

Trustees'
Report
and Accounts
2019



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The trustees present their report, including the Strategic Report, together with audited accounts for the year ended 31 December 2019.

Foreword

David Bernstein, Chair

These may be unprecedented times, but helping people through unimaginably difficult circumstances is what we do. With 150 years of experience being there for those in need, as part of the world's largest humanitarian network, we are committed to helping anyone in crisis, whoever and wherever they are.

Throughout our history, our fundamental principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality have always endured. They have made us who we are and remain at our heart, driving everything we do.

As we mark our 150th anniversary this year, the environment in which we operate is more challenging than ever. The coronavirus pandemic will have an impact on vulnerable people in the UK and around the world on an unprecedented scale.

Our staff and volunteers have been working around the clock to help thousands of people in the UK hit hardest by this crisis and, together with local Red Cross societies, we are working across the globe to support people who need us.

We are adapting and scaling up services and programmes that were already in place before the outbreak to ensure that we are reaching the people who need us most – whether we're getting people home from hospital here in the UK or running health clinics internationally. These services are more important now than ever.

We are also constantly responding to the new and growing needs that result from this pandemic, and using our insight and experience to develop our offer – going the extra mile to give people comfort, dignity and hope. This has included launching a new national support phone line to give emotional and practical support to those facing isolation, and a new Hardship Fund to provide a financial safety net for the many people who are now wondering how they will pay the bills.

I believe that everything the British Red Cross has stood for over the last 150 years, and all we have delivered together in 2019, means that we are better placed than ever to respond to this crisis.

We are part of a vast, global Movement, with 192 national societies worldwide, combining international scale with in-depth, local knowledge. In 2019 we touched the lives of people in crisis across 41 countries, through sudden events like devastating typhoons as well as ongoing hunger and migration crises.

We have a very special purpose; our impartial, independent approach means our emblem is a symbol of hope throughout a world faced with huge humanitarian challenges. This is why we remain as committed as ever to strengthening the capacity and capability of our National Society partners within our Movement.

Last year saw key milestones for our Movement: the International Federation of Red Cross and Red Crescent Societies marked its 100th anniversary, and the Geneva Conventions – which introduced international standards as to how soldiers and civilians should be treated in war – turned 70.

I was very proud to lead the British Red Cross delegation at the 33rd International Conference of the Red Cross and Red Crescent in Geneva in December last year. All the components of the Movement attended as well as delegations of the 196 governments party to the Geneva Conventions. As in the past, there was excellent co-operation with the British Government, reinforcing our valuable partnership, while respecting our independence.

2019 was a year of diligent planning for us at the British Red Cross. We know that our focus must be on using our resources where they can help people the most. It has required unflinching examination of our ways of working.



This has meant taking difficult decisions, and in October we shared plans to close our event first aid service. Despite the outstanding efforts of our amazing staff and volunteers, the cost of continuing to offer this service – at a time when our income is under pressure – meant diverting vital funds from our emergency support work. We recognise the skill, care and commitment of our event first aid volunteers and we are working to try and make sure they have other ways to stay connected with people in need.

Indeed, we are immeasurably grateful to all of our dedicated staff and volunteers who once again have given their time, energy and most of all their kindness to provide help for people in crisis.

During times of change, it is even more essential that our people are connected to the organisation and able to share views and ideas to influence our decision making. In 2019, we revitalised our staff association to reflect our organisation as it is today. We also welcomed Dorothy Brown as our new Chief People Officer. I am delighted to have her leadership as we create an environment in which our people are able to thrive – and to help ensure that we support and protect them as an absolute priority throughout our response to the coronavirus outbreak.

As ever, our work would not be possible without the dedication of each member of our global community. It has been my pleasure, as always, to serve alongside my board and the members of our committees and sub-committees over the year. My thanks for their

support last year, and especially to our outgoing board members: Daniel Sedgewick, Bob Dewar and Emma Monkman.

The board was delighted to sign off a new ten-year strategy during 2019 that will ensure that as the British Red Cross turns 150, we remain relevant to the people and communities who need us and impactful in the difference we make to their lives. This strategy is designed to make sure we can continue to play our part in tackling some of the most critical humanitarian issues of our time – and will guide us through our most immediate challenge; our response to the global pandemic. Our ambitious plans will transform how we work so that we remain focussed on those who need us most; we enable people to take action when a crisis strikes; and we are able to harness technology to make the biggest impact we can.

And so our transformation continues. We are embracing change, just as we always have done throughout our 150 years. We must be ready for the challenges ahead. People are counting on us.

“We must be ready for the challenges ahead. People are counting on us.”

Welcome

Mike Adamson

The British Red Cross has been a lifeline for people for 150 years, supporting individuals and communities to withstand, respond to and recover from crisis. Today, as we face the coronavirus pandemic, that lifeline means more than ever.

Countless moments of human kindness from British people span two World Wars and many crises since, weaving a tapestry of care through time. From stitching bandages and lending books to hospital patients, to reuniting loved ones parted by war; our history is rich with examples of what kindness can achieve.

And kindness is needed today, as much as ever, to help people hit hardest by the coronavirus pandemic in the UK and across the world. We're putting the power of kindness into action to make sure no one gets left behind, no matter who or where they are.

The scale and complexity of unmet need – both in the UK and internationally – was growing even before the outbreak of coronavirus. People who were vulnerable before the pandemic are now facing an even more frightening reality – and future. If we are to support people left vulnerable through this crisis, then we must keep evolving, focussing where need is most pressing and where we are uniquely placed to have an impact.

Right now, our teams are supporting those on the front line in the fight against the virus. They have already helped with over 75,000 acts of kindness, from delivering vital food and medicine, to getting people home from hospital safely, to carrying out welfare checks and giving emotional support to people who have no one else.

Around the world, the Red Cross and Red Crescent Movement is working to support coronavirus testing, transport those who are sick, run health clinics and provide emotional support to communities that are most vulnerable.

We know that we can't do it alone. We see first-hand through our work the difference that connections can make to community resilience, whether we're tackling loneliness or supporting people amid floods, fires or terror attacks in the UK, or building strength in communities around the world to prepare and recover in their greatest times of need.

And just as connected communities everywhere are stronger, so too is our sector when we all work together. We need to share purpose and resources to keep supporting people in their moments of need. Here in the UK, collaboration across the wider voluntary and community sector has never been more vital.

When I visited Fishlake in Yorkshire last year, I met people whose lives had been devastated by floods. The outpouring of kindness from the surrounding communities was incredible; tangible in rooms full of donated supplies, from second-hand clothes to mops and buckets.

It struck me that although everyone was affected by the same emergency, every person I met had specific individual needs, very personal to them. Such as George, who desperately wanted to return home to fetch his wife's diabetes medication after being evacuated in the middle of the night.

In 2019, the establishment of a new Voluntary and Community Sector Emergencies Partnership (VCSEP) marked a significant moment in tackling exactly this challenge. The coming together of 15 charitable organisations to ensure a coordinated and human-focussed approach to emergencies, is designed to help

“We're putting the power of kindness into action to make sure no one gets left behind.”



us work better together in a crisis to quickly meet the individual needs of people like George.

The partnership is now collectively focussed on its biggest challenge yet, as we face an unprecedented health crisis that will impact us as individuals, as organisations and as communities. But this is the type of challenge the partnership was designed to meet. We are working together to understand and respond to the needs of the most vulnerable people in society – whether that is helping to deliver essential supplies like food and medicine, or providing emotional support over the phone to those who are in isolation. I could not be more proud to be involved as Chair of the VCSEP during this critical time.

Our evolution continues with the publication in 2020 of our new, ten-year strategy which will see us re-group our work into three distinct areas: disasters and emergencies, healthcare inequalities in the UK, and displacement and migration.

The strategy now feels more critical than ever. It is a commitment to do our very best, not only for those who need us the most – but also for our staff and volunteers, whose compassion has driven this organisation for the last 150 years, and for our supporters, whose kindness continues to power us.

Our strategy is driving us to ensure that our response to the coronavirus pandemic puts people's individual needs first and it makes certain that we work in close partnership with others on the ground so that we are delivering coordinated support to those who need it.

Every day that we are busy responding to the coronavirus crisis, I see and hear examples of kindness in action. From the 20,000 people who signed up to be community reserve volunteers with us in one single week in March 2020, to our staff and volunteers who – despite the very personal impact of the crisis on them and their loved ones – have gone above and beyond to be there for people most in need.

This movement of kindness builds on the strong foundations we established last year. From holding our first ever supporter celebration week in 2019, to achieving accreditation as an investor and leader in diversity, we are continuing to build towards our vision of a British Red Cross where diverse staff, volunteers and supporters can thrive and feel empowered to be part of the solution to the issues they care about.

One of the most moving moments of last year for me was at our annual dinner to thank our major donors. I found it very emotional to hear their stories about why they support the Red Cross. In the darkest of times we are there – and we will continue to be there every step of the way.

Thank you to every colleague, every volunteer and every supporter for your ongoing commitment last year, and as we head into a challenging but courageous and compassionate future together.



Photo: © Matthew Perival/RBC



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 those 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 around the world.

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 17,000 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.

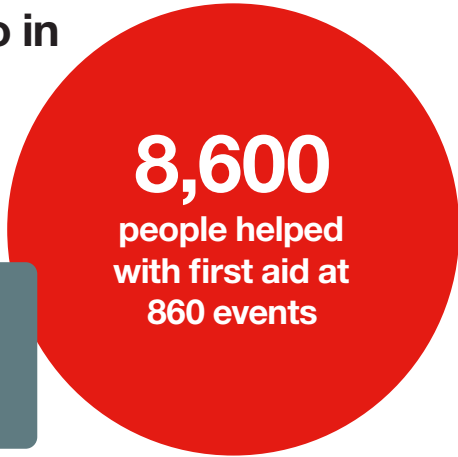
We are part of the world's largest humanitarian network, the International Red Cross and Red Crescent Movement, which has 17 million volunteers across 192 countries. This gives us a unique ability to respond to humanitarian crises around the world – with a local presence responding in almost every country, 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 National Red Cross and Red Crescent Societies around the world, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC). We have been on the board of the IFRC for six years and we are very proud of the part we are playing in its ongoing development.

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.

