we also know that we need to find new, more effective ways to reach even more people.

That's why we were delighted in July when the government pledged to finally put first aid on the school curriculum. This followed years of advocacy from the British Red Cross, St John Ambulance and the British Heart Foundation – who together form the Every Child A Lifesaver Coalition.

We are adapting our operational model for Event First Aid. We believe there's a clear market to deliver this using a social enterprise ethos, ensuring a financial return for the organisation and making our offer sustainable so we can continue with this important service. While we had a drop in volunteers in 2018, we've already started a recruitment drive and are on track to double our event first aid volunteer base in 2019.

We made the strategic decision to reduce our event portfolio by two-thirds in 2018, so we could focus on medium and large events and improve our financial performance. Last year our skilled and trained volunteers provided first aid to 11,500 people at events across the country.

2018 achievements

We continued to find **innovative ways to reach new audiences with first aid education** in 2018, including through our Save a Life communications campaign. Our series of quick, memorable videos covering basic life-saving skills was released online in September, reaching 27 million viewers and resulting in 19,000 views of our first-aid website pages.

We **shared first aid information with more than 4,000 parents** and parents-to-be at baby shows, and in December, more than 800 UK schools used our Power of Kindness calendar, encouraging children to carry out kind acts. We also launched new mental health and wellbeing courses designed to support people in the workplace coping with stress.



In 2018 we **provided crisis education – including risk assessment and management skills as well as first aid – to nearly 144,000 young people and more than 47,000 vulnerable adults.** Through continual improvement of our offer, we helped people achieve greater gains in their confidence and willingness to act in a crisis. Across 2018, the average improvement in confidence and willingness to act is 66 per cent for adults and 58 per cent for young people.



As well as our funded crisis training for schools and those who are vulnerable, we also provide a paid-for service; Red Cross Training. Last year we **taught 137,000 people the first aid skills they need to save a life** in these face-to-face training sessions.



Photo: © Paula Solloway/UNP/BFC

Support between home and hospital

The British Red Cross plays a unique role in health and social care in the UK. Our staff and volunteers work with accident and emergency departments and discharge wards across the country, providing ambulance support, transporting patients to and from hospital and supporting tens of thousands of older and vulnerable people in their homes.



Towards a stronger future

When people have suffered an injury or illness, a wheelchair or mobility aid loan can transform people's lives. At the moment there's no statutory requirement for the NHS or local authorities to provide them for short-term use. As the biggest national provider of this equipment, we know how important it is and we are committed to continue it. To make sure people still get the support they need, we're developing new ways of running the service so it becomes more accessible, helps more vulnerable people, is easier to use and is self-sustaining.

In 2018 we successfully piloted a new service model in six areas, which looked at introducing hire charges for those who can afford it, with those funds going back into the service so it can still be free for the most vulnerable and those unable to pay and our intention is to roll this new model out across the country over the next 12 months.

Meanwhile, we published new research: 'Maintaining Mobility' and used it to campaign for the governments in all four nations to amend legislation so that everyone who needs these aids can rest assured that they'll get one that's right for them quickly and easily, for as long as they need it.

2018 achievements

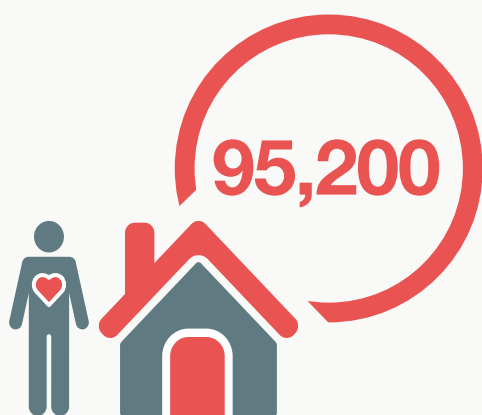
In winter especially, our work to support the NHS as they cope with increased pressure is vital. The difference we can make through simple, kind acts cannot be underestimated – listening to someone's concerns as they prepare to leave hospital, helping them get the shopping in and electricity on when they get home – it all makes it less likely people will fall into a pattern of going back to hospital again and again.

Our 2018-2019 winter pressures work supported over 3,000 people through 39 UK hospitals, relieving pressures on health staff and communities. 92 per cent of those who took our survey thought we'd helped to reduce delays in transfers of care or discharge. Drawing on our experience in this kind of care, in February we released our 'In and Out of Hospital' report, which warned that a lack of the right support for vulnerable people is causing a cycle of avoidable hospital readmissions.

We **played a lead role in 2018 in the government's work to help those experiencing loneliness.** We fed significantly into their strategy and plans to tackle the chronic loneliness that can affect a person's physical and mental wellbeing.

Nine million adults across the UK suffer from social isolation, and studies show that it can be just as dangerous as smoking. It's often triggered by major life changes like having children, getting divorced or the death of a loved one, but it can be helped, often with quite simple solutions.

In partnership with Co-op, we're connecting people with their communities through local services and tailored interest groups and activities, reaching an average of 266 people per scheme (against a target of 130) and over 7,000 in total.



Last year we provided 50,800 patient journeys, **supported 95,200 people to live independently at home**, and loaned more than 84,900 mobility aids.

Photo: © Simon Rawles/BRC



In search of safety

We are the biggest single independent provider of refugee support in the UK, working in 58 towns and cities to help more than 30,000 people every year.

We believe that, whatever a person's reason for leaving their home behind, they should get the help and support they need. With more than 17 million volunteers across 191 countries, the Movement is there to support vulnerable people wherever they find themselves in their journey.

2018 achievements

In 2018 we **helped over 36,500 people through our support services in the UK**, including more than 13,000 people who were facing destitution and needed food, clothing and small amounts of emergency cash.

Over the year, we helped to reunite 989 families who had been separated by war, conflict or persecution. We worked with 8,900 refugees, migrants and other vulnerable people to trace their missing relatives and we supported hundreds of unaccompanied children to gain skills in English language, independent living and cultural awareness.

Photo: © Simon Rawles/BRC

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In December, the **UK and 163 other countries adopted the Migration Compact**, an agreement designed to improve collaboration between countries so people fleeing crisis are safer.

We also continued to **call for more families to be able to reunite in safety**. We worked with organisations including the Refugee Council and UNHCR, the UN Refugee Agency, to expand the definition of family used by the government for their family reunion policy.

We **took a lead role over the year in anti-trafficking work**. People fleeing their homes in search of safety often have to travel along some of the world's most dangerous routes. Traffickers, abuse or exploitation can be waiting at every turn – these are some of the world's most vulnerable people. Asylum conditions for those who arrive in the UK, as well as the reduction in support for UK and EEA nationals, can leave people destitute, which again makes them vulnerable to those who wish to exploit them.

Our **input to the Home Affairs Select Committee on Modern Slavery made important recommendations**, including giving those within the UK who've been trafficked reasonable time, support and protection to make safe decisions about their future.

In October, we **hosted the Action for Trafficked Persons Network annual meeting**, and held our annual anti-slavery day event, strengthening links within the sector and sharing our extensive experience and recommendations.

We also **launched our 'Never Truly Free' report**, which showed that people need better support to claim rights to services along treacherous routes (including using technology like video calling). We helped secure a government commitment that vulnerable people won't be detained without checks to see if there are other, safer options.

Towards a stronger future

Across the world, 68.5 million people have fled their homes in search of a safer place to live. We're seeing ever more complex cases both in the UK and internationally, with people requiring longer-term support – often across borders.

Our new international strategy focuses on the risks people face when crossing two or more borders. In 2018 we launched Action for Migrants: Route-Based Assistance, a new programme to support vulnerable people along the west Africa to north Africa migratory trail. Working across five countries – Burkino Faso, Niger, Guinea, Sudan and Egypt – we'll provide a range of services including first aid skills education, cash-based assistance and psychosocial support.

Another programme, launched with EU funding last year, will see us empowering asylum seekers and refugees in the UK to make their own case for better support by forming a UK wide 'Voices Network' and providing training and support to help them talk to media, parliamentarians and others to highlight the issues most pertinent to them and advocate for the changes they want to see.

More and more, it's our approach to design as many of our services as possible alongside the people who use them, so our work is not only driven but also shaped by people's needs.

Ready to respond – international crises

We provide emergency support to people affected by crisis overseas, and help 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.

Towards a stronger future

Crisis is affecting more people than ever, and the complex, ongoing nature of these crises means the demand for our help is growing far faster than our capacity to deliver it.

In 2018 we launched our new International Strategy, which sets out how we will use our resources to have the most impact by focusing on three key areas: chronic hunger, protracted conflict and migration and displacement, alongside our core business of disaster management. The strategy also details how we will use community engagement and cash-based assistance to enable us to make the biggest difference we can.

We have continued to transform the way we deliver cash aid. During 2018, we helped to build the capacity and capability of the Movement through the launch of a Cash Hub – a website with information and resources that has been visited over 4,000 times by people in 100 different countries. We also launched a Cash Practitioner Development Programme and hosted an International Cash Conference in September with more than 150 participants.

2018 achievements

In 2018 we responded to 11 new international emergencies and continued work on 15 responses.

These included the Indonesia earthquake and tsunami, Yemen cholera epidemic, Hurricane Irma response, Nepal earthquake recovery, drought in Kenya and the Ebola outbreak in the Democratic Republic of Congo.

We contributed nearly £3.2m over the year to support people affected by ongoing violence in Syria. Since the crisis began eight years ago, we've reached 5.9 million people, distributed over 1.5 million essential items and trained 4,000 volunteers and staff to help respond to the crisis.





We responded to **26 international emergencies in 2018** including 11 new responses.

In Indonesia last year, a series of earthquakes and tsunamis from July to December affected over half a million people. **Our Indonesia Earthquake and Tsunami appeal raised over £1.9m and volunteers and staff from the Red Cross Movement were able to respond quickly**, reaching families in need with emergency relief items and clean water, as well as helping people recover their livelihoods with cash assistance.



Photo: © Harandi Haid/BRC

Ready to respond – international crises (continued)



In Yemen, more than 14 million people are facing starvation and an estimated 85,000 children have already died from extreme hunger since the war escalated in 2015. 2018 saw us **give just over £780,000 to help distribute food, provide emergency healthcare and continue our work to strengthen the capacity of the Yemen Red Crescent Society** to respond to the crisis.

£714,000 of British Red Cross funding was spent on the Movement's response to the silent emergencies that didn't make the headlines in 2018, including support in Mongolia and the Sahel.

Standing up to disaster

Working alongside our Movement partners, we're building resilience in communities exposed to disasters. We want to help those with underlying vulnerabilities to anticipate and reduce the impact of crises, as well as cope with and recover from their effects without compromising their long-term prospects.

In 2018 we reached over 4,000 households in Zimbabwe with our education programme on disaster preparedness, which includes information on the use of early warning systems, climate-smart farming techniques, and sanitation education to combat the spread of cholera and malaria.

We reached more than 15,000 people in Nepal with community health awareness education and 740 people with disaster preparedness training as well as repairing 15 water schemes in the country and giving cash grants to over 6,900 households. We also secured access to safe water for over 94,000 people in Kurigram, Bangladesh and more than 165,000 people in Kenya.





More than 706,000 people fled their homes after violence in Myanmar last year. We **gave over £7million to help the Bangladesh Red Crescent provide essential food, clean water and medical care.** During the year our water, sanitation and hygiene programme in Cox's Bazar reached over 20,000 people.

Strengthening our foundations

Over the year, our focus on developing our behind-the-scenes systems has laid some important foundations for us, so we can move with strength and agility into the future.

We **rebuilt our website, and sites for eight sister societies overseas**, greatly improving user experience, including for people on mobile devices. We've now seen visitors to our main site complete the most popular tasks in as little as half the time.

We **launched a global online hub to strengthen our cash-based assistance around the world**, as well as a digital museum and archive to showcase our vast history and resources. We digitised our 'borrow a wheelchair' service in the UK, making it easier for people to reserve wheelchairs and for volunteers to better manage our stock. We also ran a digital skills programme for our staff and we will build on this work in 2019 using our new eLearning platform. We've also focused on improving staff and volunteer experience, including introducing 'bring your own device' WiFi in 80 sites, as well as improving access to core HR, finance and productivity systems to enable more mobile and flexible working.

To make sure we **inspire and support our volunteers throughout their time with us, we commissioned a full external review** of how we communicate and work with them from the moment they first get involved. This has helped us identify what we're doing well and set up a new programme of work to focus on where we want to improve. We've made an initial change in our approach to volunteer recruitment while we build our numbers, and are

seeing positive results in some services already. In the coming year we'll build and test the component parts of a fundamentally different approach to volunteering at the British Red Cross.

Last year we also **undertook research with our staff, volunteers and the public to make sure we communicate our brand in a way that ensures we remain relevant**. This allowed us to identify and articulate the uniqueness of our organisation: our ability to inspire and connect those with kindness to share – whether that's through volunteering, donating or offering unique skills and talents – with those who need it most.

We launched a new brand campaign, the Power of Kindness, with an innovative Facebook campaign and a film to encourage people to take action and share their kindness. Our film reached over 2.2 million people on Facebook, and was viewed over 40,000 times on twitter within the first month. We secured 21 radio interviews and achieved a reach of 2.9 million, with the campaign winning Campaign magazine's ad of the day. We drove 179,000 visits to our new website, reinforcing public understanding of the values that drive us.

This brand activity, along with marketing activity delivered through 2018, ensured that our brand relevance among the people we wanted to inspire consistently surpassed our target of 75 per cent.

Photo: © Matthew Perotini/BRC

179,000



We **drove 179,000 visits to our new website**, reinforcing public understanding of the values that drive us.

We digitised our 'borrow a wheelchair' service in the UK, making it easier for people to reserve wheelchairs and for volunteers to better manage our stock.



Our priorities for 2019

We have a busy year ahead as we deliver the final year of our strategy *Refusing to Ignore People in Crisis*. While we fulfil our commitment to the people we help, we'll continue to respond to the internal and external challenges we face as an organisation, so we're sustainable and can keep on delivering relevant and effective support to those who need it most.

People know what to do in a crisis

In the UK we'll reach over 45,000 adults in at-risk groups and more than 122,000 young people with first-aid and crisis education, as well as teaching over 142,000 people to save a life through Red Cross training. We successfully lobbied to get first-aid education included in England's national school curriculum, and we'll continue to shape the requirements placed on schools, leveraging the success in England to advocate for first aid education in the curricula of devolved nations. We'll harness digital technology and the power of our voice to make sure vital lifesaving skills are easily accessible to school children and those at risk of first-aid crises.

Supporting people with health crises

With pressures on health and social care systems increasing, we'll continue our work with the NHS and regional health and social care commissioners to help patients in and out of hospitals as quickly as possible, and make sure they get the care they need. We'll enable more people in crisis to return home safely, and provide the support they need to live independently, reaching 80,000 people with support at home and providing 85,000 mobility aid loans. We're

now participating in NHS planning for Winter Pressures, and pilots to support 'stranded' patients, who've been in hospital for seven days or more when they could potentially get care at home. This planning will inform how we target our services to those in greatest need. We'll continue to bring together diverse organisations to tackle loneliness and we'll work closely with government to ensure its strategy is implemented.



Photo: © Simon Rawles/BPC

Refugee support and restoring family links

We'll support 32,000 refugees and asylum seekers, including 16,000 people facing destitution due to their legal status, and reunite 2,100 family members in the UK. We'll continue our work to influence the UK Government to extend the 'move-on period' for newly recognised refugees, who have to move support systems, quickly getting UK bank accounts, jobs and often new accommodation before the support they got as asylum seekers is effectively switched off. We'll bring together our UK and international resources to protect vulnerable people along global migration trails and those affected by human trafficking.

UK emergency response

Building on our work in 2018 with the voluntary and community sector to develop the 'National Critical Incident Framework' – a plan on how we'll work together to better support people during an emergency – we'll work with statutory responders, voluntary and community organisations and businesses to deliver a more human-centred, collaborative emergency response that engages with and draws on the capacity of local communities and builds their resilience.

Photo: © Antonio Zazueta Olmos/BRC



Enhancing the Movement's capacity to reach people in complex crises

In 2019 we'll move fully to our new international strategy, targeting our resources where need is greatest in the face of disasters, protracted conflict, chronic hunger, and displacement and migration. We'll continue to play a leading role in building the Movement's capability to deliver emergency cash to people who need it most, empowering them to get what they need more quickly, based on their own choices.

We will maintain our position as a top-five contributor to ICRC/IFRC disaster management operations, supporting the Movement to surge in response to emergencies. We will develop active partnerships with the ICRC in eight countries affected by protracted conflict and work to deliver the DFID-funded Action for Migrants: Route-based Assistance programme to support and protect people travelling along migration trails. In response to chronic hunger, we'll work with three National Society partners in the Sahel to deliver food security and livelihood programmes. Eight National Societies will be supported to deliver quality cash assistance in emergencies as part of our Cash2021 programme.

Culture and values

We'll continue to build an inclusive and diverse culture, working towards full Leadership in Diversity accreditation in 2019. We're on track to realise our diversity targets by the end of our current strategy, which will see 12% of our staff coming from a black, Asian or minority ethnic background, and 10% of staff declaring a disability.

150 years of the British Red Cross

2020 will be our 150th anniversary. We recognise that we must change to stay relevant and make sure we can be here for generations to come. 2019 will see the delivery of year two of a three-year programme to ensure that our resources are used to best effect, our income streams are protected and that we're fit for the future.

2019 will see us introducing new service models and ways of working, and piloting new approaches to focus what we do on those in greatest need. We'll invest in transforming our relationship with our supporters and the experience of our volunteers. We'll also strengthen our ability to innovate and harness the opportunities that technology brings.

Strategy 2020 development

In 2019 we'll develop a new strategy for 2020 and beyond. It will focus on where we can have greatest impact for those in most need, and where the British Red Cross is best placed to make a difference, directly and in partnership with others.

Risks

Principal risks and uncertainties

The delivery of our mission, and our operational environment – particularly in the context of our work overseas – exposes the British Red Cross to a range of risks. The organisation has a clear framework, policy and set of procedures in place to ensure risks are anticipated and mitigated effectively and consistently. Our risk management process is integrated with strategic performance monitoring and annual business planning, with quarterly updates to trustees on principal risks and how these are being mitigated.

Our wider assurance framework includes associated policies on health and safety, incident reporting, anti-fraud, bribery and corruption, management of complaints and grievances, safeguarding, and raising concerns (whistleblowing). These policies ensure that where incidents give rise to risks, these are identified, acted on swiftly, and reported according to our regulatory responsibilities.

Roles and responsibilities

Trustees are responsible for ensuring that the British Red Cross has robust and effective risk management processes and assurance functions in place. The board assesses and agrees the corporate risks as part of setting the annual business plan each year. Committees of the board, along with other internal steering groups, provide regular in-year oversight of specific risks.

The executive leadership team reviews the corporate risks each quarter as part of wider strategic performance monitoring, taking collective responsibility for ensuring that risks are identified and effectively mitigated.

A risk-champion group is in place, which brings together key senior managers across the organisation with a responsibility for risk management. The group shares best practice and ensures we have a consistent and joined-up approach.

Continuous improvement of risk management

During 2018, we continued to refine risk management processes, putting in place clearer guidance to ensure the appropriate escalation of risks. An internal audit of the organisation's risk maturity has identified areas for further improvement which will be taken forward during 2019.

Principal risks and uncertainties faced by the British Red Cross, and mitigating actions

Risk theme	Risk	Mitigating action
Financial	A downward trend in income due to more competitive markets, fundraising constraints, and increased costs means we are unable to deliver on our strategic commitments.	<p>A three-year programme is in place to ensure the organisation's sustainability, including restructuring and managing costs.</p> <p>Our approach to supporter engagement and fundraising will undergo a full review in 2019 to protect and build on our income channels.</p> <p>A new organisation strategy will be developed in 2019 that will ensure resources are focused on the enduring crises of our time and where the organisation can have greatest impact for those affected.</p>
	Working as part of a wider international Red Cross and Red Crescent Movement exposes us to increased risk of fraud and misuse of funds in our work overseas.	<p>A new due diligence process has been introduced into our international work to ensure a more robust approach to selecting overseas partners, which includes safeguarding as well as financial risks. This new process will be rolled out to all partners in 2019.</p> <p>There is a well-defined process in place for responding to incidents of fraud.</p> <p>Capacity-building programmes with partner Red Cross/Red Crescent National Societies include strengthening financial management and performance monitoring.</p>
Operational	Failure to implement robust safeguarding measures and respond robustly to incidents and complaints, including of sexual misconduct, risks harm to the people we help and/or our workforce and undermines their dignity.	<p>We have comprehensive safeguarding policies in place to protect our staff, volunteers and the people we help.</p> <p>All British Red Cross staff working overseas are bound by a strict Federation Code of Conduct, which includes clear standards against harassment, abuse, discrimination and exploitation. In 2018, we launched a British Red Cross Code of Conduct covering all our staff and volunteers.</p> <p>Our 'raising a concern' procedure enables our workforce to report suspected wrongdoing or malpractice.</p> <p>Our complaints procedure for staff, volunteers and beneficiaries was reviewed in 2018 to ensure that the people we help have clear and multiple channels through which to make a complaint.</p>

Principal risks and uncertainties faced by the British Red Cross, and mitigating actions (continued)

Risk theme	Risk	Mitigating action
Operational (continued)	Workforce capacity is outstripped by our commitment to deliver contracted services, resulting in a failure to fulfil our obligations and reach people in crisis with the support they need.	<p>More robust workforce planning approaches are being embedded to ensure the organisation has the capacity and capability to deliver.</p> <p>The volunteer experience is being improved to enable people to volunteer their time more easily and in more flexible ways.</p>
	Poor implementation of health, safety and security responsibilities and requirements in the UK and overseas results in a failure to keep our staff and volunteers safe, and/or harm to beneficiaries or a member of the public.	<p>Health and safety policies and procedures are in place for our work in the UK, with a UK security framework under development for 2019.</p> <p>A security framework and travel security procedures are in place to protect those working overseas. Security of staff and volunteers in the field is coordinated with the Federation/ICRC and overseen by a security focus group.</p> <p>We have strengthened the way incidents are reported and investigated. Our online incident reporting tool will be updated in 2019 to improve accessibility to remote staff and volunteers.</p>
	Failure to ensure and maintain appropriate information security results in cyber-attack, undermining the security of our data.	<p>An education programme was rolled out during 2018 to improve behaviours relating to cyber security.</p> <p>A cyber-security maturity framework has been put in place to drive improvement.</p>
Reputation	Failure to comply with the General Data Protection Regulation (GDPR) leaves the British Red Cross in breach of the law and open to fines, and damages to our reputation.	<p>Robust information governance procedures are in place, in line with level two information governance standards required to deliver commissioned UK services.</p> <p>An education programme was rolled out in 2018 as part of ensuring GDPR compliance, over and above mandatory information governance training.</p> <p>An action plan is in place where we need to improve our service-user data handling.</p>
External	Exiting from the European Union could impact on our income and regulatory environment. Failure to be sufficiently up-to-date with the latest developments could prevent us from pro-actively preparing for a post-exit era.	<p>A cross-organisation working group is in place to understand how exiting from the European Union will impact on the organisation, particularly in the event of a 'no deal' exit.</p> <p>We are engaged across the wider sector and with government through multiple channels as plans to exit the EU develop.</p>

Safeguarding

We take our responsibility for keeping every child and every adult who comes into contact with the Red Cross safe, from the people we support to our own staff and volunteers, extremely seriously.

As an organisation with both a UK and an international purpose, we have two senior safeguarding leads; a lead for our work overseas and a lead for our work in the UK. We also have a trustee on our board with responsibility for safeguarding. In the UK reported safeguarding concerns are handled through dedicated safeguarding staff and a network of over 200 trained safeguarding officers, who cover either adult or child safeguarding.

We have significantly strengthened our safeguarding provision over the past 12 months.

We have introduced a British Red Cross Code of Conduct, which applies to all staff and volunteers, and confirms that we will not tolerate any form of exploitation, including sexual exploitation, abuse or violence.

In December 2018, the board approved a new Corporate Safeguarding Policy and we revised our safeguarding procedures. Together, these set out how we fulfil our obligations to safeguard adults and children at risk of abuse or harm.

We have a comprehensive range of checks and balances in place to keep staff, volunteers and the people we support, safe. Our code of conduct, which sets out our expectations for the behaviour of our people, and safeguarding policy can be found on our website at [redcross.org.uk](https://www.redcross.org.uk).

In addition to our own Code of Conduct, all British Red Cross staff working overseas are bound by a strict Federation Code of Conduct, which includes clear standards against harassment, abuse, discrimination and exploitation. This code, which is publicly available, has been in force since 2007 and specifically prohibits all forms of sexual abuse and exploitation; this includes engaging in sexual activity with anyone that the organisation seeks to protect or assist, and engaging sex workers.

The total number of safeguarding concerns captured through our internal incident reporting system in 2018 was 1,412. These are concerns encountered by British Red Cross staff, volunteers or representatives in the UK during the course of their work, when they've felt a child or adult is at risk of abuse or harm.

Our policies clearly state that all incidents are logged, investigated and escalated as appropriate (both those concerns involving the safeguarding of those at risk of abuse or harm and incidents relating to sexual harassment or misconduct). Our practice is to report incidents to the relevant authorities at the time these occur, including the Charity Commission. This includes referrals we have made to the police and other statutory authorities.



Photo: © Simon Rawles/BFC

Charities (Protection and Social Investment) Act 2016 statement

Fundraising approach

We rely on a number of different fundraising approaches to raise funds cost-effectively from a range of sources, raising awareness of our work and allowing supporters to contribute in ways that are most appropriate for them. This includes: fundraising face-to-face and over the telephone; through letters, emails, television, online channels and press advertising; from legacies, events and community fundraising; from philanthropists, trusts, foundations and corporate partners, and through our charity shops.

Fundraising standards

We are members of the Institute of Fundraising (IOF) and the Fundraising Regulator, and as such abide by the Code of Fundraising Practice as well as the rulebooks for face-to-face fundraising. We abide by the Fundraising Regulator's Fundraising Promise, and strive to ensure our fundraising is open, honest, legal and respectful. In line with our undertaking signed with the Information Commissioner's Office (ICO), we operate an 'opt-in' model of freely given, specific, informed, unambiguous consent for live telephone marketing calls, refreshed every 24 months.

Fundraising on our behalf

We engage members of the public both face-to-face and over the telephone by discussing ways in which they can support us, appropriately and proportionately. In 2018 we worked with professional fundraising agency partners, along with in-house fundraising teams, to speak to potential supporters in this way. As a result of these conversations, many are inspired to start a regular gift, generating significant income that we direct to supporting people in crisis. We require any professional fundraising agencies working on our behalf to adhere to our fundraising standards and this is enshrined in our contracts with them.