2019: the year in numbers

People know what to do in a crisis



young people reached with crisis education



adults reached with crisis education



Reduced distress and enhanced recovery after an emergency



UK emergencies responded to



people helped in a UK emergency

Photo: © David Severn/BRC

Enhanced independence and wellbeing for those facing health crises

36,600 patient journeys

66,600 people helped through our community equipment service

74,700 mobility aid loans



84,600 people supported to live independently at home

Photo: © Antara End/BRCC

Kindness through crisis around the world



29 international emergencies responded to (including 19 new)

94 delegates deployed to support the movement

Reduced destitution and distress for people who are displaced

1,200 families reunited

40,500 people supported through our refugee services

14,300 people supported through destitution

8,800 people helped to trace missing relatives

Ready to respond – UK crisis

We help people prepare for, cope with and recover from crises. From first aid and practical help at the scene to emotional support for those affected, our staff and volunteers play a vital role in supporting our emergency services and government provision and are trained to handle crisis with skill, dignity and kindness. We focus on making sure people in crisis get help based on their individual needs.

2019 achievements

We witnessed again, through our work in 2019, the power of simple, kind moments amid human crisis. Hand in hand with practical help, the act of just listening to people as they experience some of their worst moments can be a huge comfort.

When people were forced from their homes in Yorkshire due to flooding, our volunteers welcomed people into rest centres. They went door-to-door checking on vulnerable people, helped with sandbagging, picked up prescriptions and distributed supplies for those having to sleep away from home overnight. In the first week following the floods, 72 British Red Cross volunteers helped over 300 people, using money from our Disaster Fund to help meet the urgent needs of people in the worst affected areas.

In October we supported Essex police when 39 people were killed in an upsetting human trafficking incident involving a lorry in Grays. We helped give emotional support to emergency responders during investigations. We also worked with colleagues across our international movement to promote ways for people worried about loved ones to make contact with those who could help find out if they were involved.

The UK Solidarity Fund we set up after the terror attacks of 2017, to help all future victims of terrorism in the UK, was ready when the attack on Fishmongers' Hall, London Bridge, happened at the end of November 2019, enabling us to respond quickly. Our volunteers supported two bereaved families and three people who suffered injuries.





Photo © David Seaman/BRC

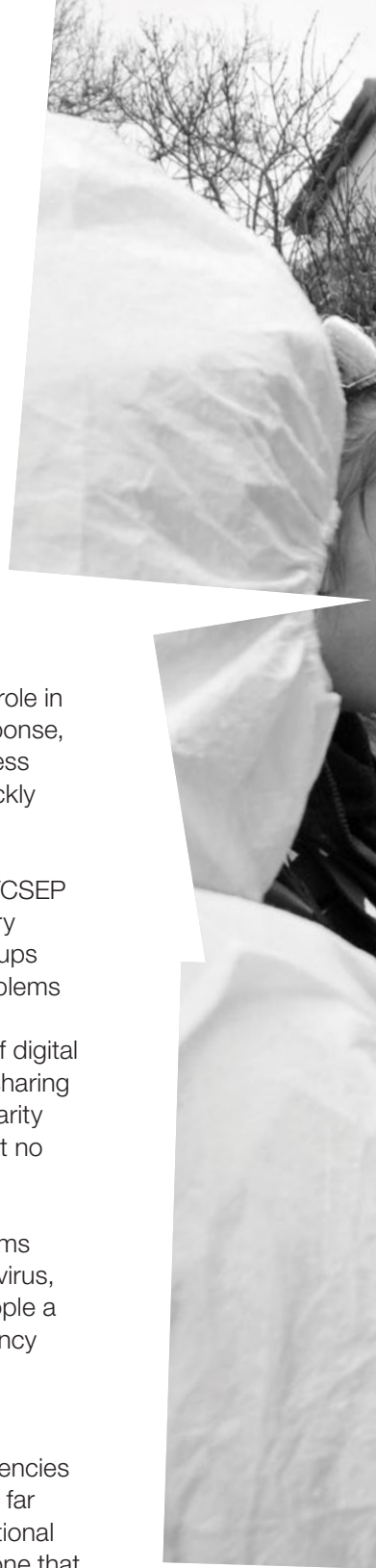
Emergency response volunteers with residents among mountains of donated clothing in Fishlake, Doncaster. Volunteers were out in force supporting communities after the widespread floods.



We responded to 1,400 UK emergencies, helping 7,200 people

Our work developing cash grant systems

meant we were able to offer cash assistance for the first time in a UK crisis last year. When a four-storey block of flats in Sutton burned down, destroying family homes, our emergency response volunteers were brought in by the council to support those affected. Together with partner organisations we were able to help with cash grants, urgent supplies, and practical and emotional support. By using cash assistance we were able to help people quickly and effectively while preserving their choice and their dignity.



Ready to respond – UK crisis (continued)

Towards a stronger future

When disasters happen, tried and tested systems kick in. All the planning undertaken by local authorities, emergency services and the voluntary sector is put into action. But even the slickest procedures can't always answer the sometimes unpredictable needs of the people and communities affected.

The best way to help people in a crisis is to listen to what they really need. That's why we're working to improve the way that government bodies, the community and the voluntary sector work together to respond. Each community has the insight to anticipate particular human needs in their area, and we have to harness that to make support relevant and effective.

We are calling for better provision of short-term psychosocial support and for long-term needs after UK crises; for fuller understanding of what makes some more vulnerable than others, and for the government to provide a future-proofed legislative framework. This will help set out a clearer role for the voluntary and community sector after the lessons learned from the 2017 crises.

In 2019, we were proud to be a leading partner in the establishment of the Voluntary and Community Sector Emergencies Partnership (VCSEP) – a group of organisations across the emergencies sector working together with communities – and the National Emergencies Support Line – a 24/7 phone line providing immediate help from trauma support specialists for those experiencing a crisis.

As we respond to the global pandemic, these efforts are already playing a vital role in providing a fast and effective crisis response, so that the outpouring of human kindness that comes when crisis hits can be quickly connected to those most in need.

Throughout the coronavirus crisis the VCSEP has been reaching out to other voluntary organisations and local community groups to identify unmet need – looking at problems like financial insecurity, loneliness, and isolation due to either location or lack of digital connection. By working together, and sharing this data with local councils and the charity sector, we are able to better ensure that no one who needs support gets missed.

This all strengthens the work of our teams on the front line in the fight against the virus, who are giving the most vulnerable people a lifeline by making sure they get emergency healthcare, food and financial support.

But there is still more we can do. Last November, our People Power in Emergencies report examined the progress made so far toward building the strong, tuned-in national emergency network we want to see – one that answers psychological, emotional and social, as well as immediate practical needs, and support for long-term recovery.

Repairing dams or putting out fires is not our role. What we can do is strengthen the connections between all the roles in crisis response, bringing together tried and tested universal principles with insight into specific sets of local challenges, sensitivities and opportunities. This is how we will help people survive and recover better now and in the future.



Photo © Sam Atkins/BPC

An emergency response volunteer provides hot drinks to members of the community as they help with flood clean-up in Fishlake, Doncaster.

The power to save lives

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

2019 achievements

We want as many people as possible to learn simple, life-saving skills. Our Save a Life media campaign to mark World First Aid Day in September reached 40 million people. It inspired over 20,000 downloads of our essential first aid app – more than seven times the number over the same period the previous year.

We also marked an important milestone as teachers prepared for the compulsory inclusion of first aid on the curriculum in England from 2020. Ahead of the change, we piloted a brand new online first aid teaching platform for learners aged 5–18. It's packed full of practical activities, videos, quizzes and guidance to support teachers to deliver first aid education for different age groups. Around 800 schools signed up to receive this resource.

160,400



adults and young people were reached with crisis education

99% of delegates rate our training as good or excellent

We helped 8,600 people with first aid at 860 events



School children participate in a first aid skills lesson outside the Houses of Parliament in London, following the success of a ten-year campaign to see first aid added to the school curriculum in England.

All photos © David Parry/BRC

After ten years of campaigning, we are thrilled to see this finally happen, and we know children and teachers are on board – “We can help to build a generation of lifesavers,” said one head teacher. We hope the impact for children’s skills and confidence adds weight to our calls for Scotland and Northern Ireland to follow suit, and for further commitment from the Welsh government to make first aid education compulsory.

We’ve also built on our crisis education services to increase community connections and resilience. Crisis education is tailored to those with particular needs and vulnerabilities that mean they’re more likely to need first aid and other skills in a crisis.

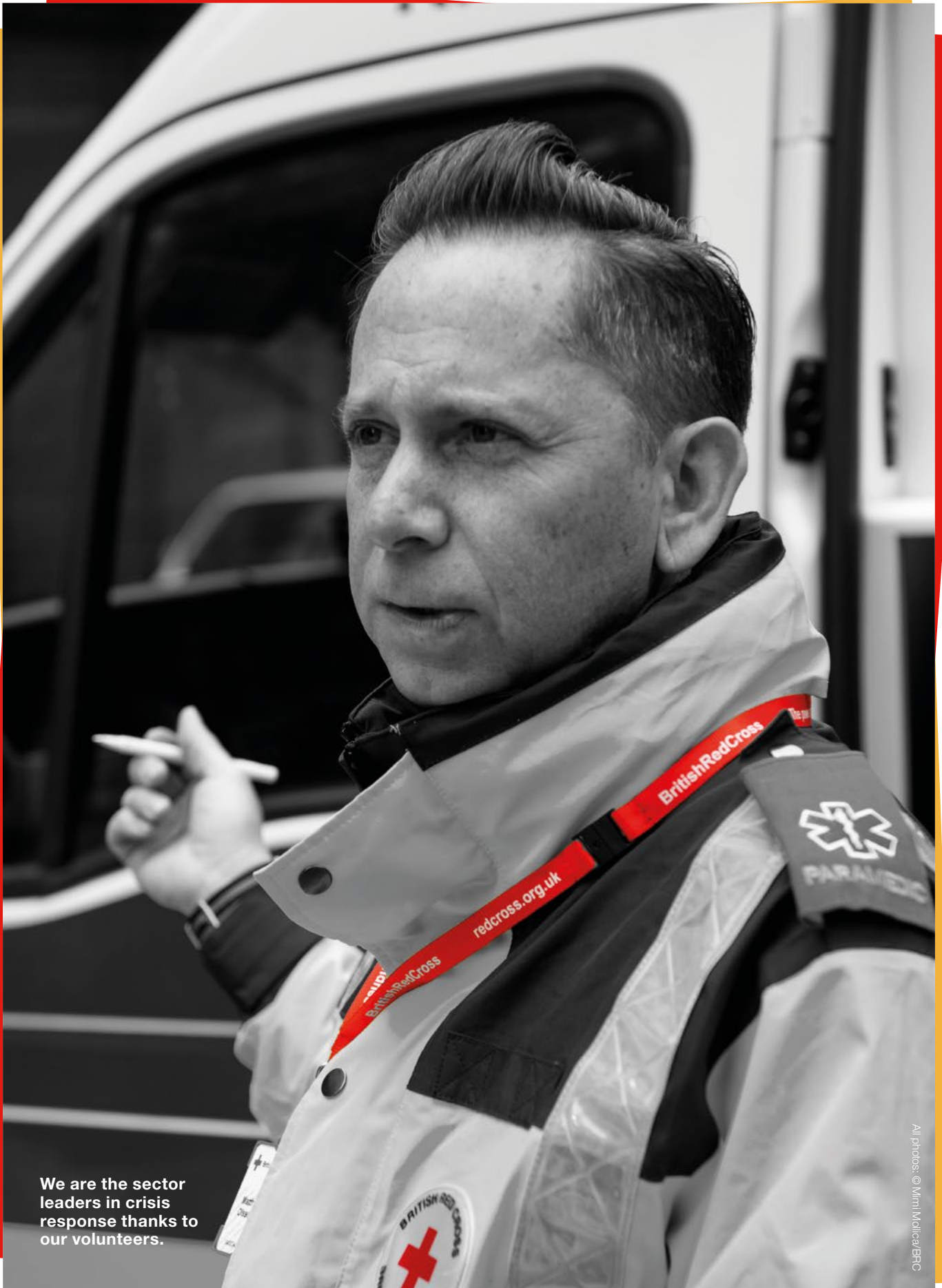
One example of this is our Community Education response to knife crime in the UK. Working with partners, we adapted our training to support at-risk young people. Between April 2018 and March 2019