We work with a number of strategic corporate partners who support our work through financial and non-financial donations, as well as employee and customer fundraising. We also receive one-off support from companies, particularly as part of our emergency appeals. Some of our corporate partners sell goods or services and donate a proportion of the sale price to us. These agreements are governed by legal agreements in line with current consumer and charitable law. Our corporate partnerships are also subject to our ethical policy.

Monitoring of fundraising activities and protecting people in vulnerable circumstances

We have policies in place, endorsed by our board of trustees and overseen by our Ethical Fundraising and Quality Assurance Sub-Committee, which govern our telephone and face-to-face fundraising activities. We have comprehensive quality control frameworks in place to monitor the behaviour of fundraisers, as well as the conversations they have on our behalf with both supporters and members of the public. This includes thorough due diligence and audit, regular training sessions, shadowing and mystery shopping, site visits, call listening, quality control calls, and monitoring of outcomes, complaints and remedial actions. Our aim is to ensure that potential supporters feel informed, genuinely thanked and inspired by their conversation, regardless of its outcome.

We are committed to ensuring that we treat the public sensitively and respectfully at all times, taking special care to protect people who may find themselves in vulnerable circumstances. Our fundraiser training contains a section dedicated to making fundraisers aware of the signs of potential vulnerability in anyone they speak to on our behalf, as well as the steps we expect them to take on the rare occasions when they do have concerns.

This approach has been developed in consultation with British Red Cross safeguarding staff, and is in line with the requirements of the Charities (Protection and Social Investment) Act 2016, the Mental Capacity Act 2005, as well as with the IOF's Treating Donors Fairly Guidance, and the Direct Marketing Association's Guidelines for Dealing with Vulnerable Consumers.

Complaints

We're always sorry to receive complaints relating to our fundraising, as we're keen for all our supporters to have a positive experience engaging with us. We understand of course that some of our activity may invite expressions of dissatisfaction, which we will always record in order to improve our fundraising. Complaints however, will only be recorded in respect of situations where there's been a potential or actual breach of the fundraising code, a lapse in our high standards, or a concern raised where an investigation has been instigated. In 2018 we received 366 such complaints, which while higher than the year before, is reflective of the number of activities we undertook. Two were reported to the Fundraising Regulator, none were found to be in breach.

Overview

In 2018, the British Red Cross generated £243.3m total income (2017: £284.5m). This reduction in income was due mainly to a £30m decrease in restricted appeals income compared with 2017. Net income for the year on unrestricted funds was £8.7m (2017: £7.2m). Net expenditure for the year was £2.9m (2017: net income £10.6m). Free reserves at the year-end stood at £57.8m (2017: £57.2m), after designating £11.4m of free reserves.

The British Red Cross remains in a stable financial position at the year-end despite sustained economic and regulatory challenges. We continue to address actual and projected reductions in regular donations and increasing costs through investment in fundraising innovation and the implementation of BRC 150+.

BRC150+ is our continuous improvement programme which aims to deliver effective and

efficient services in order to fulfil our mission of connecting human kindness to human crisis.

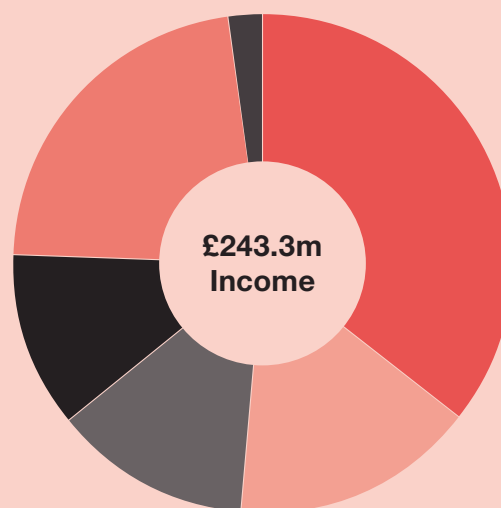
Income

Income from donations and legacies in 2018 was £126.6m, down from £159.7m in 2017. This was primarily due to reductions in restricted appeals income, which generated £16.8m in 2018. The equivalent in 2017 was £48.9m, which included the Grenfell, Manchester and London Bridge appeals.

Unrestricted donations and legacy income held up well in total over the year. However, as can be seen from the table, unrestricted regular giving income continued a downward trend in the year, and now represents 40% of unrestricted donations and legacies income, compared to 48% 5 years ago.

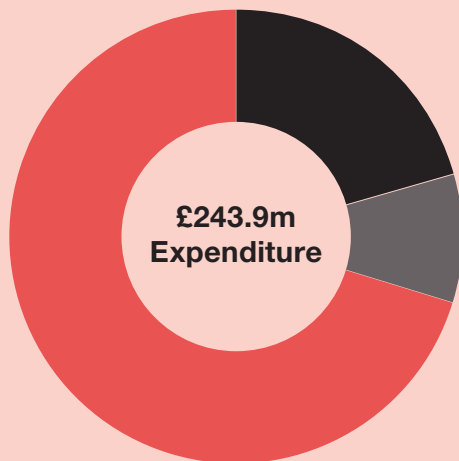
Income

Donations and legacies:	2014 £m	2015 £m	2016 £m	2017 £m	2018 £m
Regular giving	50.2	50.0	45.9	41.7	39.7
Other unrestricted	55.4	63.9	58.3	56.7	59.9
Total unrestricted	105.6	113.9	104.2	98.4	99.6
Total restricted	32.7	38.9	31.2	61.3	27.0
	138.3	152.8	135.4	159.7	126.6
Charitable activities	85.3	87.0	77.8	87.9	81.2
Retail	29.0	29.9	29.4	29.9	30.7
Other	9.2	5.4	9.1	7.0	4.8
Total	261.8	275.1	251.7	284.5	243.3

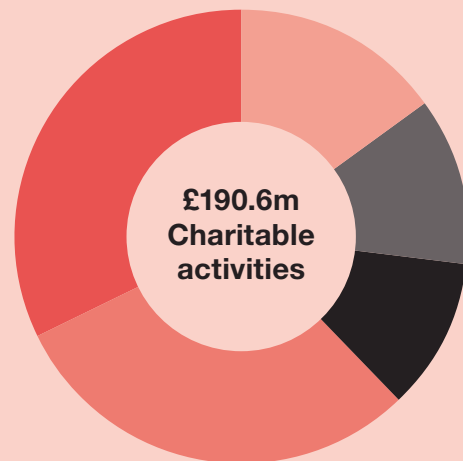


- Donations 36%
- Legacies 16%
- Retail 13%
- Grants 11%
- Contracts and fees 22%
- Other 2%

Expenditure



- Fundraising and retail
excluding support costs 21%
- Support costs 9%
- Charitable activities
excluding support costs 70%



- Crisis response 15%
- First aid and crisis education 12%
- Refugee support and migration 11%
- Support between home and hospital 30%
- International 32%

The ongoing implementation of our BRC 150+ improvement programme seeks to provide great services to those in need, grow our income and generate ongoing efficiencies in our cost base, ensuring best value is obtained in service provision to our beneficiaries.

Expenditure

Total expenditure in the year was £243.9m, down from £276.1m in 2017. Total expenditure on charitable activities was £190.6m (2017: £220.9m).

The overall reductions in expenditure in 2018 were directly related to the reductions in appeals income and the decreasing trend in regular giving income referred to above.

We continue to remain confident that our operating model remains robust but sufficiently flexible to accommodate the impact of ongoing change in the sector.

Reserves

Our reserves policy ensures our work is protected from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring we do not retain income for longer than required. The

reserves policy is kept under review and target levels are adjusted as assessments of risk and other factors change.

The current reserves range approved by the board of trustees is £40m-£50m, which recognises the current risk, particularly around our income streams as well as the uncertainty in the wider economic environment. Key areas considered by the trustees in determining the reserves levels include the financial impact of risk and required levels of working capital.

Our free available reserves at the year-end were £57.8m (2017: £57.2m). This represents slightly less than four months' worth of general funds expenditure. Reserves include £20.9m (2017: £18.0m) of accrued legacy income.

Reserves at the year-end were above the approved range due mainly to the continued short-term impact of both reduced fundraising expenditure and property disposals releasing one-off funds, together with a good year for legacy income, which totalled £38.5m (2017: £31.3m).

The board of trustees designated £11.4m of free reserves in 2018 to fund the remaining cost of delivering the BRC 150+ programme and to invest in the required refurbishment of the London head office. The intention is to spend these funds over the next 3 years.

Investments

If funds are not immediately required, we invest them in longer and medium term low risk funds and short-term deposits. Our overall investment objective is to generate a positive return, while maintaining the capital value of investments in real terms over the long term.

The British Red Cross does not directly or indirectly invest in companies with a significant interest in trading in and manufacture of arms or in the manufacture of tobacco products.

An investment sub-committee of the finance and audit committee regularly reviews our investment portfolio and investment policy.

The long and medium-term investments in our fixed asset investment portfolio are spread over a number of funds with Kames Capital and Royal London Asset Management. All the funds aim to outperform agreed benchmark indices over the medium and longer term.

Equity markets had a bad year in general during 2018, showing losses of around 10%, with the impact of global economy concerns and the US/China trade war.

The net loss on our investments in the year was £2.3m (2017: net gain £2.2m). Our fixed asset investment portfolio generated a percentage annual loss for the year of 5.6% (2017: annual return 7.1%).

However, both Kames equity funds have shown a strong start to the new financial year, with performance exceeding benchmark indices. Our total investment with Kames at the end of February had improved in value by £1.5m since the year-end.

The investment sub-committee is satisfied with the performance of the investment portfolio.

Carbon emissions

We were previously awarded the Carbon Trust Standard Award in recognition of our achievements in managing the reduction of carbon emissions from our properties, receiving confirmation that our systems continued to reach the ISO 14001 environmental management system standard. The certification applies to the whole of the organisation and is valid until May 2025, providing we maintain and where possible improve upon the standards already achieved.

Continuing our commitment to reducing our carbon emissions we have now installed 942 solar panels over seven properties, thereby generating electricity and an income in 2018 of £50,500 (£246,000 since the start of the programme). During 2018 we moved 90 per cent of our properties on to a Green Energy contract. These properties are now carbon neutral with regard to electricity.

Earlier in the year we strengthened our environmental and carbon reduction policy with the aim of reducing our use of plastics and have plans in the pipeline including replacing plastic bags with paper in our shops and reducing the use of plastic bags in our Community Equipment Service business.

Since the start of the programme we have reduced our carbon emissions from heat and power by 4,154 tonnes (52%) equating to a total saving of £657,200.

Going concern

The board of trustees has reviewed the British Red Cross' financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that the British Red Cross has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future.

For this reason the board of trustees continues to adopt the going concern basis of accounting in preparing the accounts.



Photo: © Michael Thomas Jones/BBC

Governance

Introduction

The British Red Cross was founded in 1870 and incorporated by Royal Charter in 1908. A supplemental Royal Charter took effect on 1 January 1998, which was revised by Her Majesty the Queen in Council on 17 July 2003.

The governing instruments under which we operate comprise this revised charter, the Standing Orders and other policies agreed from time to time by our governing body, the board of trustees.

Our legal objects, as laid out in the Royal Charter, are to provide assistance to victims of armed conflict and to work for the improvement of health, the prevention of disease and the prevention and alleviation of human suffering in the UK and throughout the world.

The British Red Cross Society is registered as a charity with respective regulators in England and Wales, Scotland and the Isle of Man.

Board of trustees

The board of trustees has ultimate legal responsibility for our organisation and works to ensure good governance, with the help of its sub-committees. The board agrees the overall strategic direction and is our highest decision-making body. Its members are volunteers. They work alongside the executive leadership team, who are responsible for the implementation of policy and for the management of the day-to-day running of the organisation.

The board can comprise up to seven elected members (chosen from our active volunteer base) and up to six co-opted members appointed by the board (which includes the roles of chair and treasurer). Trustees can serve up to two terms of four years each. The board of trustees is committed to ensuring that governance arrangements are effective and relevant, as well as ensuring that the board members reflect the communities in which we operate.

A governance and nominations committee oversees trustee recruitment. The recruitment for elected trustees is conducted via a national electoral college of volunteer representatives. The governance and nominations committee is also responsible for the nomination of new co-opted trustees for board consideration. All new trustees are provided with a structured induction programme. Trustees also undertake a range of development activities during the year to ensure their skills are relevant and up to date.

The board undertakes an external governance review every two to three years. A review was undertaken in 2018 and found that the society's governance arrangements met the Charity Governance Code in all important matters. The board is committed to continuous improvement and agreed an action plan of improvements based on the findings of the review.

Structure

The British Red Cross operates in nine British overseas territories. Included in the British Red Cross group accounts are the accounts of the three overseas entities, which are locally incorporated, which are the Bermuda Red Cross, the Cayman Islands Red Cross and the Turks and Caicos Islands Red Cross, and one related trust, the Bermuda Red Cross Charitable Trust. These are accounted for as subsidiaries, in accordance with the SORP¹. The Anguilla Red Cross, the British Virgin Islands Red Cross, the Falklands Islands Red Cross, the Gibraltar Red Cross, the Montserrat Red Cross and the St Helena Red Cross are accounted for as branches, in line with the SORP.

Also included in the group accounts are the accounts of Britcross Limited, a wholly owned trading subsidiary which donates its trading profits to the British Red Cross.

¹ SORP = Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)

The British Red Cross is a prominent member of the International Red Cross and Red Crescent Movement, with volunteers and staff contributing to a number of initiatives within the International Federation of the Red Cross, the International Committee of the Red Cross and 191 Red Cross and Red Crescent member societies.

The British Red Cross is also a member of the Disasters Emergency Committee (DEC), an umbrella organisation that brings together 14 leading UK aid charities in times of crisis. With the support of media and corporate partners, the DEC forms a unique collaborative hub, which is able to quickly and effectively launch appeals and raise funds to tackle some of the world's most devastating crises.

Trustees' responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102: The financial reporting standard applicable in the UK and Republic of Ireland.

The law applicable to charities in England and Wales and Scotland requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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 charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Royal Charter. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud and other irregularities.

Financial statements are published on the organisation's website (redcross.org.uk) in accordance with legislation in the UK governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The trustees' responsibilities also extend to the ongoing integrity of the financial statements.

Modern slavery

As a humanitarian organisation, our aim is to always prevent and alleviate human suffering in the UK and throughout the world, to protect life and health, and ensure respect and dignity for all people.

We are committed to the prevention of modern slavery or human trafficking in our supply chains and our ambition for our continuous improvement plan is to completely eradicate modern slavery in any part of our operations.

In accordance with the requirements of the Modern Slavery Act, we publish an annual slavery and human trafficking statement. The statement sets out the steps we have taken to ensure modern slavery does not take place in any part of our business or supply chain, and is available at redcross.org.uk.

Gender pay reporting

Organisations with 250 or more staff are required to publish data about their gender pay gap and update it annually.

As at April 2018, we had a mean difference of 11.0% between the average hourly pay of women

and men across the organisation. This is an improvement on the equivalent figure of 11.8% at April 2017 and is significantly lower than the national average at April 2018 of 17.9%.

We are committed to further closing the gap. More information on how we are seeking to reduce the gender pay gap is available at [redcross.org.uk](https://www.redcross.org.uk).

Remuneration policy

The British Red Cross has an annual income of over £240m and employs almost 4,000 people working in the UK and overseas. The aim of our remuneration policy, which applies to all employees, is to offer remuneration that is fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aim of refusing to ignore people in crisis.

We employ people whose skills and competences are in demand in a variety of sectors including the health service, local government and other charities. They require the same levels of professional and occupational qualifications and experience as staff working in these sectors. In setting remuneration levels we have regard to pay in organisations which employ individuals with similar skills, competences and qualifications. The British Red Cross generally expects to pay at a level comparable to that in the not-for-profit and charity sectors. In senior positions this can result in remuneration levels that are below those for similar sized organisations in the private sector and some areas of the public sector.

Information on the grading structure, maximum and minimum remuneration levels for each grade, and all benefits (including pension) are available to all employees. The levels of salary available in the structure, together with other benefits such as annual leave and pensions, are generally reviewed annually. Inputs to the review include the financial performance of the British Red Cross, information on staff turnover and the pay and benefits in organisations employing comparable workers, organisation budgets and annual plans.

In 2018 the average cost of salaries increased by almost 2%. Staff in the lowest scales who earn at or slightly above the level of the National Living Wage received significant increases. This was due in part to the Government increasing the National

Living Wage by 4.8%, It was also a result of the British Red Cross commitment to advancing the salaries of all employees who perform to a good level to the UK Living Wage within 3 years of joining the organisation.

Significant improvements were made during the year to Maternity and Adoption Pay which, together with giving staff greater flexibility over their working hours and arrangements, is intended to improve the opportunity for more female staff to advance to senior positions.

The British Red Cross operates a defined contribution pension scheme, to which all eligible employees are auto-enrolled. Anyone who does not qualify automatically in this way may opt to join.

The board of trustees has a remuneration committee with the following responsibilities:

- To recommend to the board for adoption the broad salary policy, pay structure and changes to terms and conditions for the organisation.
- To receive and agree recommendations from the chief executive, for salary and other benefit changes, for all members of the executive leadership team, where market forces and other matters dictate the need.

The chair of the board of trustees determines salary and other benefit changes for the chief executive, where market forces and other matters dictate the need, in consultation with the remuneration committee.

The chief executive officer attends all meetings but withdraws when his own remuneration is discussed.

The following details relate to the executive leadership team as at 31 December 2018:

Job title	Key areas of responsibility	Annual pay 2018	Annual pay 2017	Pension entitlement
Chief executive	Leading the organisation, which has an annual income of over £240m and employs nearly 4,000 staff and over 18,000 volunteers, delivering services and programmes in the UK and globally.	£173,000	£173,000	GPP ³
Chief finance officer	Financial systems and processes; financial planning and performance management; organisational planning and strategy development; procurement; legal; audit and risk management; property; treasury management; banking and project management office.	£139,898	£137,000	GPP ³
Chief supporter officer ¹	Responsible for a staff team of over 800, some 8,500 volunteers and over one million supporters along with millions of shoppers in our 300 plus shops throughout the UK, delivering income of around £160m.	£120,000 ¹	£100,000 ²	GPP ³
Executive director of UK operations	All service delivery in UK through both area operations teams and nationally led functions including over 1,900 staff and 9,500 volunteers with an expenditure of £130m; support in emergencies in the UK; education; relationships with commissioning bodies and UK-focused government bodies; all property, vehicles and other resources in UK operations.	£114,400	£112,200	Final salary ⁴
Chief information officer	Information and IT strategy and systems; digital strategy; business continuity; information governance and IT security.	£110,000	£105,000	GPP ³
Executive director of communications and engagement	PR and public affairs; brand management and marketing; internal communications; advocacy; research; and engagement.	£107,100	£105,000	GPP ³
Executive director of international	All international strategy; programming; national society partnership development; support in capacity building; emblem advice and support; relationship with DFID and Movement relations.	£107,100	£100,000	GPP ³
Interim executive director of people and learning ¹	UK and international HR for nearly 4,000 staff; volunteer management for over 18,000 volunteers; learning and development; youth education and engagement; health, safety and security and occupational health.	£100,000 ¹	£112,200 ²	GPP ³

¹ The chief supporter officer and interim executive director of people and learning commenced in their roles on 9 July 2018 and 26 March 2018 respectively.

² The interim executive director of fundraising and executive director of people and learning left their posts on 24 July 2018 and 30 April 2018 respectively. GPP³ - Group Personal Pension Plan. The British Red Cross matches an employee's contributions to their personal pension fund, to a maximum of 6% of basic salary. This can be achieved through salary sacrifice and the British Red Cross pays half of the employer's national insurance contribution saved as a result to the individual's fund.

Final salary⁴ - the defined benefit British Red Cross Pension Fund was closed to new entrants with effect from 1 September 1997. Employer contributions of 27.5% of basic salary were made on behalf of each serving member during the year, who also contributed 16%.

Public benefit

The British Red Cross constitutes a public benefit entity as defined by FRS 102. The board of trustees has given regard to the legislative and regulatory requirements for disclosing how our charitable objectives (as set out in our Royal Charter) have provided benefit to the public. The board of trustees has complied with the duty set out in section 17 of the Charities Act 2011 and that set out by the Office of the Scottish Charity Regulator in the Charities and Trustee Investment (Scotland) Act 2005. This report outlines how our achievements during 2018 have benefited the public, either directly or indirectly.

On behalf of the trustees,



David Bernstein CBE
Chair of the board of trustees
23 April 2019



Report on the audit of the financial statements

Opinion

In our opinion the financial statements of the British Red Cross (the 'charity') and its subsidiaries (the 'group'):

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2018 and of the group's and the parent charity's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the Charities Act 2011, and the Charities and Trustee Investment (Scotland) Act 2005, and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 and the trust deed.

We have audited the financial statements which comprise:

- the consolidated statement of financial activities;
- the consolidated and parent charity balance sheets;
- the consolidated cash flow statement; and
- the related notes 1 to 23.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

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 the financial statements section of our report.

We are independent of the group and of the parent charity 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 are required by ISAs (UK) to report in respect of the following matters where:

- the trustees' use of the going concern basis of accounting in 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 group's and the parent charity'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.

We have nothing to report in respect of these matters.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 respect of these matters.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees 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 group's and the parent charity'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 group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with those Acts and relevant regulations made or having effect thereunder.

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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Report on other legal and regulatory requirements

Matters on which we are required to report by exception

Under the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 we are required to report in respect of the following matters if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Deloitte LLP
Statutory Auditor
London, United Kingdom
23 April 2019

Deloitte LLP is eligible for appointment as auditor for the charity by virtue of its eligibility for appointment as audit of a company under section 1212 of the Companies Act 2006.



Accounts for the year ended 31 December 2018

Consolidated statement of financial activities For the year ended 31 December 2018

	Notes	Unrestricted £m	Restricted £m	2018 Total £m	Unrestricted £m	Restricted £m	2017 Total £m
Income from:							
Donations and legacies	2	99.6	27.0	126.6	98.4	61.3	159.7
Charitable activities							
Crisis response		6.8	3.2	10.0	8.1	0.6	8.7
Refugee support and migration		0.6	0.3	0.9	0.6	2.8	3.4
First aid and crisis education		17.1	-	17.1	17.6	0.1	17.7
Support between home and hospital		29.3	1.8	31.1	27.8	1.6	29.4
UK charitable activities		53.8	5.3	59.1	54.1	5.1	59.2
International emergency response and recovery		0.9	21.2	22.1	0.8	27.9	28.7
Total income from charitable activities	3	54.7	26.5	81.2	54.9	33.0	87.9
Other trading activities							
Retail		30.7	-	30.7	29.7	0.2	29.9
Other fundraising activities		1.8	0.1	1.9	1.8	0.1	1.9
Rent		0.1	-	0.1	0.1	-	0.1
Total income from other trading activities		32.6	0.1	32.7	31.6	0.3	31.9
Investments							
		0.2	-	0.2	0.3	-	0.3
Other							
Miscellaneous income		0.1	0.4	0.5	0.2	0.6	0.8
Net gains on disposal of tangible fixed assets		2.5	(0.4)	2.1	4.0	(0.1)	3.9
Total income		189.7	53.6	243.3	189.4	95.1	284.5
Expenditure on:							
Raising funds							
Fundraising		24.8	1.1	25.9	25.8	3.4	29.2
Retail		27.4	-	27.4	26.0	-	26.0
Total expenditure on raising funds		52.2	1.1	53.3	51.8	3.4	55.2
Charitable activities							
Crisis response		20.2	7.6	27.8	23.4	23.1	46.5
Refugee support and migration		15.8	5.4	21.2	13.9	3.1	17.0
First aid and crisis education		21.3	0.8	22.1	20.8	0.7	21.5
Support between home and hospital		50.1	7.6	57.7	49.9	5.2	55.1
UK charitable activities		107.4	21.4	128.8	108.0	32.1	140.1
International emergency response and recovery		22.2	39.6	61.8	23.3	57.5	80.8
Total expenditure on charitable activities		129.6	61.0	190.6	131.3	89.6	220.9
Total expenditure	4	181.8	62.1	243.9	183.1	93.0	276.1
Net gains / (losses) on investments	10	0.8	(3.1)	(2.3)	0.9	1.3	2.2
Net income / (expenditure)		8.7	(11.6)	(2.9)	7.2	3.4	10.6
Transfers between funds	7, 8	0.1	(0.1)	-	0.1	(0.1)	-
Other recognised gains							
Actuarial gains on defined benefit pension schemes	16	2.7	-	2.7	0.2	-	0.2
Net movement in funds		11.5	(11.7)	(0.2)	7.5	3.3	10.8
Total funds at 1 January		123.0	54.6	177.6	115.5	51.3	166.8
Total funds at 31 December	7, 8	134.5	42.9	177.4	123.0	54.6	177.6

All the activities relate to continuing operations.

For the parent charity, total income for the year is £238.9m (2017: £281.4m), total expenditure is £240.9m (2017: £273.7m) and net movement in funds is a deficit of £4.3m (2017: £10.1m surplus).