there were over 43,500 knife crime offences in England and Wales – an 80% increase since 2013-14. And one in five involved under-18s. Over the year we educated over 10,000 young people in the UK, building their confidence and willingness to save someone’s life following a knife attack, and increasing the likelihood they’ll spread the word to their peers to help reduce the number of young people carrying knives.



Photo: © Dave Phillips/BRC

Steve (above left) delivers first aid education to students in areas vulnerable to knife violence, drugs and alcohol.



We are the sector leaders in crisis response thanks to our volunteers.

All photos: © Minti Molliea/BFC

The power to save lives (continued)

Towards a stronger future

We prioritise activities where we have the biggest impact. By closing our event first aid service, we have freed up resource and volunteer capacity for crisis response, where we are the sector leaders.

More than 1,100 of our volunteers have pledged to join our emergency response teams or other areas of our work. Some have chosen to move to other first aid providers such as St John Ambulance.

We want all our volunteers to find opportunities to use their skills and kindness to support people in ways they feel are most appropriate for them.

We also took the tough decision last year to restructure our Community Education Team, reducing staff by 42%, but we are still managing to reach more than 150,000 people. Allowing for the reduction in staff, this represents an annual increase in efficiency of 38.7%

We transformed our Red Cross Training website during the year, to reach and engage people in a way that's better tailored to their lives. Digital innovation is a key part of our strategy to continue our growth into the future. We can now offer increased support for those booking first aid courses or downloading our resources. By offering web chats to users, we have been able to engage effectively with more than 12,000 customers, better understand their needs and continuously improve their experience with us.

While the coronavirus crisis has led to a pause in our face-to-face Red Cross Training, this digital innovation has meant that we are still able to reach people with vital educational information, from how to stay safe during a pandemic, to mental health support and advice on overcoming loneliness. This includes providing important resources for young people and their carers as they have adjusted to homeschooling, and for employers to help with the adjustment to working from home.

Support between home and hospital

We play a unique role in health and social care in the UK. Our staff and volunteers work closely with the NHS and ambulance services across the country, providing patient transport and ambulance support, helping people avoid admission and minimise their hospital stay, and supporting tens of thousands of older and vulnerable people in their homes. We are focussed on tackling health inequality in the UK and the social isolation that can worsen health crises.

2019 achievements

Our critical work supporting NHS services continued last year. We supported thousands of older, vulnerable and isolated patients to settle back at home after a hospital visit, preventing them from returning to hospital and freeing up precious bed space for those in greater need.

We supported 84,600 people to live independently at home in 2019. Our individual person-centred support lets people set their own goals so that they can avoid being in hospital longer than they absolutely need to. That could be help on an emotional level to discuss concerns as someone gets ready to leave. It could be driving someone home or accompanying them in a taxi. We might help get some food in, put the heating on and sit with someone as they have their first cup of

tea at home. And we are available by phone or face-to-face for up to 12 weeks if needed.

Red Cross support workers and volunteers are present in 122 hospitals around the UK all year round. In winter we offer extra services. A&E departments and wards experience pressure all the time, but winter brings seasonal flu, more slips, trips and falls and the cold and wet weather can exacerbate long-term health conditions, meaning more people need more help from already busy hospitals. In the winter of 2019/20, we provided our winter pressures services in 27 hospitals.



Chief Nurse Alison Lynch works in hospitals offering people practical and emotional support ahead of returning home.



All photos: © Percy Dean/RBC



84,600
people supported
to live independently
at home

36,600 patient journeys

74,700 mobility aid loans to
over **57,000** people

The year also saw us continue our ground-breaking work to tackle loneliness. As our Connecting Communities partnership with the Co-Op reached its conclusion at the end of the year, we reflected on some incredible achievements. The partnership helped over 11,000 people facing isolating life changes to re-connect through 39 Connecting Communities services across the UK. It is the first national ‘social prescribing’ service to measure loneliness before and after social connection, with 76% of users showing measurable improvement in their wellbeing. The model we created demonstrated that there’s a financial return to society as a whole when this kind of social investment is made (£1.48 for every £1 spent) and it will have a lasting legacy, with a number of services planned to continue where possible in 2020.

Since our first Connecting Communities service opened, we’ve helped to reframe loneliness as a key issue, releasing seven highly influential reports to advocate for change. Loneliness is now recognised as both exacerbating and triggering health crises. Since the launch of our first report, *Trapped in a Bubble*, in 2015, we’ve convened 60 organisations as part of a Loneliness Action Group, seen the set-up of the All Party Parliamentary Group on Loneliness, the appointment of the world’s first Minister for Loneliness, and a strategy from government outlining their commitment to tackle the issue.

Support between home and hospital (continued)

Towards a stronger future

Connected communities are resilient communities – more able to withstand and recover from crises. The most vulnerable people, who are most likely to become isolated, are the people we must focus our support on – connecting them not just to services but socially, to the people around them.

Through our own services we're exploring ways to forge connections and build resilience, and in 2019 we ran three community resilience pilot projects in Scotland, Northern Ireland, and across three boroughs in London. We'll gather everything we've learned through these and we hope to share good practice UK-wide.

The vulnerability of those who have become disconnected and alienated from their communities is often further exacerbated by the extreme loneliness that can come with it. We are pushing hard to secure lasting change on the issue of loneliness, because it must remain a national priority. Last year we published our assessment report, *A Connected Society?*, examining the government's response to the issue, and we will continue to ensure the government is held to account on progress. We also published *Barriers to Belonging* during the year, a report exploring particular experiences of loneliness among people from Black, Asian and minority ethnic (BAME) backgrounds.

As we live through a global pandemic, we know that loneliness and isolation is growing, creating a stark reality for a huge number of people. Often, the most vulnerable people are hit hardest. And it isn't just emotional health – people from the most deprived communities in the UK often experience the worst health outcomes.

Our ambition is to tackle health inequality here in the UK and make sure people get the care and support they need without falling through gaps in the health system.

During lockdown, most, if not all, people in vulnerable situations need emotional support to feel connected in some way. We are running a free national helpline, seven days a week, to make sure it's easy and safe for everyone to get the emotional support they need throughout this crisis.

With the pandemic pushing hard on the NHS, our partnership with them is also crucial. We continue to work in hospitals across the nation to make sure patients can get home safely as soon as they are ready, and have someone to lean on for the emotional and practical support they need to live as independently as possible at home.

Providing support for the most vulnerable people in society means doing all we can to ensure that our resources are used where they can have the most impact. Last year we started moving our mobility aids service to a social enterprise model. We now charge a hire fee for those who can afford it, so that free-of-charge support can still be available, through our Assistance Programme. Nearly 100 locations across the UK have now moved to this system, boosting income so the service funds its own costs and allows us to continue this vital support. Our ultimate aim is for this income to exceed costs, so we can not only maintain the service but drive funds into other crucial projects.

During the coronavirus emergency, we have again adapted to make sure we support those who need it most. We continue to provide wheelchairs to help free up hospital beds, taking orders by phone and scaling up our delivery service where safe and possible.



Georgina is supported by Shuchi from the Connecting Communities team in Barking and Dagenham.

Photo: © Mini Mollica/BRCC

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 tens of thousands of 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. We offer support through our millions of volunteers across 192 countries, while advocating for fair and respectful support from the wider international community.

2019 achievements

In April, we marked a huge milestone in our family reunion programme.

In partnership with the International Organisation for Migration, we have now reunited 10,000 people separated by conflict and persecution with their families since the programme began in 2011.

But our pride in the achievement was tinged with sadness: we see so many more families who can't be together due to current legislation, including young refugees who arrive in the UK alone and aren't allowed to bring their parents to join them. We are advocating for this to change, and in 2019 we published a briefing outlining the negative effects of the UK's departure from the EU on already complex, and often unfair, family reunion services.

Refugee services are too often designed by people with no lived experience of what it's like to try to access them. Throughout 2019 we worked to change that. Our AVAIL project employs a co-production approach to devising services. Refugees and asylum seekers work with us to create, design and implement initiatives, making services more relevant for others as they connect with their new communities and countries.

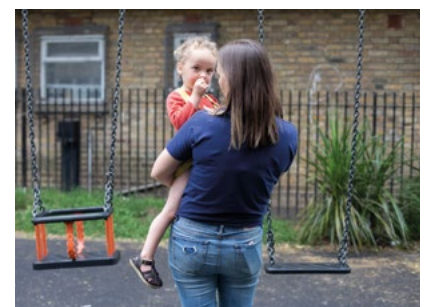
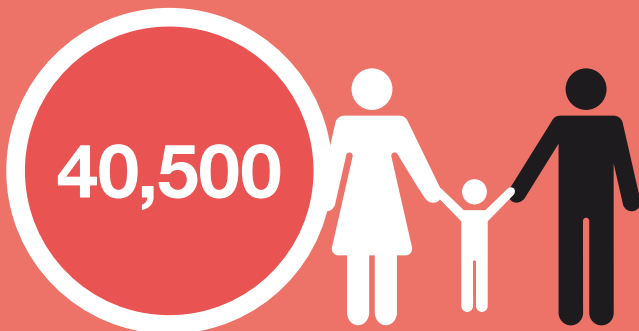


Photo: © Kate Stanworth/BPC

A victim of trafficking, pictured with her daughter.

A still taken from #EveryRefugeeMatters, a social media film created in partnership with Raw London, to try to change the conversation about refugees online.

Photo: © Raw London/BRCC



people supported through our refugee services

8,800
people helped to trace missing relatives

1,200
families reunited

14,300
people supported through destitution

The AVAIL project includes the VOICES Network, set up to change minds, policy and practice in the UK. The network brings refugees and asylum seekers together from across the UK to share their experiences and lobby for change. During 2019, they met with MPs, MSPs and AMs across England, Scotland and Wales, individually and at large scale events held in the Houses of Parliament, including Jeremy Corbyn (then Labour Leader), Thangam Debbonaire (Chair of the APPG for Refugees) and Aileen Campbell (MSP and cabinet secretary for Communities).

They also made a very well-received film towards the end of the year describing who they are, and what they do. The network is a powerful force for change – they set their own agenda and create their own programme of media and speaking events. They also engage with opportunities presented within the Red Cross to shape and improve our work in this area.

In search of safety (continued)

To tackle what can still be negative public discourse around people seeking asylum here, 2019 saw us launch our Every Refugee Matters campaign, rallying our fantastic supporters and connecting them in a Facebook community that now has more than 4,000 followers. Our short film illustrating the reality for people trying to settle here, often while separated from their families, received 44,000 views on the day it launched, and has since reached more than 210,000 people. Our campaign led the conversation during Refugee Week – more than 40 MPs came to our event, our media coverage reached 40% of UK adults, and we raised over £20,000 for our Global Refugee Fund.

Our global work in 2019 saw us work with our National Society partners on the Action for Migrants Route Based Assistance Programme in west, east and north Africa to give support over 66,000 times across six countries, reaching people at critical points along their routes through Niger, Mali, Burkina Faso, Guinea, Sudan and Egypt. This work helps vulnerable people on the move by providing medical care, psychosocial support and food and essential items. It also provides help to trace, restore and maintain family links, critical information about available services and how to stay safe; and referrals to specialist services for survivors of trafficking, sexual and gender-based violence, and other forms of abuse and exploitation.

We also continued our work in Bangladesh to support the hundreds of thousands of people forced from their homes in Myanmar over two years ago to the world's largest refugee camp in Cox's Bazar. It's still one of the Movement's largest operations globally. While we offer shelter, access to clean water, food, healthcare and emotional support, hygiene remains one of the biggest challenges here – so in early 2019 we ran a project with female community groups to review the toilet and wash-point locations, after we discovered many women and girls were avoiding them, due to fear of violations of their dignity and privacy, and even of gender-based violence. We installed solar-powered lights inside and outside latrines and washing facilities to improve safety and comfort.

Mohammed holds his ten-day old baby at the Red Cross field hospital in a camp in Cox's Bazar.



Photo: © Paddy Dowling/DEC

Towards a stronger future

Around the world, the needs of vulnerable people seeking safety are always evolving. To respond effectively, we need to evolve too. We have been exploring new ways to inspire support for this area of our work, and to amplify the voices of those with first-hand experience of treacherous migration trails and the current devastating gaps in asylum support. We are working closer than ever, as a sector, to advocate for long-term change and last year we co-founded the Asylum Reform Initiative with five other organisations working in this area to enable us to use the strength of our collective voice to influence for positive change for all in the asylum system.

We've taken all that we've learned and used it to ensure we raise the voices of refugees, people seeking asylum and those who have been trafficked during the coronavirus crisis. Every week, we convene and collate questions from 25 nationwide organisations to put to the Home Office and other government agencies, so we can quickly see where people may be falling through the gaps. We also continue to provide vital support across the UK, and have adapted the way we work to ensure we can reach people during the crisis. We are helping people to find emergency accommodation or a place they can distance from others, and we are delivering food parcels and providing a financial safety net to those facing destitution.

Sadly, thousands of refugees and asylum seekers in the UK live in poverty. New refugees frequently become destitute upon being granted leave to remain in the UK, at which point there are currently 28 days before asylum support, including housing benefit, comes to an end. We know we will be able to better protect those most vulnerable if we can establish levels of need, so in 2019 we looked at new ways to monitor changes in the lives of the people we support. With plans developed and agreed over the year we'll test these in 2020.

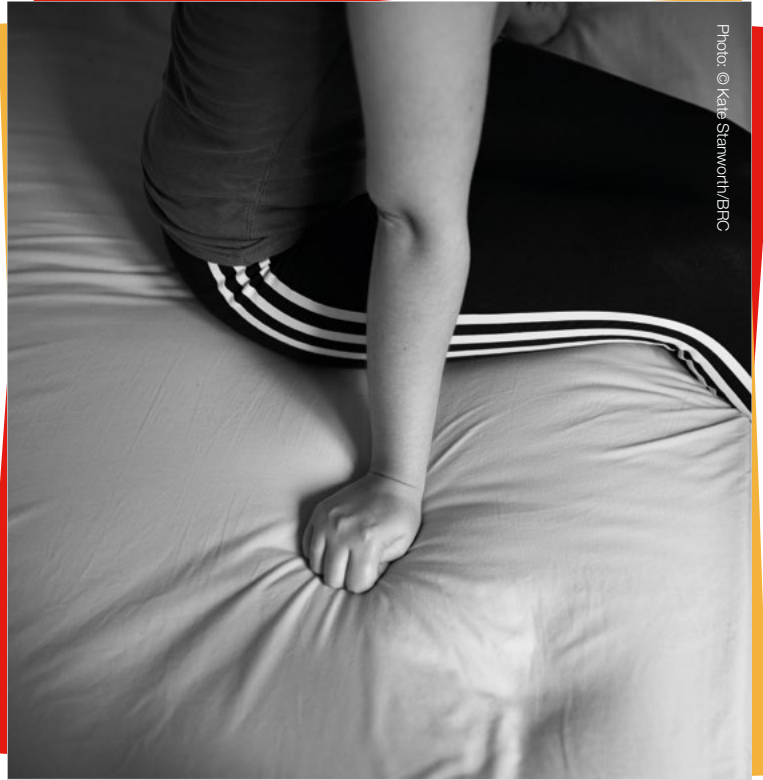


Photo: © Kate Stanworth/BPC

In June last year we came to the end of a pilot project providing long-term support to survivors of trafficking. Current support is only offered while a person is assessed and, counter-intuitively, ends once they have been recognised as a survivor. We worked with two partner organisations, Hestia and Ashiana, to support 70 people, and last July we published our report, *Hope for the Future*, assessing the positive impact of this longer term support. Our ambition is to use what we have learned to secure lasting change that extends beyond our own services – and our report outlined a series of recommendations for the government to take forward.

We know that improving support for refugees is an issue close to many of our supporters' hearts, so last year, we ran Miles for Refugees – a new way for people to raise funds for just this area of our work. It was a huge success – 2,150 participants took part in sponsored cycles, runs and walks, clocking up over 200,000 miles and raising an incredible £415,000 for our refugee work. The cause-led support initiative worked so well, we are now looking into how we can develop similar fundraising calls to action for other specific areas of our work.

Ready to respond – international crisis

The Red Cross and Red Crescent Movement provides emergency support to people affected by crisis around the world. Sharing expertise across the Movement and National Societies, we help build resilience within communities, basing our support on their individual needs so people can prepare for, withstand and recover from disasters. The scale of human need continues to grow. We're focussing our work where it will make the biggest difference, and galvanising global will and resources behind tackling our biggest humanitarian issues.

2019 achievements

Right from the start of 2019 we were taking action for people caught in some of the world's worst crises.

In January we joined with 13 other international humanitarian organisations to rally efforts for people in Yemen. As 14 million people teetered on the brink of famine, we came together in an urgent call for more open access for aid workers and supplies to stem the death toll of extreme hunger.



Photo: © Supplied/Yemen Red Crescent

A Red Cross supported water point in the old city of Sana'a.

In March, Hurricane Idai hit Mozambique, Zimbabwe and Malawi affecting millions, many of whom were already experiencing chronic hunger. We launched an appeal, and also released emergency funds through our community resilience programme in Zimbabwe. We supported the Movement in distributing aid and securing facilities for temporary camps. Our ambassador Ben Fogle helped draw attention to our ongoing efforts amid a new cholera risk, visiting Mozambique, to see how the Movement had already helped over 200,000 people and were setting up safe toilets and washing facilities to help a further 20,000. The response also reached 10,000 people in Malawi and 20,000 in Zimbabwe with cash grants and help with food security and livelihoods.



Photo © Caroline Hely/BRC

Broadcaster Ben Fogle helps Mozambique Red Cross staff and volunteers in Njalane, a fishing village devastated by Cyclone Idai.

29



international emergencies responded to (including 19 new)

94 delegates deployed to support the movement

In September, the colossal Hurricane Dorian hit the north of the Bahamas.

Its 185mph winds battered and destroyed homes, contaminated water supplies and separated families. Over 200 Red Cross volunteers supported relief efforts, which included distributing tarpaulins, shelter tool kits, blankets, kitchen sets, buckets and hygiene parcels.

In October we called for increased international support for more than 7,000 refugees and migrants trapped in Bosnia and Herzegovina

and in desperate need of help before the winter. The Red Cross was the only organisation supporting people in the unofficial Vučjak camp in northwest Bosnia, and – as well as providing funding and deploying delegates – we helped push for greater progress on finding a more suitable location where people would more likely survive the bitter cold.

While the media spotlight doesn't always fall on it, our work to build resilience in communities facing some of the world's worst ongoing crises has been a priority in 2019.

Ready to respond – international crisis (continued)

In the face of chronic food insecurity in Zimbabwe and across the Sahel region including Niger, we are helping communities with cash grants to build their livelihoods, and giving training in climate-responsive farming and irrigation techniques that can help make the difference between having a meal or not, as well as ensuring that families get nutritious and healthy food. In Zimbabwe we helped communities set up gardens in hospital grounds to improve nutrition. We are also helping to establish Mothers' Clubs, for example in Niger and Chad, as a way to fight food insecurity. In these co-operative groups, women are offered training to help their livelihoods so they can provide for their families. They can share knowledge and skills with each other and develop solidarity savings – shared funds each member can borrow when times are toughest.