The notes on pages 54 to 78 form part of these financial statements

Consolidated and charity balance sheets As at 31 December 2018

	Notes	2018 Group £m	2017 Group £m	2018 Charity £m	2017 Charity £m
Fixed assets					
Tangible fixed assets	9	57.9	59.6	55.0	57.2
Investments	10	56.3	34.0	56.3	34.0
		114.2	93.6	111.3	91.2
Current assets					
Stocks	11	5.4	5.3	5.2	5.1
Debtors	12	43.2	39.1	42.5	38.8
Investments	10	16.8	45.9	16.8	45.9
Cash at bank and in hand		9.8	7.6	8.6	6.5
		75.2	97.9	73.1	96.3
Current liabilities					
Creditors: amounts falling due within one year	13	(15.7)	(14.7)	(15.5)	(15.0)
Net current assets		59.5	83.2	57.6	81.3
Total assets less current liabilities					
Provision for liabilities and charges	14	(5.3)	(5.6)	(5.3)	(5.6)
Net assets before pension scheme surplus		168.4	171.2	163.6	166.9
Defined benefit pension scheme surplus	16	9.0	6.4	9.0	6.4
Net assets		177.4	177.6	172.6	173.3
Funds:					
Restricted funds					
Unrestricted funds held as tangible fixed assets	8	52.2	53.9	52.2	53.9
Defined benefit pension scheme fund	8	9.0	6.4	9.0	6.4
Designated funds	8	15.5	5.5	15.5	5.5
Free reserves	8	57.8	57.2	56.9	56.4
Unrestricted funds		134.5	123.0	133.6	122.2
Total funds		177.4	177.6	172.6	173.3

The notes on pages 54 to 78 form part of these financial statements

Approved by the board of trustees on 09 April 2019 and signed on its behalf by



David Bernstein CBE
Chair, board of trustees
23 April 2019



Liz Hazell FCA
Treasurer
23 April 2019

Consolidated cash flow statement

For the year ended 31 December 2018

Reconciliation of net income to net cash flow from operating activities	Notes	2018 £m	2017 £m
Net income for the reporting period (as per the statement of financial activities)		(2.9)	10.6
Adjustments for:			
Depreciation charges	9	6.1	5.8
Net loss / (gains) on investments	10	2.3	(2.2)
Net gains on disposal of tangible fixed assets		(2.1)	(3.9)
(Increase) / decrease in stocks		(0.1)	0.1
Increase in debtors		(4.1)	(0.6)
Increase in creditors: amounts falling due within one year		1.0	0.7
Decrease in provisions for liabilities and charges		(0.3)	(0.3)
Net charges for defined benefit pension scheme		0.1	(0.1)
Foreign currency gain on the fixed assets of overseas subsidiaries		(0.1)	-
Net cash provided by operating activities		(0.1)	10.1
Statement of cash flows		2018 £m	2017 £m
Cash flows from operating activities:			
Net cash provided by operating activities		(0.1)	10.1
Cash flows from investing activities:			
Proceeds from sale of fixed asset investments		0.3	3.6
Purchase of fixed asset investments		(24.9)	(3.6)
Proceeds from sale of tangible fixed assets		3.1	6.1
Purchase of tangible fixed assets		(5.3)	(5.1)
Net cash provided by investing activities		(26.8)	1.0
Change in cash and cash equivalents in the reporting period		(26.9)	11.1
Cash and cash equivalents at the beginning of the reporting period		53.2	42.1
Cash and cash equivalents at the end of the reporting period		26.3	53.2
Analysis of cash and cash equivalents		2018 £m	2017 £m
Cash at bank and in hand		9.8	7.6
Loan due within one year		(0.3)	(0.3)
Current asset investments		16.8	45.9
Total		26.3	53.2



Photo: © Antonio Zazueta Olmos/BFC

Notes to the consolidated financial statements for the year ended 31 December 2018

1. Accounting policies

(a) Scope and basis of the financial statements

The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments at market value, and are in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) ('the SORP'), FRS 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland ('FRS 102'), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared on a going concern basis. This is discussed in the Trustees' report under the heading 'going concern'.

The British Red Cross constitutes a public benefit entity as defined by FRS 102.

The consolidated financial statements have been prepared to give a true and fair view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the SORP rather than Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005) which has been withdrawn.

The preparation of the financial statements in accordance with FRS 102 requires the trustees to make judgements, estimates and assumptions that affect the application of policies and reported amounts in the financial statements. The areas

involving a higher degree of judgement, or areas where assumptions or estimates were significant to the financial statements are described at (o) below.

The financial statements incorporate the results of all material activities overseas where the British Red Cross has operational responsibility. The results and net assets of Red Cross operations in five British overseas branches have been included in the financial statements.

The results and balance sheets of the British Red Cross' subsidiary undertakings, Britcross Limited, the Bermuda Red Cross Charitable Trust, Bermuda Red Cross, Cayman Islands Red Cross and the Turks and Caicos Islands Red Cross have been consolidated on a line by line basis. All subsidiary undertakings prepare accounts to 31 December.

A separate statement of financial activities has not been presented for the charity alone as this is not considered to be materially different from the consolidated statement of financial activities (SOFA).

(b) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general charitable objectives. A pension reserve is included within unrestricted funds to reflect the pension surplus. Designated funds are a portion of the unrestricted funds that have been set aside for a particular purpose by the trustees.

Restricted funds are donated for either a particular geographical area or purpose, the use of which is restricted to that area or purpose. Such donations are principally for international purposes.

(c) Income

All income is accounted for when the British Red Cross has entitlement to the funds, the amount can be quantified and receipt of the funds is probable. Where income is received in advance of providing goods and/or services, it is deferred until the British Red Cross becomes entitled to that income.

Unless there is evidence of uncertainty of receipt, residuary legacies are recognised from the date of probate where a reliable estimate of income can be made. Income from wills or reversionary

trusts is not recognised until the life interest has passed away. Income from pecuniary legacies is recognised upon notification.

Where income is received as a result of lotteries held by the People's Postcode Lottery (PPL), the British Red Cross has no ability to alter the price of the tickets, determine prizes or alter the management fee. The PPL is therefore treated as acting as the principal. Net proceeds due to the British Red Cross are treated as restricted funds and are recognised under donations and legacies in the SOFA, as stated at note 2. The analysis of the net proceeds is detailed at note 24.

Disasters Emergency Committee (DEC) appeal income is recognised to the extent that resources have been committed on programmes funded through the DEC appeals.

Gifts donated for resale are included as income when they are sold. Donated assets and services are included at the value to the British Red Cross where this can be reliably quantified. Donated services from our volunteers are not included within the financial statements.

(d) Expenditure and basis of allocation of cost

All expenditure is accounted for on an accruals basis.

Direct costs are those specifically related to producing the output of an activity, for example the costs incurred in direct contact with beneficiaries.

Support costs are those which provide indirect support to front-line output provision – examples are central finance, human resources, governance costs and information and digital technology. Support costs not attributable to a single activity have been allocated on a basis consistent with identified cost drivers for that cost category such as staff head count, floor space and expenditure.

(e) Tangible fixed assets and depreciation

All tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses of acquisition and irrecoverable VAT. Depreciation is provided on a straight-line basis over their useful economic lives as follows:

Freehold properties	50 years
Leasehold properties	the shorter of the term of the lease and 50 years
Freehold premises improvements	ten years
Leasehold premises improvements	the shorter of the term of the lease and ten years
Ambulances	the shorter of useful life and seven years
Other vehicles	the shorter of useful life and five years
Equipment and furniture	five years
Computer equipment and software	between two and five years
Freehold land	nil
Assets in course of construction	nil

(f) Financial instruments

Financial assets and financial liabilities are recognised when the British Red Cross becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The British Red Cross only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the British Red Cross has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(g) Pensions**Defined benefit pension schemes**

Pension assets and liabilities are recorded in line with FRS 102, with scheme valuations undertaken by independent actuaries. FRS 102 measures the value of pension assets and liabilities at the balance sheet date and determines the benefits accrued in the year and the interest on assets and liabilities.

Current service costs, together with the net interest cost for the year, are allocated to relevant expenditure headings within the SOFA.

Scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term to the scheme liabilities.

The change in value of assets and liabilities arising from asset valuation, changes in benefits, actuarial assumptions, or change in the level of deficit attributable to members is recognised in the consolidated statement of financial activities within actuarial gains/losses on defined benefit pension schemes.

The resulting defined benefit asset or liability is presented separately on the face of the balance sheet. The British Red Cross recognises assets for its defined benefit pension schemes to the extent that they are considered recoverable through reduced contributions in the future, or through refunds from the scheme.

Defined contribution pension schemes

Pension costs in respect of defined contribution schemes are charged to the SOFA for the period in which they are payable. Such costs are allocated to activities and between funds according to an employee's normal job function.

(h) Investments

Investments are stated at market value at the balance sheet date and the consolidated statement of financial activities shows net investment gains and losses arising from revaluation of the investment portfolio and disposals during the year.

(i) Stocks

Stocks are stated at the lower of cost and net realisable value. Provision is made for obsolete, slow-moving or defective stock where appropriate. As it is not practical to value items donated for resale on receipt, they are not recognised in the financial statements until they are sold. Emergency stocks held for disaster response are transferred from stock to expenditure when issued from the warehouse.

(j) Value added tax

Irrecoverable value added tax is allocated to the category of expenditure to which it relates.

(k) Provisions

Provisions are recognised when the British Red Cross has a legal or constructive financial obligation, that can be reliably estimated and for which there is an expectation that payment will be made.

(l) Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease terms, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are, similarly, spread on a straight-line basis over the lease term.

(m) Foreign currencies

The British Red Cross uses forward exchange contracts to hedge some of its known foreign exchange exposure. Transactions in foreign currencies are recorded at the rate of exchange prevailing at the date of the transaction, except where a forward contract is in place, in which case the rate specified in the contract is used.

Monetary assets and liabilities are translated into sterling at the exchange rate ruling on the balance sheet date, except where a forward contract is in place, in which case the relevant asset/liability is translated at the rate contained in the contract.

Foreign exchange gains are recognised as other income and foreign exchange losses are recognised in the consolidated statement of financial activities within the relevant charitable activity expenditure for the period in which they are incurred.

(n) Programme commitments

The British Red Cross regularly pledges support to programmes led by the International Federation of Red Cross and Red Crescent Societies, International Committee of the Red Cross or other National Societies. Where full payment of the pledges is contingent on the outcome of British Red Cross reviews of the programmes, these programme commitments are contingent liabilities and therefore not recognised on the balance sheet.

(o) Accounting estimates and judgements

The preparation of financial statements requires the trustees to make judgements estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Estimates and assumptions are based on historical experience and other factors that are believed to be reasonable in the circumstances. Actual results may differ from these estimates.

Significant areas of estimation and judgement are:

- Programme commitments: where judgement is exercised as to satisfactory progress against agreed programme outcomes
- Accrued legacy income: which is estimated based on the best information available at the balance sheet date
- Defined benefit pension schemes: where advice is taken from independent actuaries in agreeing the application of actuarial assumptions.

Notes to the consolidated financial statements For the year ended 31 December 2018

2. Donations and legacies

	Unrestricted £m	Restricted £m	2018 Total £m	Unrestricted £m	Restricted £m	2017 Total £m
Regular giving	38.4	1.3	39.7	41.7	1.4	43.1
Public donations, appeals and fundraising	13.4	19.1	32.5	14.2	48.9	63.1
Donations to services	1.6	0.1	1.7	1.7	-	1.7
Gift aid	9.8	1.1	10.9	10.4	2.6	13.0
Legacies	36.4	2.1	38.5	30.4	0.9	31.3
Disasters Emergency Committee appeals	-	3.3	3.3	-	7.5	7.5
Total	99.6	27.0	126.6	98.4	61.3	159.7

Public donations, appeals and fundraising includes £1.1m (2017: nil) net proceeds received in respect of the People's Postcode Lottery (PPL), as analysed at note 23.

Legacy income is not recognised until the British Red Cross has entitlement to the funds, the amount can be quantified and there is probability of receipt. The estimated value of legacies, which have been notified, but not recognised at 31 December 2018 was £8.2m (2017: £10.0m) of which £5.3m (2017: £6.7m) are assets bequeathed to the British Red Cross, but subject to life tenancy.

Disasters Emergency Committee (DEC) appeal income is recognised to the extent that resources have been committed on programmes funded through the DEC appeals. Subject to our agreed allocation, the value of DEC appeal income not drawn down or accrued for at 31 December 2018 was £1.3m (2017: £0.9m).

During 2018, gifts in kind of £0.1m (2017: £0.3m) were received. These included food donations for our refugee services and pro-bono legal work.

3. Income from charitable activities

	Contracts and fees £m	Grants £m	2018 Total £m	Contracts and fees £m	Grants £m	2017 Total £m
UK						
Crisis response	6.8	3.2	10.0	8.2	0.5	8.7
Refugee support and migration	0.7	0.2	0.9	0.7	2.7	3.4
First aid and crisis education	17.1	-	17.1	17.6	0.1	17.7
Support between home and hospital	27.2	3.9	31.1	26.0	3.4	29.4
	51.8	7.3	59.1	52.5	6.7	59.2
International emergency response and recovery	1.8	20.3	22.1	1.7	27.0	28.7
Total	53.6	27.6	81.2	54.2	33.7	87.9

International grant income includes grants from the UK Government's Department for International Development (DFID) totalling £16.7m (2017: £22.4m):

- £9.0m (2017: £9.0m) received as part of the International Federation of Red Cross and Red Crescent Societies (IFRC) Institutional Strategy Agreement with DFID

- £4.9m (2017: £8.7m) to support emergency response programmes

- £1.0m (2017: £2.9m) as part of British Red Cross' Programme Partnership Arrangement (PPA) with DFID

- £1.0m (2017: £1.0m) as part of British Red Cross' UK Aid Match Programme with DFID

- £0.8m (2017: £0.8m) to support long-term programmes in countries including Nepal, Kenya and Uganda.

There are no unfulfilled conditions or other contingencies attached to these grants.

Notes to the consolidated financial statements For the year ended 31 December 2018

4. Expenditure

	Direct Costs £m	Grants £m	Support Costs £m	2018 Total £m	Direct Costs £m	Grants £m	Support Costs £m	2017 Total £m
Raising funds								
Fundraising	23.6	0.2	2.1	25.9	27.5	-	1.7	29.2
Retail	26.3	-	1.1	27.4	25.2	-	0.8	26.0
	49.9	0.2	3.2	53.3	52.7	-	2.5	55.2
Charitable activities								
UK								
Crisis response	22.9	2.3	2.6	27.8	36.3	7.6	2.6	46.5
Refugee support and migration	17.9	0.6	2.7	21.2	14.8	0.2	2.0	17.0
First aid and crisis education	18.6	-	3.5	22.1	18.5	-	3.0	21.5
Support between home and hospital	49.7	0.3	7.7	57.7	48.0	0.2	6.9	55.1
	109.1	3.2	16.5	128.8	117.6	8.0	14.5	140.1
International emergency response and recovery								
	25.1	34.1	2.6	61.8	26.9	51.2	2.7	80.8
	134.2	37.3	19.1	190.6	144.5	59.2	17.2	220.9
Total	184.1	37.5	22.3	243.9	197.2	59.2	19.7	276.1

The basis of allocation of support costs is described in note 1(d) and further analysis is provided in Note 5. It is not appropriate to split support costs between direct costs and grants due to the dual role played by programme support functions.