Women in vulnerable communities in Bangladesh, living in crowded neighbourhoods prone to regular monsoon flooding, can find themselves coping with ill health, loss of income, abuse or abandonment. These women want to boost their skills, knowledge and incomes to provide for their families, so we're supporting women's small businesses by giving vocational training and setting up apprenticeships. We're also bringing women together in Women's Squads to lead the changes they want to see in their communities.

2019 also saw us help Syrian refugees and vulnerable local families through our Lebanon livelihoods programme in Aarsal, and support survivors of sexual violence in the Democratic Republic of Congo with our Social Safety Nets programme.

Towards a stronger future

Over the year we put a lot of work into listening to communities, understanding particular needs and creating a local, tailored response. This means tackling barriers that stop support reaching those who need it. Our ambition is that people in crisis will become more skilled and empowered to lead and shape positive, sustainable change in their own lives, to influence decisions affecting them.

We launched a new online platform to help us put communities at the heart of what we do. Funded by the Department for International Development (DFID), our new Community Engagement hub brings together information and expertise from across the Red Cross and Red Crescent Movement, as well as other humanitarian organisations. This free, online hub offers hundreds of resources, including tools, guidelines, case studies and training materials, and will soon be available in Spanish, French and Arabic too.

In May we launched an emergency appeal to help the Red Cross of the Democratic Republic of the Congo (DRC) support people caught in the growing Ebola outbreak in DRC. At the core of our response was an approach to listen to and address fears, rumours and beliefs circulating in the communities so that we could regularly adapt our programming to improve the impact of our health services.

We know all too well that misinformation can have a huge impact on health and sanitation behaviour, and our teams were facing suspicion, and sometimes anger, within the communities affected by the Ebola outbreak. Information sharing and awareness raising has always been a part of our health work, but we knew from previous disease outbreaks that tackling rumours early, and ensuring that we

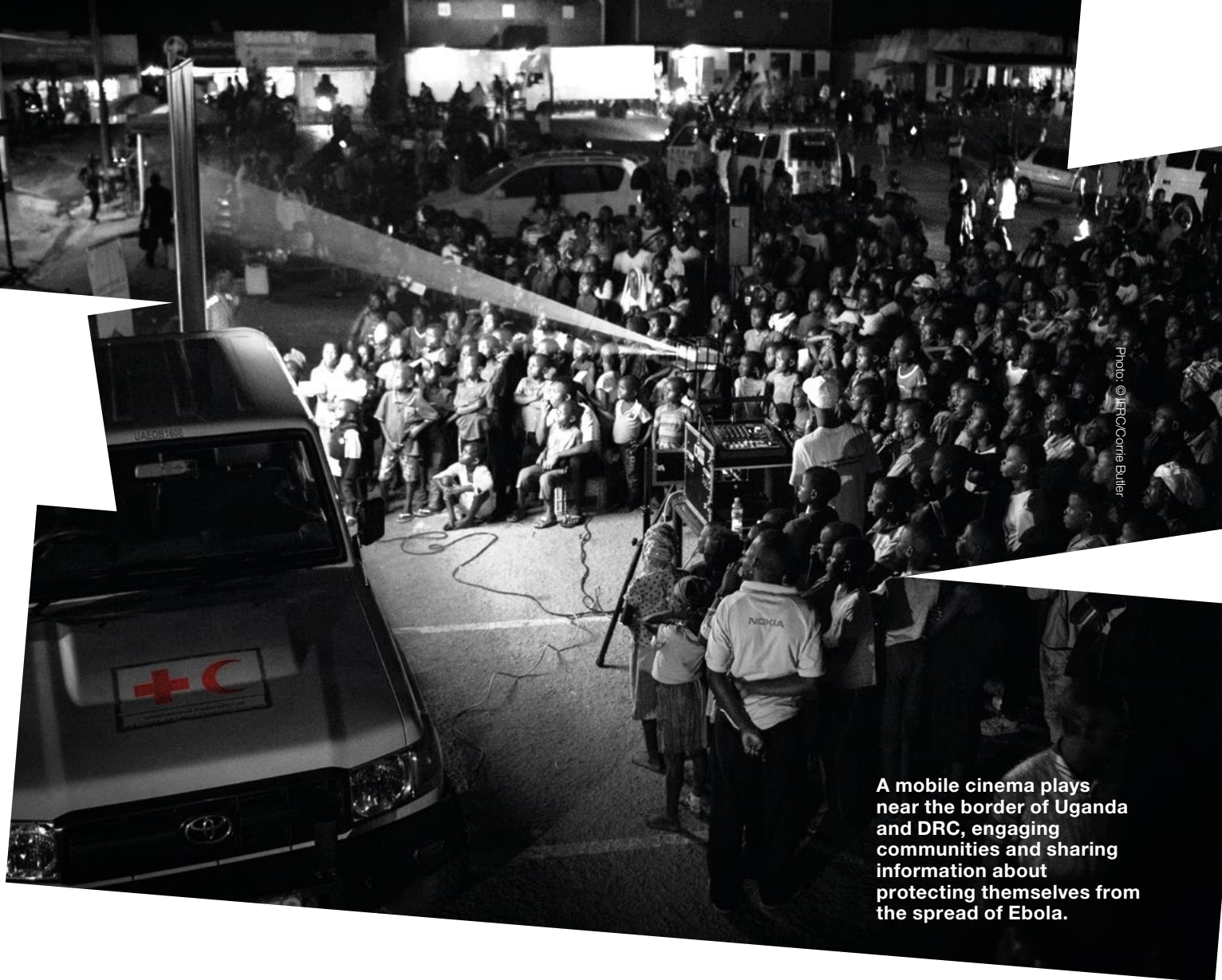


Photo: © IFRC/Corrie Butler

A mobile cinema plays near the border of Uganda and DRC, engaging communities and sharing information about protecting themselves from the spread of Ebola.

really listened to what people were telling us, was absolutely critical to the success of our response. Weekly data was collected from communities, analysed and sent to volunteers to help them adapt their approach, build acceptance, and overcome the barriers that can stop people taking safety advice and seeking life-saving help. As a result, we saw an increase in safe burials that were done in a dignified way, respecting the traditions and customs of the local population. Health alerts also began to come increasingly from the communities themselves, a clear sign that they trusted the information and services being provided by the Red Cross teams.

As the world faces a global pandemic, unprecedented in our lifetime, the Movement is using its experience in tackling health crises like Ebola. People who were vulnerable before the pandemic are now hit even harder – those with no healthcare, no fixed home, poor sanitation or who struggle to get enough food.

To help these vulnerable groups, we're adapting services and programmes that were already in place before the coronavirus outbreak. In many places, Red Cross teams already play a fundamental role in delivering or supporting health services. Now, the Movement is also helping with coronavirus testing, transporting those who are sick, running health clinics and providing support to communities that are most vulnerable.

The Red Cross is also working to put vital measures in place to slow and prevent the spread, particularly in areas with weaker healthcare systems. We're using our expertise in community engagement to help explain the importance of handwashing and share accurate information about the virus so that the most at-risk people can be protected.

Foundations for the future

In 2019 we continued to examine and strengthen our systems and ways of working. We know that to keep responding to need in a changing and challenging world, we need to keep evolving and transforming too, embracing new ideas and listening ever more closely to our own community as well as those we serve.

Our movement is only as powerful as the people building it, whether they work with us, give their time or money or lend their voices.

We were proud in the first half of the year to receive accreditation as both an Investor and Leader in Diversity. We're building an inclusive community, going above our targets in welcoming staff from BAME backgrounds and those declaring a disability.

Our people have been a high priority in 2019 and will be again in 2020, because it is our staff, volunteers and supporters who make those moments of kindness happen, forming those simple connections that make our world a better place to be. Over 2019, we grew our national network of local presidents, vice presidents and patrons, recruiting 50 volunteer leaders to champion the Red Cross in their communities.

We held our first ever supporter celebration week in 2019 too. More than 250 staff members and volunteers got involved, writing emails and cards, and making calls and thank you videos for tens of thousands of supporters.

Everyone who supports us should feel needed and appreciated. We want every supporter to feel connected to our values and part of something bigger. We worked hard last year, examining all the ways we interact with supporters. With our new supporter strategy in place, we're now working to make sure we're relevant, responsive, empowering, and respectful in every interaction – so everyone in our growing movement sees the positive difference they're making.



Photo: © David Madden/BRCC

In May, we reached 17 million people with our campaign, focussed on our power of kindness branding, to inspire the public to do one kind thing – donate money or old clothes, raise money or give up a bit of free time to volunteer.

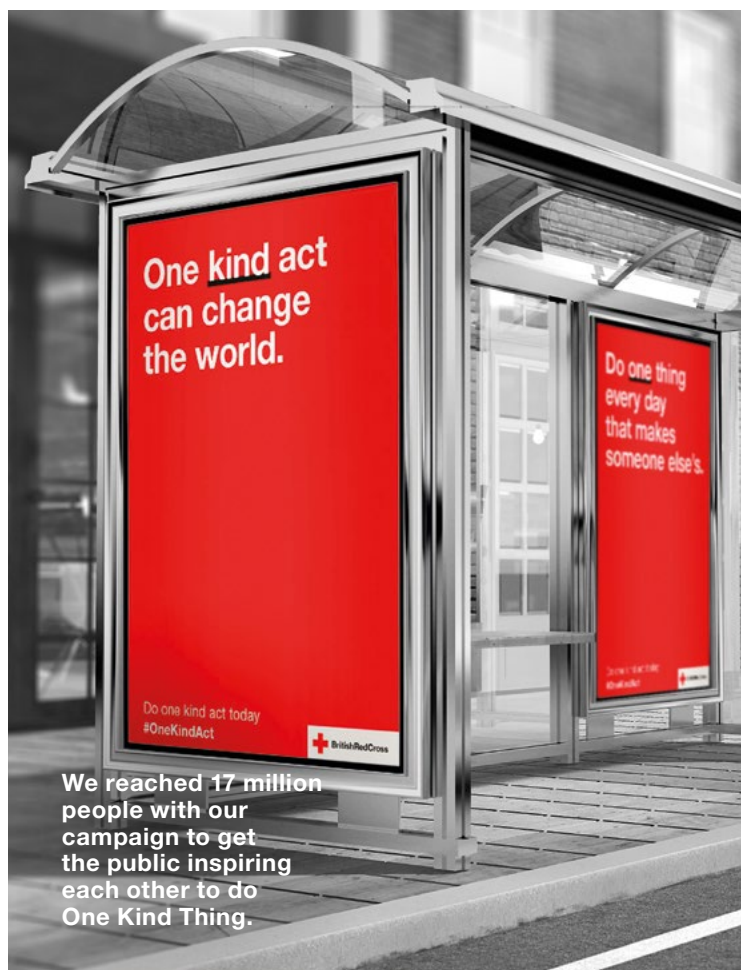
Our shops are another area in which we're working to evolve how we interact with our supporters – and provide easy ways for them to fund our work, which suit their needs.

More and more people are shopping online. We have a number of online shopping platforms, marketplaces and product ranges, and we're testing new ideas – such as our collection of pre-loved vintage pieces from our charity shops on ASOS marketplace – and measuring the response to different options to understand where we can best develop and take opportunities.

On the high street, shop collections grew three-fold during 2019's Red Cross Week, and as trends move toward recycling and reusing, we've been encouraging supporters to declutter and donate.

We have invested in our digital transformation over the year by launching a Central Innovation Hub to support new approaches across the organisation as well as looking at our approach to e-commerce. We have invested in digital skills and improvements to our websites including a new Red Cross Training website. We have also replaced over 900 laptops and desktops and carried out vital work to strengthen our cyber security, including work on our firewall and core infrastructure.

We embarked on an ambitious process in 2019 to co-create a new strategy for the organisation alongside our volunteers, people with lived experience of crisis, supporters, potential supporters, partners and more. This strategy will lead us through the next decade, concentrating our efforts on three humanitarian areas where we can make a real difference – disasters and emergencies, healthcare inequalities in the UK and displacement and migration. We looked in-depth at evidence of unmet need and worked to develop and test the strategy to ensure it works for a wide range of people throughout our movement. This co-production was a new approach for us, and we hope we can learn from this collaborative way of working as we seek to realise our big aspirations together.



Our priorities for 2020

Our new strategy

Since 1870, the British Red Cross has been helping people who need it most, no matter who or where they are. We have adapted over the years to keep up with the external world, the changing needs of the people we help, and advances in digital technology. Now we are looking ahead once again to see how we can evolve and transform how we help people.

Our ambition looking forward is laid out in our new ten-year strategy, which sets out our vision for the next decade. We will be focussing on three urgent humanitarian issues, where we can make a real difference: disasters and emergencies, health inequalities in the UK and displacement and migration.

Connected communities are resilient communities. Through our strategy, we will strengthen meaningful connections between people, within communities and across different organisations. We will work alongside others at grassroots, national and international level so that people receive coordinated support that puts their needs first. We will influence and convene others so that systems don't create vulnerability, and so scarce and stretched resources are used effectively.

We are committed to helping people through each stage of a crisis, so they are able to take early action that could prevent a crisis, are better prepared and receive timely support when crisis does strike, and are able to recover in ways that leave them stronger for the future.

Living the strategy in a global pandemic

The work of our organisation continues to be critical to the lives of people impacted by humanitarian crises, as we have seen with the global outbreak of coronavirus. The pandemic has affected people indiscriminately, but has hit hardest those who were already living with the consequences of pre-existing inequalities and vulnerability, both in the UK and overseas.

We are now implementing our new strategy through our response to the coronavirus pandemic both here in the UK and around the world. Our services and capabilities have never been more relevant, but with a renewed focus on people facing the greatest unmet need, the role of collaboration and the harnessing of new technologies.

Our response to the coronavirus pandemic:

Our response in the UK is four-fold:

1. Responding in communities: supporting communities facing the greatest inequalities through the delivery of food and medicines; ensuring refugees and asylum seekers have access to secure accommodation; an extended national support line providing those facing economic insecurity with cash assistance through a new Hardship Fund; and, advocating to protect vulnerable groups.
2. Supporting the NHS: alleviating pressure on hospitals through our discharge service so that people can return home with the right support in place rather than having to stay in hospital, and providing medical equipment to people at home.



Seema, a Support Worker for the British Red Cross Connecting Communities service, spends the morning with Jimmy, a former service user that she was able to provide her support to during 2019

Photo © Amara Enoy/ERC

3. Voluntary and Community Sector Emergencies Partnership: working alongside other voluntary providers to coordinate support focussed on those most in need through mapping unmet needs and delivering through multi-agency teams, as well as engaging with the government to ensure financial support to the sector as a critical part of the wider response.
4. Digital Education Programme: reaching people with vital information, from how to stay safe during a pandemic, to mental health support and advice to help combat loneliness. We are also holding digital sessions for vulnerable people who may be feeling isolated to give them an opportunity to socialise with others, and we are providing resources on homeschooling and working from home to support people as they adjust to life in lockdown.

As the pandemic unfolds overseas we will work through the Red Cross and Red Crescent Movement to reach those in need of humanitarian assistance, and protection. Our existing work on strengthening livelihoods, food security, building the Movement's capacity to deliver cash assistance and supporting refugees and asylum seekers and other people travelling along migration trails become more critical at this time. We will focus our efforts on ensuring that these programmes can continue as delivery of aid and humanitarian assistance is disrupted.

Our priorities for 2020 (continued)

What we will deliver in 2020


Responding to the coronavirus pandemic has meant that we've had to adjust what we can deliver in 2020 from our original plans, as delivery of the strategy has been focussed on the pandemic response effort. We have had to pause some work to redirect resource to our response or because delivery has not been possible, for example, some of our income-generating activities such as Red Cross Training and Retail have had to close temporarily.

The impact of the coronavirus pandemic on the society's finances is described in the Finance Review.

We have had to invest in some key areas in the first half of the year as part of our response, accelerating some of our 2020 plans:

- **Systems and technology** that enable our people to work in agile ways and from home, and provide us with the data and insight we need to allocate our resources in the most impactful ways in a rapidly shifting context.
- **Understanding need** through the development of new approaches for identifying vulnerability and gaps in provision, so we are clear who needs our help the most and work effectively within those communities through partnership and collaboration.
- **Revolutionising engagement** so that we can mobilise and deploy support around a cause during a national and global emergency and harness funds for our response through multiple channels.

Moving into the second half of the year we will now review our original 2020 plan and reset what we'll deliver over the remainder of 2020. We will pick up the priority programmes of work that we've had to pause, but must balance this with the reality that we will need to continue to respond to the impact of the coronavirus for some time to come.



We will continue to support people who are at risk of exploitation, or who have been or continue to be exploited throughout 2020.

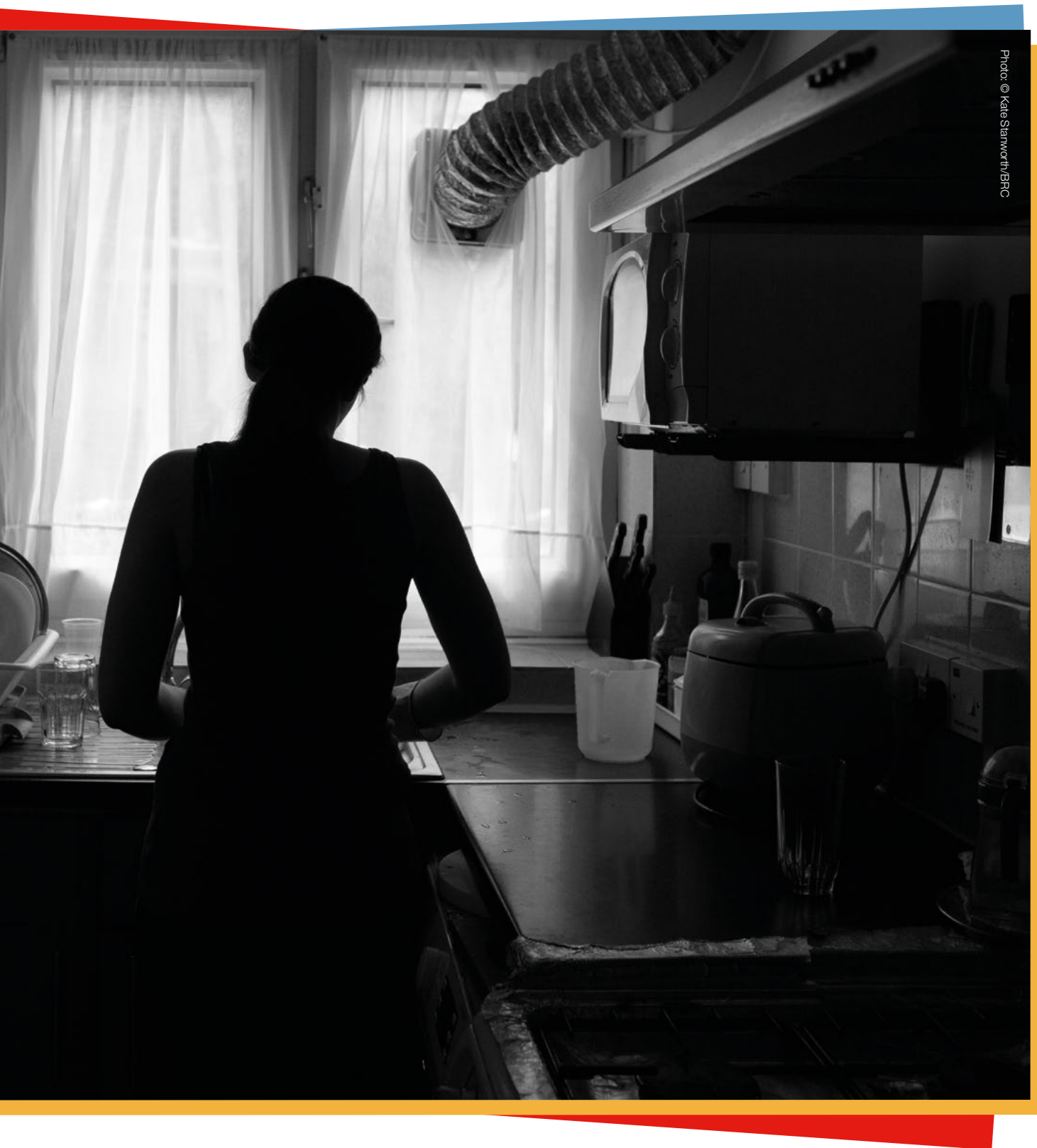


Photo: © Kate Stanworth/BBC

Risks

Risk management framework

The work that we do to support delivering our mission and the nature of our operational environment – particularly in the context of our work overseas – exposes the British Red Cross to a range of risks. A risk management framework is in place to ensure risks are identified, assessed, managed and actively monitored. This is supported by a risk register in each of our directorates and an overarching Corporate Risk Register which includes our top risks. Risk management also forms part of our strategic and business planning processes.