Our total expenditure includes irrecoverable VAT of £2.6m (2017: £2.7m) and fees to auditors for audit of financial statements of £0.1m (2017: £0.1m).

Notes to the consolidated financial statements

For the year ended 31 December 2018

4. Expenditure (continued)

Grants

Grant Recipients	Purpose	2018 Total £m	2017 Total £m
International Federation of the Red Cross and Red Crescent Societies (IFRC)			
IFRC	DFID Institutional Strategy with Federation	9.0	9.0
IFRC	Bangladesh Population movement	1.0	1.5
IFRC	Indonesia Earthquake and Tsunami Appeal	0.6	-
IFRC	East Africa Crisis Appeal	0.4	0.8
IFRC	Myanmar Appeal	0.4	-
IFRC	Myanmar Rakine Support	0.3	0.2
IFRC	Asia National Societies Cash Preparedness	0.3	-
IFRC	Democratic Republic of Congo Ebola Outbreak	0.3	-
IFRC	Various	4.6	10.5
		16.9	22.0
International Committee of the Red Cross (ICRC)			
ICRC	Yemen Complex Emergency	0.4	2.4
ICRC	Lebanon Cash and Livelihoods Programme	0.4	-
ICRC	Various	0.7	5.1
		1.5	7.5
Red Cross National Societies			
Kenyan Red Cross Society	Kenya Drought ECHO	2.5	3.2
Nepalese Red Cross Society	Nepal Earthquake Recovery Programme	1.7	2.0
Kenyan Red Cross Society	Kenya Disaster Management Capacity	1.6	1.6
Syrian Red Crescent Society	Syria Crisis	1.3	2.0
South African Red Cross Society	South Africa HIV Phase II	0.7	1.9
Sierra Leonean Red Cross Society	Sierra Leone CBHP	0.7	0.5
Nepalese Red Cross Society	Strengthening Urban Resilience and Engagement	0.7	0.4
Kenyan Red Cross Society	Kenyan Water and Sanitation	0.6	2.3
Bangladeshi Red Crescent Society	Bangladesh Population Movement	0.6	-
Mongolian Red Cross Society	Extreme Winter Livelihoods	0.4	0.3
Zimbabwean Red Cross Society	Zimbabwe Community Resilience Programme	0.3	0.3
Various National Societies	Various	5.0	7.2
		16.1	21.7
Other Grants			
London Emergencies Trust	Grenfell Tower	1.5	5.7
London Emergencies Trust	London Terror Attacks	0.8	1.9
Institutions	Various	0.7	0.4
		3.0	8.0
Total		37.5	59.2

Notes to the consolidated financial statements For the year ended 31 December 2018

5. Support costs by activity

	Raising funds £m	Crisis response £m	Refugee support and migration £m	First aid and crisis education £m	Support between home and hospital £m	International emergency response and recovery £m	2018 Total £m
Finance	0.8	0.3	0.3	0.3	0.7	0.8	3.2
Human resources	0.2	0.3	0.4	0.5	1.2	0.1	2.7
Central facilities	0.2	0.3	0.3	0.4	1.0	0.1	2.3
Information and digital technology	1.6	1.3	1.4	1.9	3.8	0.5	10.5
Central management	0.1	-	-	-	0.1	0.1	0.3
Governance	0.3	0.4	0.3	0.4	0.9	1.0	3.3
Total	3.2	2.6	2.7	3.5	7.7	2.6	22.3

	Raising funds £m	Crisis response £m	Refugee support and migration £m	First aid and crisis education £m	Support between home and hospital £m	International emergency response and recovery £m	2017 Total £m
Finance	0.7	0.3	0.1	0.3	0.5	0.9	2.8
Human resources	0.1	0.4	0.3	0.4	1.2	0.1	2.5
Central facilities	0.2	0.3	0.3	0.4	1.0	0.1	2.3
Information and digital technology	1.3	1.3	1.1	1.6	3.5	0.4	9.2
Central management	0.1	-	-	-	0.1	0.1	0.3
Governance	0.1	0.3	0.2	0.3	0.6	1.1	2.6
Total	2.5	2.6	2.0	3.0	6.9	2.7	19.7

Support costs have been allocated on the basis of the accounting policy set out in note 1 (d).

Governance costs relate to the running of the charity, allowing the charity to operate and generate the information required for public accountability. They include the costs of subscriptions related to membership of the International Red Cross and Red Crescent Movement of £1.8m (2017: £1.8m), as well as the costs of trustee meetings and internal and external audits.

Notes to the consolidated financial statements For the year ended 31 December 2018

6. Subsidiaries

Britcross Limited

Britcross Limited, the British Red Cross' wholly owned trading subsidiary incorporated in the United Kingdom, engages in the sale of cards and gifts as well as receiving corporate sponsorship in aid of the British Red Cross.

The income and expenditure of Britcross Limited included within the consolidated statement of financial activities are:	2018 £m	2017 £m
Income	1.8	1.5
Expenditure	(0.9)	(0.7)
Net income donated to British Red Cross	0.9	0.8

The assets and liabilities of Britcross Limited consolidated within the balance sheet are:	2018 £m	2017 £m
Current assets	0.5	0.8
Current liabilities	(0.5)	-
Net assets	-	0.8

Overseas Subsidiaries

The British Red Cross has four wholly owned overseas subsidiaries: the Bermuda Red Cross Charitable Trust, the Bermuda Red Cross, the Cayman Islands Red Cross and the Turks and Caicos Islands Red Cross.

The income and expenditure of the overseas subsidiaries included within the consolidated statement of financial activities are:

	Bermuda Red Cross Charitable Trust		Bermuda Red Cross		Cayman Islands Red Cross		Turks and Caicos Islands Red Cross	
	2018 £m	2017 £m	2018 £m	2017 £m	2018 £m	2017 £m	2018 £m	2017 £m
Income	0.2	-	0.7	0.7	0.8	0.5	1.0	0.5
Expenditure	(1.8)	(0.1)	(0.2)	(0.6)	(1.6)	(0.5)	(0.2)	(0.1)
Net income donated to British Red Cross	(1.6)	(0.1)	0.5	0.1	(0.8)	-	0.8	0.4

The assets and liabilities of overseas subsidiaries consolidated within the balance sheet are:

	Bermuda Red Cross Charitable Trust		Bermuda Red Cross		Cayman Islands Red Cross		Turks and Caicos Islands Red Cross	
	2018 £m	2017 £m	2018 £m	2017 £m	2018 £m	2017 £m	2018 £m	2017 £m
Fixed assets	1.8	1.8	-	-	0.8	0.6	-	-
Current assets	-	-	0.2	0.3	0.9	0.9	0.2	0.2
Current liabilities	(0.1)	-	(0.1)	(0.1)	-	(0.1)	-	-
Net assets	1.7	1.8	0.1	0.2	1.7	1.4	0.2	0.2

There are six overseas branches (Anguilla, British Virgin Islands, Falkland Islands, Gibraltar, Montserrat and St Helena) which are included in the results of the charity as branches.

Notes to the consolidated financial statements For the year ended 31 December 2018

7. Restricted funds

	Balance 1 January 2018 £m	Income £m	Expenditure £m	Net investment Gains/ (Losses) £m	Transfers £m	Balance 31 December 2018 £m
Group						
We Love Manchester Emergency Fund	3.1	1.1	(4.0)	-	-	0.2
London Fire Relief Fund	1.6	0.2	(1.5)	-	-	0.3
The UK Solidarity Fund	1.2	0.2	(0.8)	-	-	0.6
Other UK restricted funds	20.6	14.6	(16.7)	(3.4)	0.1	15.2
Total UK restricted funds	26.5	16.1	(23.0)	(3.4)	0.1	16.3
Syria and region crisis	7.4	1.7	(3.2)	-	(0.6)	5.3
Nepal earthquake	3.3	0.7	(2.0)	-	(0.3)	1.7
Hurricane Irma and Maria	2.9	1.9	(3.2)	-	0.2	1.8
Myanmar/Bangladesh Population Movement	0.3	5.3	(3.4)	-	-	2.2
East Africa Crisis	0.4	0.3	(0.4)	-	-	0.3
IFRC institutional strategy	-	9.0	(9.0)	-	-	-
Overseas branches and subsidiaries	5.0	5.7	(3.0)	-	-	7.7
Other international restricted funds	6.7	11.9	(14.9)	0.3	1.6	5.6
Total international restricted funds	26.0	36.5	(39.1)	0.3	0.9	24.6
Disaster fund	2.1	1.0	-	-	(1.1)	2.0
Total restricted funds	54.6	53.6	(62.1)	(3.1)	(0.1)	42.9
Charity						
We Love Manchester Emergency Fund	3.1	1.1	(4.0)	-	-	0.2
London Fire Relief Fund	1.6	0.2	(1.5)	-	-	0.3
The UK Solidarity Fund	1.2	0.2	(0.8)	-	-	0.6
Other UK restricted funds	20.6	14.5	(16.7)	(3.4)	(0.1)	14.9
Total UK restricted funds	26.5	16.0	(23.0)	(3.4)	(0.1)	16.0
Syria and region crisis	7.4	1.7	(3.2)	-	(0.5)	5.4
Nepal earthquake	3.3	0.7	(2.1)	-	(0.2)	1.7
Hurricane Irma and Maria	2.9	1.9	(3.2)	-	0.2	1.8
Myanmar/Bangladesh Population Movement	0.3	5.3	(3.4)	-	-	2.2
East Africa Crisis	0.4	0.3	(0.4)	-	-	0.3
IFRC institutional strategy	-	9.0	(9.0)	-	-	-
Overseas branches	1.5	4.6	(2.3)	-	-	3.8
Other international restricted funds	6.7	10.5	(13.3)	0.3	1.6	5.8
Total international restricted funds	22.5	34.0	(36.9)	0.3	1.1	21.0
Disaster fund	2.1	1.0	-	-	(1.1)	2.0
Total restricted funds	51.1	51.0	(59.9)	(3.1)	(0.1)	39.0

Notes to the consolidated financial statements For the year ended 31 December 2018

7. Restricted funds (continued)

	Balance 1 January 2017 £m	Income £m	Expenditure £m	Net investment Gains/ (Losses) £m	Transfers £m	Balance 31 December 2017 £m
Group						
We Love Manchester Emergency Fund	-	17.2	(14.2)	0.1	-	3.1
London Fire Relief Fund	-	7.3	(5.7)	-	-	1.6
The UK Solidarity Fund	-	3.1	(2.0)	-	0.1	1.2
Other UK restricted funds	17.2	15.8	(12.7)	0.5	(0.2)	20.6
Total UK restricted funds	17.2	43.4	(34.6)	0.6	(0.1)	26.5
Syria and region crisis	11.6	4.4	(8.8)	0.2	-	7.4
Nepal earthquake	5.0	0.7	(2.5)	0.1	-	3.3
Hurricane Irma and Maria	-	9.6	(6.8)	0.1	-	2.9
Myanmar/Bangladesh Population Movement	-	1.4	(1.6)	-	0.5	0.3
East Africa Crisis	-	6.1	(5.7)	-	-	0.4
IFRC institutional strategy	-	9.0	(9.0)	-	-	-
Overseas branches and subsidiaries	4.8	2.0	(1.8)	-	-	5.0
Other international restricted funds	9.5	17.4	(22.2)	0.2	1.8	6.7
Total international restricted funds	30.9	50.6	(58.4)	0.6	2.3	26.0
Disaster fund	3.2	1.1	-	0.1	(2.3)	2.1
Total restricted funds	51.3	95.1	(93.0)	1.3	(0.1)	54.6
Charity						
We Love Manchester Emergency Fund	-	17.2	(14.2)	0.1	-	3.1
London Fire Relief Fund	-	7.3	(5.7)	-	-	1.6
The UK Solidarity Fund	-	3.1	(2.0)	-	0.1	1.2
Other UK restricted funds	17.2	15.8	(12.7)	0.5	(0.2)	20.6
Total UK restricted funds	17.2	43.4	(34.6)	0.6	(0.1)	26.5
Syria and region crisis	11.6	4.4	(8.8)	0.2	-	7.4
Nepal earthquake	5.0	0.7	(2.5)	0.1	-	3.3
Hurricane Irma and Maria	-	9.6	(6.8)	0.1	-	2.9
Myanmar/Bangladesh Population Movement	-	1.4	(1.6)	-	0.5	0.3
East Africa Crisis	-	6.1	(5.7)	-	-	0.4
IFRC institutional strategy	-	9.0	(9.0)	-	-	-
Overseas branches	1.2	0.4	(0.1)	-	-	1.5
Other international restricted funds	9.5	17.4	(22.2)	0.2	1.8	6.7
Total international restricted funds	27.3	49.0	(56.7)	0.6	2.3	22.5
Disaster fund	3.2	1.1	-	0.1	(2.3)	2.1
Total restricted funds	47.7	93.5	(91.3)	1.3	(0.1)	51.1

Expenditure plans have been agreed for all material restricted funds. Funds are held in appropriate asset categories in accordance with planned usage.

UK restricted funds

Other UK restricted funds include:

- £2.9m (2017: £2.6m) of properties and other tangible fixed assets held for restricted purposes
 - a variety of local, national and European funding sources to deliver projects over the next two to three years
 - legacies with a geographical and/or service restriction
- The balance of UK restricted funds is held for the provision of locally agreed services.

International restricted funds

- In 2018, a small number of restricted funds were in deficit at the year-end totalling £3.4m, (2017: £1.6m). This relates to programmes that are funded in arrears.

Disaster fund

The disaster fund allows us to prepare for and respond to humanitarian disasters abroad in the UK. We fundraise specifically for the disaster fund and, as stated on emergency appeal materials, it can also contain funds donated to emergency appeals where we raise more than can be reasonably and efficiently spent on that specific response.