The Trustees have considered risk through their development, review and approval of our new ten-year strategy, which was approved in December 2019. The Trustees have reviewed the Corporate Risk Register regularly during 2019. Committees of the board, along with other internal steering groups, provide regular in-year oversight of specific risks. In addition to the Trustees’ review, the Corporate Risk Register is

reviewed by the Executive Leadership Team and reported quarterly to the Board’s Finance and Audit Committee.

The ‘Going concern’ section of the Finance Review describes how key risks are incorporated in the going concern assessment undertaken by trustees. This includes the estimated financial impact of the coronavirus pandemic on our resources.

Our response to the pandemic is described further in the ‘Our priorities for 2020’ section of the Trustees’ Report, including the impact on what we plan to achieve in 2020.

Principal risks and uncertainties faced by the British Red Cross and how we are managing them

We have summarised our principal risks in four main categories: strategic, financial, operational, and compliance. The coronavirus pandemic has intensified our principal risks.

Risk theme	Risk	Mitigating action
Strategic	We are unable to attract, develop, and retain the staff and volunteers we need in order to deliver our strategy and services.	<ul style="list-style-type: none"> - Developing a new people strategy - Working to continuously improve the volunteer journey - Responding to engagement surveys and staff turnover
	Our strategy and operations are not fully aligned, and we are unable to deliver change effectively.	<ul style="list-style-type: none"> - Developing a new operating model - Apply portfolio management - Delivery of change governed through a Strategic Change Programme Board - Independent assurance of key change programmes

Risk theme	Risk	Mitigating action
Financial	We do not have the funding we need to deliver our strategy and protect our future.	<ul style="list-style-type: none"> - Refreshed fundraising and supporter engagement strategy - Ongoing programme to diversify income and deliver new and sustainable funding streams - Ongoing programme to realise efficiencies in our cost base - Active budgeting and continuous monitoring of financial performance - Managing the short and long-term impacts of COVID-19 (see details below)
	Theft, fraud, bribery, corruption or inadequate control diverts funds from charitable purposes.	<ul style="list-style-type: none"> - Counter-fraud framework in place - Independent Raising Concerns (whistle-blowing) system in place - Clear organisational Code of Conduct - Independent internal audit programme - Due diligence process for international partners - Capacity building programmes with partner Red Cross and Red Crescent National Societies
Operational	The coronavirus pandemic causes major business disruption comprising capacity and/or capability to function, damaging our reputation and brand.	<ul style="list-style-type: none"> - Incident response structure to stabilise the organisation - Protecting our people and service users - Responding to the crisis - Ensuring organisational resilience - Scenario planning, stress testing and mitigations - Ensuring adequate cash and limiting impact on income - Harnessing kindness and mobilising the sector - Supporting the international effort
	Incidents that negatively impact operations, (including cyber-security, health, safety and security and safeguarding) and/or cause harm to people, and/or damage reputation.	<ul style="list-style-type: none"> - Policies and procedures framework - Regular training and awareness-raising campaigns - Regular risk assessments - Independent raising concerns (whistle-blowing) system in place - Clear organisational Code of Conduct - Specialist assurance functions - Compliance monitoring e.g. health and safety inspections, IT penetration testing - Incident management processes - Business continuity plans
Compliance	Changes in regulation (e.g. the UK's exit from the EU) or charity sector guidance (e.g. GDPR, Fundraising Code) negatively impact on our strategy and activities.	<ul style="list-style-type: none"> - Close monitoring, scenario planning, and engagement on potential impact of EU exit and regulatory change - Information governance framework in place, including policy, procedure and awareness training

Safeguarding

We take our responsibility for keeping every child and every adult who comes into contact with the British Red Cross safe 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.

Over the past 12 months we have significantly strengthened our safeguarding provision. We have introduced a British Red Cross safeguarding assurance team, made up of safeguarding specialists who are on hand to help our people respond to concerns regarding children and adults across all services and functions. This strengthened the safeguarding team we previously had in place. We have also set up a single-point-of-contact safeguarding phone line (including out of hours) as well as introduced a dedicated email inbox to ensure the whole organisation is able to quickly access advice and support. The team quality-assures all safeguarding cases reported through the British Red Cross' incident reporting system, to ensure incidents have been correctly responded to and actions have been clearly evidenced and documented.

We have comprehensive policies and procedures to keep our people and the people we support safe. These include (but are not limited to) our professional boundaries procedure, our code of conduct, which sets out our expectations for the behaviour of our people, and our safeguarding policy which can be found on our website: [redcross.org.uk/about-us/how-we-are-run/our-policies](https://www.redcross.org.uk/about-us/how-we-are-run/our-policies)

We have developed new online mandatory training for all our people, to cover the basics of safeguarding children and adults. We are working in each of our directorates to ensure everyone has completed the course. We also have tools and guidance for teams to promote informal ongoing learning, including model responses to specific scenarios, toolkits, guidance documents and 'light bite' training materials.

As part of our commitment to continuous improvement, in 2019, we commissioned external consultants to review our policy and practice with regards to safeguarding, misconduct, and safe culture across the organisation. The recommendations from this consultancy piece, alongside our previous internal evaluation of practice following the 2018 broader humanitarian sector safeguarding failures, are being reviewed to determine further actions we can take to ensure the British Red Cross remains a safe place for all; including our staff, volunteers, and the people we support.

In 2019, the total number of safeguarding concerns captured during the course of our work, through our internal incident reporting system, was 1,481. This figure follows the pattern of a year on year rise of safeguarding reports since we introduced a central electronic incident reporting system in 2016. The continued increase is likely attributed to better reporting rather than an increase in incidents and we consider that a positive assurance indicator.

Where there are concerns that our staff, volunteers or partners may have been the perpetrators of abuse we have shared these with the relevant authorities and bodies including the Charity Commission for England and Wales, Disclosure and Barring Service, the police and local authorities.

A woman with long dark hair, wearing a bright red British Red Cross jacket, stands in front of a white fire and emergency support van. The jacket features a circular logo on the left chest with a red cross and the text 'BRITISH RED CROSS' and 'BRITISH RED CROSS'. She is also wearing a lanyard with an ID badge. The background shows a building and the van, which has 'BRITISH RED CROSS' written on its side. The image is framed by a white border with red and yellow geometric shapes at the corners.

British Red Cross
volunteer Cati
stands in front of a
Red Cross fire and
emergency support
van at Middlemore
Fire Station.

Photo: © Peter Flude/BRC

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. 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 2019 we worked with professional fundraising agency partners to speak to potential supporters in this way. As a result of these conversations, many are inspired to start supporting the British Red Cross, generating significant income that we direct to helping 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 arrangements are governed by legal agreements in line with current consumer and charitable law. Our corporate partnerships are also subject to our ethical policy.

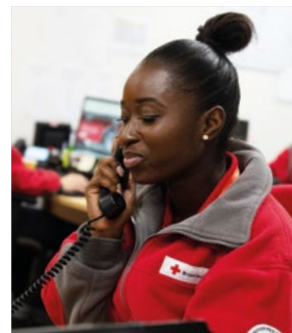


Photo: © JMatthew Perchival/BPC

Monitoring of fundraising activities and protecting people in vulnerable circumstances

We have policies and procedures 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 2019 we received 143 such complaints, of which one was reported to the Fundraising Regulator and none were found to be in breach.



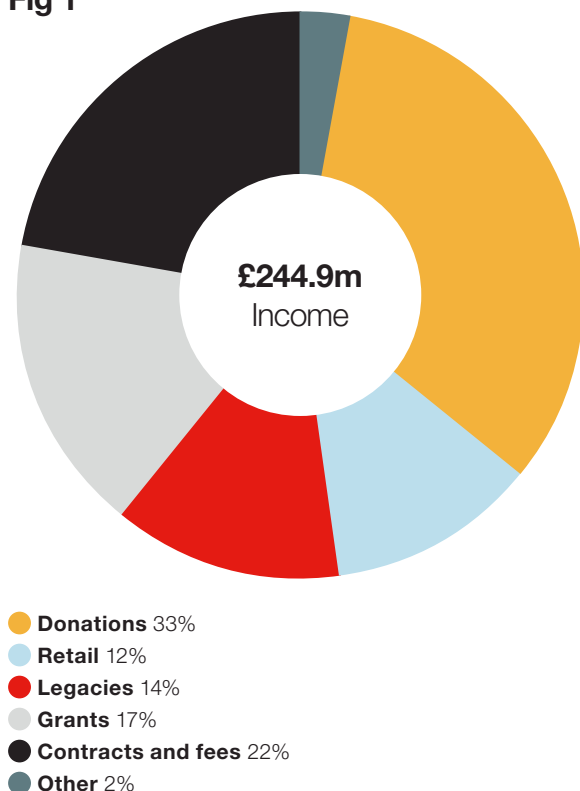
Finance review

Overview

In 2019, the British Red Cross generated £244.9m total income, as shown at fig 1. This represented an increase of £1.6m on 2018. However, this increase included a £12.9m increase in restricted funds income (driven primarily by an increase in income from international emergency response and recovery) and a £11.3m decrease in general funds income (primarily a decrease in income from donations and legacies). Net income for the year on unrestricted funds was £1.6m (2018: £8.7m).

Overall net income for the year was £5.1m (2018: net expenditure £0.2m), boosted by a £6.6m gain on our investments (2018: loss £2.3m). Free reserves at the year-end stood at £56.7m (2018: £57.8m), after designating £9.2m of free reserves.

Fig 1



The British Red Cross remains in a stable financial position at the year-end despite sustained economic and regulatory challenges. Total income has held up well despite a 10% reduction in regular giving income compared with last year.

Our new ten-year strategy was launched in early 2020, key elements of which are designed to address the historic decline in fundraising income in recent years.

Following the year-end, the financial and non-financial impact of the coronavirus pandemic on our activities has been significant. The pandemic is likely to continue to have a significant impact on our activities for the foreseeable future. As explained in more detail below at 'reserves' and 'going concern' and also at note 24 to the financial statements, we have reviewed the likely impact and have taken or will take mitigating actions in the light of the unprecedented circumstances to ensure the British Red Cross remains a viable going concern.