Notes to the consolidated financial statements For the year ended 31 December 2018

8. Unrestricted funds

	Balance 1 January 2018 £m	Income £m	Expenditure £m	Net investment gains/ (losses) £m	Transfers £m	Actuarial gains/ (losses) on defined benefit pension schemes £m	Balance 31 December 2018 £m
Group							
Unrestricted funds held as tangible fixed assets	53.9	-	(5.8)	-	4.1	-	52.2
Defined benefit pension scheme fund	6.4	-	-	-	(0.1)	2.7	9.0
Designated funds	5.5	-	-	-	10.0	-	15.5
Free reserves	57.2	189.7	(176.0)	0.8	(13.9)	-	57.8
Total unrestricted funds	123.0	189.7	(181.8)	0.8	0.1	2.7	134.5

Charity							
Unrestricted funds held as tangible fixed assets	53.9	-	(5.8)	-	4.1	-	52.2
Defined benefit pension scheme fund	6.4	-	-	-	(0.1)	2.7	9.0
Designated funds	5.5	-	-	-	10.0	-	15.5
Free reserves	56.4	188.8	(175.2)	0.8	(13.9)	-	56.9
Total unrestricted funds	122.2	188.8	(181.0)	0.8	0.1	2.7	133.6

	Balance 1 January 2017 £m	Income £m	Expenditure £m	Net investment gains/ (losses) £m	Transfers £m	Actuarial gains/ (losses) on defined benefit pension schemes £m	Balance 31 December 2017 £m
Group							
Unrestricted funds held as tangible fixed assets	55.7	-	(5.5)	-	3.7	-	53.9
Defined benefit pension scheme fund	6.1	-	-	-	0.1	0.2	6.4
Designated funds	8.7	-	(3.2)	-	-	-	5.5
Free reserves	45.0	189.4	(174.4)	0.9	(3.7)	-	57.2
Total unrestricted funds	115.5	189.4	(183.1)	0.9	0.1	0.2	123.0

Charity							
Unrestricted funds held as tangible fixed assets	55.7	-	(5.5)	-	3.7	-	53.9
Defined benefit pension scheme fund	6.1	-	-	-	0.1	0.2	6.4
Designated funds	8.7	-	(3.2)	-	-	-	5.5
Free reserves	45.0	186.3	(172.0)	0.9	(3.8)	-	56.4
Total unrestricted funds	115.5	186.3	(180.7)	0.9	-	0.2	122.2

Notes to the consolidated financial statements For the year ended 31 December 2018

9. Tangible fixed assets

Group	Freehold property £m	Leasehold property £m	Vehicles, equipment and furniture £m	Assets in the course of construction £m	Total £m
Cost					
At 01 January 2018	44.5	39.1	43.4	2.7	129.7
Completions	0.1	0.1	1.3	(1.5)	-
Additions	0.6	1.4	2.7	0.5	5.2
Disposals	(1.7)	(3.7)	(6.2)	-	(11.6)
At 31 December 2018	43.5	36.9	41.2	1.7	123.3
Accumulated depreciation					
At 01 January 2018	16.3	18.0	35.8	-	70.1
Charge	1.0	1.4	3.7	-	6.1
Disposals	(1.5)	(3.2)	(6.1)	-	(10.8)
At 31 December 2018	15.8	16.2	33.4	-	65.4
Net book value					
At 31 December 2018	27.7	20.7	7.8	1.7	57.9
At 31 December 2017	28.2	21.1	7.6	2.7	59.6
Charity					
Cost					
At 01 January 2018	40.6	39.1	43.4	2.7	125.8
Completions	0.1	0.1	1.3	(1.5)	-
Additions	0.2	1.4	2.5	0.5	4.6
Disposals	(1.7)	(3.7)	(6.2)	-	(11.6)
At 31 December 2018	39.2	36.9	41.0	1.7	118.8
Accumulated depreciation					
At 01 January 2018	15.0	18.0	35.6	-	68.6
Charge	0.9	1.4	3.7	-	6.0
Disposals	(1.5)	(3.2)	(6.1)	-	(10.8)
At 31 December 2018	14.4	16.2	33.2	-	63.8
Net book value					
At 31 December 2018	24.8	20.7	7.8	1.7	55.0
At 31 December 2017	25.6	21.1	7.8	2.7	57.2

Notes to the consolidated financial statements For the year ended 31 December 2018

10. Investments

Group and charity	Fixed asset investments £m	Current asset investments £m	Total £m
Market value at 1 January 2018	34.0	45.9	79.9
Additions at cost	24.7	4.4	29.1
Disposals at market value	(0.1)	(33.5)	(33.6)
Net investment loss in the year	(2.3)	-	(2.3)
Market value at 31 December 2018	56.3	16.8	73.1
Cost at 31 December 2018	55.0	16.8	71.8

	Asset class	Market value 2018 £m	Market value 2017 £m
Fixed asset investments			
UK investments			
Kames Ethical Corporate Bond Fund	Authorised fund	26.3	22.5
Kames Ethical Equity Fund	Authorised fund	5.4	7.9
Kames Global Sustainable Equity Fund	Authorised fund	6.6	3.6
Royal London Cash Plus Fund	Authorised fund	12.0	-
Royal London Enhanced Cash Plus Fund	Authorised fund	6.0	-
		56.3	34.0
Current asset investments			
UK investments			
Goldman Sachs Reserves Fund	Bank deposits	9.2	6.9
Deposits	Bank deposits	7.6	39.0
		16.8	45.9
Total		73.1	79.9

11. Stocks

	2018 Group £m	2017 Group £m	2018 Charity £m	2017 Charity £m
International emergency stocks	2.6	2.6	2.6	2.6
Medical equipment services stocks	2.0	2.0	2.0	2.0
Cards and gifts stocks	0.2	0.2	-	-
Other stocks	0.6	0.5	0.6	0.5
Total	5.4	5.3	5.2	5.1

Notes to the consolidated financial statements For the year ended 31 December 2018

12. Debtors

	2018 Group £m	2017 Group £m	2018 Charity £m	2017 Charity £m
Trade debtors	6.9	6.1	6.9	6.1
Accrued income	5.2	3.8	5.2	3.8
Other debtors	1.3	1.5	0.6	1.2
Prepayments	4.0	4.5	4.0	4.5
Tax recoverable	4.9	5.2	4.9	5.2
Legacies receivable	20.9	18.0	20.9	18.0
Total	43.2	39.1	42.5	38.8

All amounts shown under debtors fall due for payment within one year.

13. Creditors: amounts falling due within one year

	2018 Group £m	2017 Group £m	2018 Charity £m	2017 Charity £m
Trade creditors	2.1	2.4	2.1	2.4
Accruals	8.1	7.0	8.1	7.0
Other creditors	1.7	1.3	1.5	1.1
Deferred income	1.6	1.7	1.6	1.7
Taxes and social security costs	1.9	2.0	1.9	2.0
Loans	0.3	0.3	0.3	0.3
Amounts due to parent undertaking	-	-	-	0.5
Total	15.7	14.7	15.5	15.0

All deferred income as at 31 December 2017 was recognised during 2018 and all deferred income as at 31 December 2018 was deferred during the year. Deferred income relates to amounts received in advance of entitlement.

Notes to the consolidated financial statements For the year ended 31 December 2018

14. Provisions for liabilities and charges

Group and charity	Leasehold dilapidations £m	Pension scheme deficit reduction payments £m	Others £m	2018 Total £m
At 1 January 2018	2.4	2.9	0.3	5.6
Payments during the year	-	-	-	-
Increase in provision	-	(0.3)	-	(0.3)
At 31 December 2018	2.4	2.6	0.3	5.3
Amounts are expected to be incurred:				
- within one year	0.1	0.3	0.2	0.6
- beyond one year	2.3	2.3	0.1	4.7
	2.4	2.6	0.3	5.3

Group and charity	Leasehold dilapidations £m	Pension scheme deficit reduction payments £m	Others £m	2017 Total £m
At 1 January 2017	2.4	3.2	0.3	5.9
Payments during the year	(0.1)	(0.3)	-	(0.4)
Increase in provision	0.1	-	-	0.1
At 31 December 2017	2.4	2.9	0.3	5.6
Amounts are expected to be incurred:				
- within one year	0.2	0.3	0.3	0.8
- beyond one year	2.2	2.6	-	4.8
	2.4	2.9	0.3	5.6

Leasehold dilapidations relate to properties where the British Red Cross has a legal responsibility as tenant for such costs. The timing of payments will be in line with the exit dates from leasehold properties and the dilapidations payments are estimated, based on historical payments.

As further explained at note 16, the £2.6m (2017: £2.9m) provision as at 31 December 2018 shown above represents the present value of contributions payable by the British Red Cross that result from the terms of the deficit recovery plan in respect of the Pension Trust's Growth Plan.

Notes to the consolidated financial statements

For the year ended 31 December 2018

15. Staff costs and trustee expenses

Total staff costs (including casual staff) for the year were as follows:	2018	2017
	£m	£m
Salary costs	86.4	84.5
National insurance costs	7.2	7.1
Pensions costs for defined contribution schemes	3.2	2.7
Pensions costs for defined benefit schemes	0.2	0.1
	97.0	94.4

Redundancy costs included in expenditure during the year were £0.7m (2017: £0.9m).

The number of employees whose total employee benefits (excluding employer pension costs) amounted to over £60,000 in the year were as follows:	2018	2017	2018	2017
	Excluding redundancy costs	Excluding redundancy costs	Including redundancy costs	Including redundancy costs
£60,001 - £70,000	26	20	28	22
£70,001 - £80,000	15	12	14	12
£80,001 - £90,000	5	6	4	7
£90,001 - £100,000	4	2	3	2
£100,001 - £110,000	3	4	5	4
£110,001 - £120,000	1	2	1	3
£120,001 - £130,000	-	-	-	-
£130,001 - £140,000	-	1	-	1
£140,001 - £150,000	1	-	2	-
£150,001 - £160,000	-	-	1	-
£160,001 - £170,000	-	-	-	-
£170,001 - £180,000	1	1	1	1

The total amount of employee benefits received by key management personnel for their services during the year is £1.2m (2017: £1.2m).

The average number of full time equivalent (FTE) staff employed by the British Red Cross during the year was as follows:	2018	2017
In the UK		
Fundraising	211	224
Retail	617	608
UK services	1,640	1,650
First aid services	345	315
International services	122	121
Other	423	403
Overseas		
International services	28	28
Total employed by FTE	3,386	3,349
Total employed by headcount	3,998	3,899

Notes to the consolidated financial statements For the year ended 31 December 2018

15. Staff costs and trustee expenses (continued)

The average number of volunteers working for the British Red Cross during year was as follows:	2018	2017
In the UK		
Fundraising	1,755	2,446
Retail	6,812	6,975
UK services	6,695	7,200
First aid services	2,841	3,038
Total	18,103	19,659

Volunteers play a crucial role in delivering our services in the UK and help raise money to fund our activities. Services such as event first aid, independent living and emergency support rely on volunteers to deliver the services to beneficiaries. Volunteers also play a large role in operating our retail shops across the UK and assist with our fundraising efforts.

Trustees' expenses:	2018	2017
	£000	£000
Expenses incurred by trustees and reimbursed by the British Red Cross	4	8
Expenses incurred by the British Red Cross on behalf of trustees	19	25
Trustees' indemnity insurance cover cost	16	14
	2018	2017
Number of trustees receiving expenses	7	6

Trustees' expenses are for travel and accommodation costs.

None of the trustees received any remuneration during the year (2017: £nil).

Notes to the consolidated financial statements For the year ended 31 December 2018

16. Pensions

New British Red Cross staff are entitled to join the British Red Cross Group Personal Pension Plan provided by Legal & General. Staff had previously been entitled to join the British Red Cross Pension Fund ('UK Office scheme'), Scottish Branch British Red Cross Society Retirement Benefits Scheme ('Scottish scheme') or The Pensions Trust's Growth Plan. These three schemes are all closed to new entrants.

UK Office and Scottish defined benefit pension schemes

The assets of these pension schemes are held in separate trustee-administered funds. The most recent triennial actuarial valuations of the UK Office scheme and the Scottish scheme were carried out as at 31 December 2016 and 31 December 2017 respectively.

	UK Office scheme £m	Scottish scheme £m	2018 Total £m	2017 Total £m
The amounts charged to statement of financial activities are:				
Current service cost	(0.2)	(0.1)	(0.3)	(0.2)
Interest cost on scheme liabilities	(0.8)	(0.3)	(1.1)	(1.1)
Expected return on plan assets	0.9	0.3	1.2	1.3
Net finance credit	0.1	-	0.1	0.2
Actuarial gain	1.6	1.1	2.7	0.2
Movement in restriction of surplus	-	-	-	-
Net actuarial loss recognised	1.6	1.1	2.7	0.2

The current service cost will change as the members of the schemes approach retirement because the schemes are closed to new members.

The latest triennial valuation for the UK Office scheme as at 31 December 2016 showed a surplus of £3.7m. The British Red Cross expects to contribute 29.8 per cent per annum as a percentage of members' salaries. The latest triennial valuation for the Scottish scheme as at 31 December 2017 showed a surplus of £0.8m. The British Red Cross expects to contribute 28.2 per cent per annum as a percentage of members' salaries.

	UK Office scheme £m	Scottish scheme £m	2018 Total £m	2017 Total £m
The amounts recognised in the balance sheet are:				
Fair value of scheme assets	36.5	12.5	49.0	51.0
Present value of scheme obligations	(29.1)	(10.9)	(40.0)	(44.6)
Restriction of scheme surplus	-	-	-	-
Net Surplus	7.4	1.6	9.0	6.4

The British Red Cross has recognised the net scheme surpluses to the extent that they are considered recoverable through the future service cost of the remaining members.

	UK Office scheme		Scottish scheme	
	2018 £m	2017 £m	2018 £m	2017 £m
Changes in present value of scheme obligation during the year:				
At 1 January	32.1	31.6	12.5	11.6
Service cost	0.2	0.1	0.1	0.1
Interest cost	0.8	0.8	0.3	0.3
Member contributions	0.1	0.1	-	-
Benefits paid	(1.0)	(1.2)	(0.4)	(0.3)
Actuarial (gain)/loss due to changes in assumptions	(3.2)	2.0	(1.1)	0.8
Actuarial (gain)/loss due to experience on liabilities	0.1	(1.3)	(0.5)	-
At 31 December	29.1	32.1	10.9	12.5

Notes to the consolidated financial statements For the year ended 31 December 2018

16. Pensions (continued)

	UK Office scheme		Scottish scheme	
	2018 £m	2017 £m	2018 £m	2017 £m
Change in the value of plan assets during the year:				
At 1 January	38.0	37.1	13.0	12.2
Interest on assets	0.9	1.0	0.3	0.3
Employer contributions	0.1	0.1	0.1	0.1
Member contributions	0.1	0.1	-	-
Benefits paid	(1.0)	(1.2)	(0.4)	(0.3)
Actuarial (loss)/gain on plan assets	(1.6)	0.9	(0.5)	0.7
At 31 December	36.5	38.0	12.5	13.0

The major categories of plan assets as a percentage of total plan assets are:	UK Office scheme		Scottish scheme	
	2018	2017	2018	2017
Equities	18%	20%	18%	32%
Gilts	61%	59%	42%	41%
Bonds	20%	20%	40%	26%
Cash	1%	1%	0%	1%
	100%	100%	100%	100%

	UK Office scheme		Scottish scheme	
	2018 £m	2017 £m	2018 £m	2017 £m
Actual return on plan assets in the year	1.0	1.0	0.2	0.7

Principal actuarial assumptions at the balance sheet date in respect of both schemes were:	2018	2017
	Discount rate	2.7% pa
Consumer price inflation (CPI)	2.6% pa	2.7% pa
Salary increases	2.6% pa	2.7% pa
UK Office scheme pension increases		
Capped at 5.0%	2.6% pa	2.7% pa
Capped at 3.0%	2.3% pa	2.4% pa
Capped at 2.5%	2.1% pa	2.2% pa
Scottish scheme pension increases		
Pre-1997 increases	0.0% pa	0.0% pa
Between 1997 and 2005 increases	2.3% pa	2.7% pa
Post-2005 increases	2.5% pa	2.2% pa

Mortality assumptions in respect of both schemes adopted at the year end imply the following life expectancy at 65:	2018	2017
	Years	Years
Pensioners: male	23.2	23.7
Pensioners: female	25.2	25.9
Non-pensioners: male	24.9	25.9
Non-pensioners: female	27.0	28.2

Notes to the consolidated financial statements For the year ended 31 December 2018

16. Pensions (continued)

Other schemes

The British Red Cross also contributes to the British Red Cross Group Personal Pension Plan for employees. In 2018 the total cost of these contributions was £3.2m (2017: £2.6m) and the balance outstanding at 31 December 2018 was £0.8m (2017: £0.3m).

Staff were able to join The Pensions Trust's Growth Plan ('the Growth Plan') until April 2007. The Growth Plan is a multi-employer defined benefit pension scheme. The assets of the scheme are co-mingled for investment purposes and as a result it is not possible to either break down scheme assets or analyse the ongoing funding deficit by individual employer. Accordingly, due to the nature of the plan, the accounting charge for the year under FRS 102 represents only the employer contributions payable.

There is a contingent liability in the event that the British Red Cross were to withdraw its membership of the Growth Plan. The scheme's actuaries valued the withdrawal liability at £6.1m as at 30 September 2017. This valuation has been estimated by The Pensions Trust as having reduced by around 2.5% in the period from 30 September 2017 to 30 June 2018, resulting in an estimated contingent liability of £5.9m at 30 June 2018.

The results of the Growth Plan scheme valuation as at 30 September 2017 show a deficit of £132.0m. An updated recovery plan will be implemented from April 2019, which aims to eliminate the funding deficit by January 2025. The additional employer contributions required from the British Red Cross as part of this recovery plan are £0.4m per annum. In line with the requirements of the SORP and FRS 102, the present value of contributions payable under the terms of this recovery plan must be recognised as a liability and this is detailed at note 14 to the consolidated financial statements.

The British Red Cross expects to contribute 2% per annum as a percentage of Growth Plan members' salaries.

17. Obligations under operating leases

The total of future minimum lease payments on operating leases expiring:			2018		2017	
	Property £m	Other £m	Total £m	Property £m	Other £m	Total £m
Within one year	6.7	2.0	8.7	5.4	2.4	7.8
In two to five years	8.1	2.5	10.6	8.6	3.3	11.9
After five years	3.1	-	3.1	3.2	-	3.2
Total	17.9	4.5	22.4	17.2	5.7	22.9

Operating lease charges during 2018 were £7.3m for property leases (2017: £7.1m) and £2.4m for other leases (2017: £2.3m).

18. Related parties

There were no material transactions with related parties during the year (2017: none).

Trustees and other related parties, including key management personnel, made donations to the British Red Cross totalling £12,928 during the year (2017: £7,000).

19. Capital commitments

There were £5.8m of capital commitments at 31 December 2018 (2017: £0.2m).

Notes to the consolidated financial statements For the year ended 31 December 2018

20. Programme commitments

The British Red Cross regularly pledges support to programmes led by the International Federation of Red Cross and Red Crescent Societies (IFRC), International Committee of the Red Cross (ICRC) or other National Societies. In addition to the expenditure recognised in the financial statements, the British Red Cross had outstanding pledges to the programmes disclosed below. Full payment of the pledges is contingent on the outcome of British Red Cross reviews of the programmes and therefore the liability has not been recognised at the year end. The commitments will be funded through general funds, restricted appeal income or restricted funding from individual and institutional donors.

	End date	2018 £m	2017 £m
Nepal Red Cross Society - Nepal Strengthening Urban Resilience and Engagement	2021	2.8	3.6
South African Red Cross Society - South Africa HIV Phase II	2018	2.5	1.5
IFRC - Syria Crisis	2019	1.6	-
Nepal Red Cross Society - Nepal 2015 Earthquake Recovery Programme	2019	1.2	2.8
Zimbabwe Red Cross Society - Zimbabwe Community Resilience Programme	2019	0.7	0.8
Bangladesh Red Crescent Society - Barisal Urban V2R	2021	0.5	0.3
Sierra Leone Red Cross Society - Sierra Leone Community Based Health Care Programme	2019	0.4	0.6
IFRC - Yemen Disaster Management	2018	0.4	-
Kenya Red Cross Society - Drought ECHO	2018	0.3	0.2
Turks and Caicos Islands - Hurricane Appeal	2019	0.2	0.5
Syrian Arab Red Crescent - Syria Crisis	2018	0.2	0.3
IFRC - Bangladesh Population Movement 2017	2018	0.2	0.3
Danish Red Cross Society - Guinea Project	2018	-	0.2
Lesotho Red Cross Society - Lesotho Water and Sanitation	2018	-	0.2
Bangladesh Red Crescent Society - Bangladesh Kurigram Project for Year 2015-2018	2018	-	0.1
Other programmes		10.6	3.4
Total		21.6	14.8

Notes to the consolidated financial statements For the year ended 31 December 2018

21. Analysis of net assets between funds

Group	Unrestricted £m	Restricted £m	2018 Total £m	2017 Total £m
Tangible fixed assets	52.3	5.6	57.9	59.6
Fixed asset investments	-	56.3	56.3	34.0
Net current assets	78.5	(19.0)	59.5	83.2
Provisions for liabilities and charges	(5.3)	-	(5.3)	(5.6)
Defined benefit pension scheme surplus	9.0	-	9.0	6.4
Net assets	134.5	42.9	177.4	177.6

Charity	Unrestricted £m	Restricted £m	2018 Total £m	2017 Total £m
Tangible fixed assets	52.2	2.8	55.0	57.2
Fixed asset investments	-	56.3	56.3	34.0
Net current assets	76.6	(19.0)	57.6	81.3
Provisions for liabilities and charges	(5.3)	-	(5.3)	(5.6)
Defined benefit pension scheme surplus	9.0	-	9.0	6.4
Net assets	132.5	40.1	172.6	173.3

Notes to the consolidated financial statements For the year ended 31 December 2018

22. Grant acknowledgements

During the year The National Lottery Community Fund and The National Lottery Heritage Fund provided grants for the following projects:



Purpose of grant	Balance 1 January 2018 £000	Income £000	Expenditure £000	Balance 31 December 2018 £000
National Lottery Community Fund Grants				
Derby Refugee Project	115	123	(124)	114
Gloucester Life Changes Project	28	132	(131)	29
Greater Manchester Refugee Support Partnership	361	490	(633)	218
Holistic Support to Destitute Refugees and Asylum Seekers in London	93	98	(97)	94
Liverpool Asylum Seeker Orientation and Support Project	7	-	(7)	-
Luton & Essex Refugee Support Project	27	125	(130)	22
Neighbourhood Links - Northern Ireland	39	77	(94)	22
Positive Steps (Wales Project)	143	312	(325)	130
Refugee and Asylum Seeker Support Partnership Leicester	87	100	(106)	81
Routes to Resilience Thames Valley	45	125	(142)	28
St Helens Home Support Project	145	127	(97)	175
Strategic National Asylum Programme (SNAP)	-	277	(156)	121
Tees Valley Ariadne - Refugee and Asylum Support Partnership	12	135	(117)	30
National Lottery Heritage Fund Grant				
Improving Public Access to Humanitarian Heritage Collections	-	50	(10)	40

Balances as at 31 December 2018 are included within our restricted funds.

Notes to the consolidated financial statements For the year ended 31 December 2018

23. People's Postcode Lottery Income

During the year, the British Red Cross received the proceeds of lotteries held by the People's Postcode Lottery (PPL). The British Red Cross has no ability to alter the price of the tickets, determine the prizes or alter the management fee. As such, the PPL is treated as acting as the principal, and so only net proceeds due to the British Red Cross are recognised under donations and legacies in the statement of financial activities. The net proceeds received are treated as restricted funds and are analysed as follows:



	2018 Total £m	2017 Total £m
Ticket value	3.4	-
Prize fund	(1.4)	-
Management fee	(0.9)	-
Net proceeds received	1.1	-
The proceeds have been allocated to the following projects:		
Lebanon Livelihoods Projects	0.2	-
Cash Readiness in the Sahel	0.2	-
Social Safety Nets in Central Africa	0.2	-
Leverage Fund	0.4	-
Partnership Management	0.1	-
	1.1	-



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Ms Angela Rippon OBE
Mrs Maria Shammass MBE

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Mr Yaseer Ahmed (from 4 January 2019)
Mrs Fionnuala Cook DL OBE
(until 3 January 2019)
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Mrs Geeta Nargund
Dr Daniel Sedgewick
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Zoe Abrams, executive director
of communications and engagement
Paul Amadi, chief supporter officer
(from 9 July 2018)
Martin Halliwell, chief finance officer
Alexander Matheou, executive director
of international
Rebecca Mauger, interim executive director
of fundraising (until 24 July 2018)
Norman McKinley, executive director
of UK operations
Rosie Slater-Carr, chief information officer
Roger Smith OBE, FCIPD, executive director of
people and learning (until 30 April 2018)
Deborah Viner, acting executive director of
people and learning (from 26 March 2018)

External auditor

Deloitte LLP
Statutory Auditor
2 New Street Square
London EC4A 3BZ

Bankers

National Westminster Bank plc
City of London Office
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1 Princes Street
London EC2R 8BP

External legal advisers

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Old Bailey
London EC4M 7AN

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 2018.

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.

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Nesta
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Tesco PLC
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The Hugh Symons Charitable Trust
The International & Medical Fundraising Board
The National Lottery Community Fund
Tiffany Circle Steering Committee and Membership
TK Maxx and Homesense Foundation
Welsh Government

Thanks also to members of the following committees:

Arundel Committee
British Red Cross Presidents' Advisory Panel
Cambridgeshire Open Garden Committee
Essex office Committee
Hertfordshire Fundraising Committee
London Christmas Market Committee

The 'Call My Bluff' Wine Tasting Committee
The Hexham Fundraising Committee
Uttlesford Committee
Young Tiffany Circle

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Barrow Cadbury Trust
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Brendan Ainscough and ATSL
British Red Cross Presidents' Network (local Presidents, Vice Presidents and Patrons)
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City of London Corporation
Comic Relief
Constance Travis Charitable Trust
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Dowager Countess Eleanor Peel Trust
Eddie Dinshaw Foundation
Esmee Fairbairn Foundation
Gale Family Trust
Garfield Weston Foundation
Green Hall Foundation
Guernsey Overseas Aid and Development Commission
Hatfield Davis Family Trust
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IEC Devon
Jordan Foundation
Joron Charitable Trust
Khoo Teck Puat UK Foundation
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London Luton Airport

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Mr Michael J Worth, Waynflete Charitable Trust.
Mrs Elspeth Straker
Nanette Hyde Bryce Charitable Trust
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The National Lottery Heritage Fund
The Reed Foundation
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