Fig 2

	2015 £m	2016 £m	2017 £m	2018 £m	2019 £m
Donations and legacies					
Regular giving	50.0	45.9	41.7	39.7	35.7
Other unrestricted	63.9	58.3	56.7	59.9	53.7
Total unrestricted	113.9	104.2	98.4	99.6	89.4
Total restricted	38.9	31.2	61.3	27.0	25.4
	152.8	135.4	159.7	126.6	114.8
Charitable activities	87.0	77.8	87.9	81.2	95.9
Retail	29.9	29.4	29.9	30.7	29.4
Other	5.4	9.1	7.0	4.8	4.8
Total	275.1	251.7	284.5	243.3	244.9

Fig 3

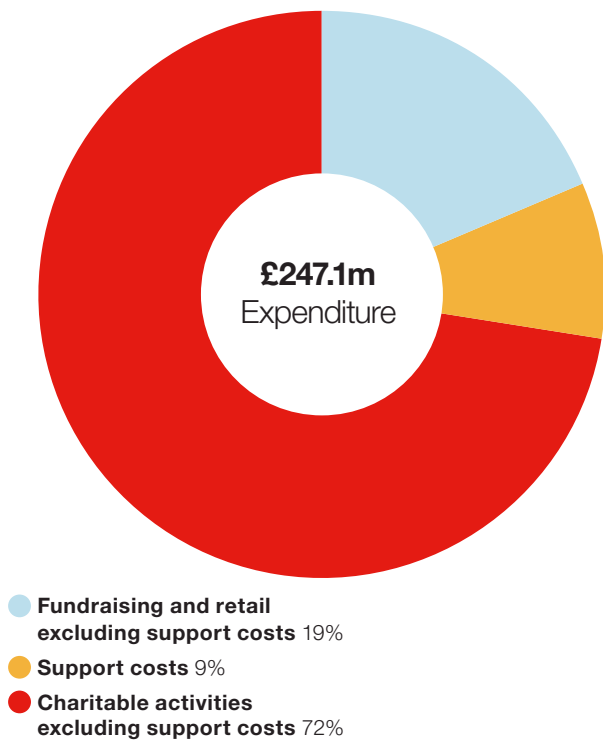
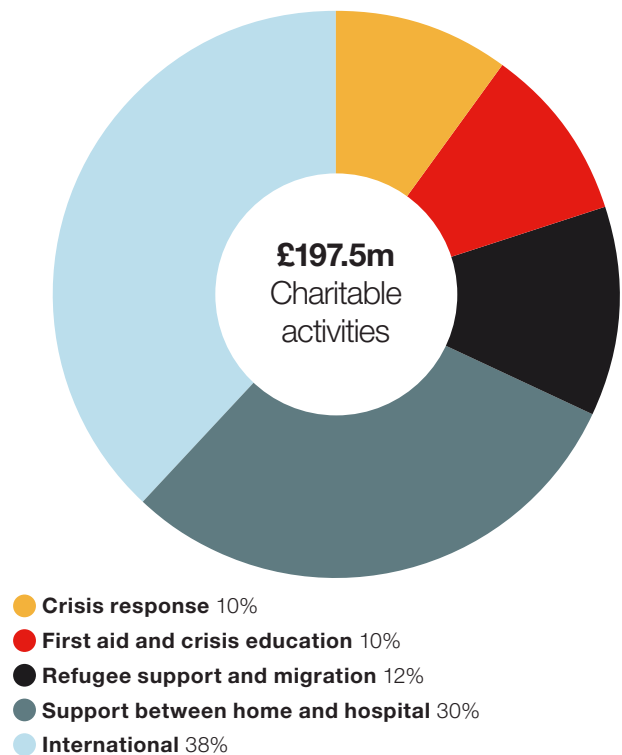


Fig 4



Income

Income from donations and legacies in 2019 was £114.8m, down £11.8m from £126.6m in 2018. £8.9m of this decrease was attributable to reductions in unrestricted income from regular giving, public donations and legacies compared with 2018.

As can be seen from the table at fig 2, income from unrestricted regular giving continued the historic downward trend and has dropped from £50.0m in 2015, to the 2019 figure of £35.7m, representing a 29% drop over that period.

The income from regular giving of £35.7m represents 40% of unrestricted donations and legacy income, compared to 44% five years ago.

Charitable income from international operations was £35.6m for the year (2018: £22.1m). The main reason for this was an increase of £15.8m in DFID grant income, which contributed to a number of international projects.

As part of the implementation of our new ten-year strategy in 2020, we launched a new fundraising

supporter strategy, designed to address the downward trend in donation and legacy income in recent years.

We will continue to generate ongoing efficiencies in our cost base. In order to make the best use of scarce resources, we will use these resources where they are needed most, where we can make the biggest difference, connecting human kindness with human crisis.

Expenditure

Fig 3 shows that total expenditure in the year was £247.1m. This was up from £243.9m in 2018. Total expenditure on charitable activities shown at fig 4 was £197.5m (2018: £190.6m).

The overall increase in expenditure in 2019 was directly related to the £13.5m increase in restricted income from international emergency response and recovery compared with last year. Consequently, expenditure on projects with the IFRC increased by £15.8m in 2019 to £32.7m from £16.9m in 2018. The overall increase in expenditure was balanced to a large extent by a £10.5m reduction in expenditure on UK crisis response and the costs of raising funds.

Reserves

Our reserves policy ensures our work is protected from the risk of disruption at short notice due to a lack of funds, while at the same time ensuring we do not retain income for longer than required. The reserves policy is kept under regular review and target levels are adjusted as assessments of risk and other factors develop or 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 reserves levels include the financial impact of risks, such as reductions in individual giving income and inflationary pressures on our cost base and required levels of working capital. The estimated impact of the coronavirus on future reserves levels is explained in more detail below.

Our free available reserves at the year-end were £56.7m (2018: £57.8m). This represents slightly less than four months' worth of general funds expenditure. Reserves include £22.5m (2018: £20.9m) of accrued legacy income, to which we are entitled, but the funds do not become available until the finalisation of estates. This can take some time.

Reserves at the year-end were above the approved range due mainly to the continued short-term impact of both reduced fundraising expenditure, land and property disposals releasing one-off funds and the release of the London head office dilapidations provision.

The trustees designated £9.2m of free reserves in 2019. These funds will be spent on a number of projects, including necessary software upgrades, investment in the required refurbishment of the London head office and fit out of the Paisley corporate services office. Notwithstanding the impact of the coronavirus pandemic, these initiatives will still need to be delivered over the next three years, so the trustees remain comfortable with designating the relevant funds.

In accordance with regulatory requirements (described further under the heading 'going concern' below), forecasts and projected reserves levels for the period to the end of June 2021 have been amended and updated to take account of the estimated net impact of the coronavirus pandemic.

Key assumptions in this context include –

- temporary closure of our retail stores
- pausing of our Red Cross Training service
- estimated reductions in income from regular giving, individual giving and legacies
- postponement of community fundraising events.

Mitigating actions taken or to be taken include –

- the furloughing of retail, Red Cross Training and community fundraising staff under the Government's Job Retention Scheme
- postponement or cancellation of planned expenditure, including over £2m of expenditure rephased into 2021 on IT projects and retail store fit-outs
- generation of operating cost savings in respect of temporarily closed services.

Our response to the coronavirus pandemic and its impact on what we plan to achieve in 2020 is described in the section on 'Our priorities for 2020' on pages 34-37.

The updated financial projections show the estimated impact on general reserves to be £42.7m, with mitigating actions totalling £35.2m, resulting in a net impact of £7.5m on general reserves.

By taking mitigating actions, the projections show that the society's general reserves are forecast to be £46.2m at the end of June 2021, whilst remaining within the agreed policy range of £40m to £50m during the period until that date.

The trustees are satisfied with this position.



Photo: © Jonathan Banks/BPC

**“Safe Mates”
volunteers
at Download
Festival,
Donington Park
2019.**

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. Our investments are divided into long, medium and short-term investment pools.

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.

Central bank action and trade optimism helped global equity markets rise by 27% over the year. UK corporate bond markets also rose over 9% in the year.

The net gain on our investments in the year was £6.6m (2018: net loss £2.3m). Our fixed asset investment portfolio generated a percentage annual gain for the year of 11.8% (2018: annual loss 5.6%).

The investment sub-committee is satisfied with the performance of the investment portfolio during the year with regard to the overall investment objective of maintaining the value of investments in real terms over the longer term and against agreed performance benchmarks which applied during the year.

After the year end, in order to assist in ensuring ongoing adequate liquidity and funding of our activities, the society disposed of its entire holding in the Kames Capital Ethical Corporate Bond Fund. The proceeds of £30.1m were invested in our Cash Plus Fund account with Royal London.

Going concern

The board of trustees has reviewed the British Red Cross' financial position and consequently believes there are sufficient resources to manage any reasonably foreseeable operational or financial risks.

The going concern assessment undertaken by the board involves analysing key current and future risks and controls, resulting in a clear picture of the risk profile across the Society. The principal risks and uncertainties, including specific operational risks such as the impact of the coronavirus pandemic, together with risk management actions, are summarised in the 'Risks' section on pages 38–39.

In undertaking this assessment, the board has considered the resilience of the Society to the occurrence of these risks in severe but plausible scenarios, taking into account the effectiveness of mitigating actions. With regard to the coronavirus pandemic, sensitivity analysis was used to stress test updated financial projections to confirm reserves and cash remained at acceptable levels throughout the period of assessment. The scenarios and stress tests applied included the temporary closure of our retail stores, the pausing of our Red Cross Training service and reductions in key income streams including regular and individual giving and legacy income.

Regulatory requirements mean that, in undertaking the going concern assessment, the trustees are obliged to take into account all available information about the future, for at least, but not limited to, the period of 12 months from the date the accounts are approved. In accordance with these regulatory requirements and as referred to in detail above under 'reserves', financial projections for the period to June 2021 have been updated to take account of the estimated net impact of the coronavirus pandemic on the Society's resources. The uncertain nature of the current circumstances related to the pandemic mean it is difficult to forecast that impact with accuracy. However, the board of trustees is satisfied that reasonable financial assumptions have been incorporated in the amended financial projections, reflecting the impact of the pandemic and compensating actions taken by the Society.

The board considers that under the scenarios tested, mitigating actions would be effective and sufficient to ensure the continued viability of the Society.

For these reasons and based on the robust assessment undertaken, the board confirms it has a reasonable expectation that the Society will be able to continue in operation and meet its liabilities as they fall due over the period of the assessment to the end of June 2021.

In forming this conclusion, the board has reviewed budgets and forecasts and has satisfied itself that 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.

**Community Connector Nazia
with service user Edith.**



Photo: © Percy/Dean/BRC

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.

Our board of trustees

The British Red Cross is governed by the board of trustees. The board's role and functions are laid out in the Society's Royal Charter, supplemented by Standing Orders which set out our rules of governance.

The board of trustees has ultimate legal responsibility for our organisation and works to ensure good governance, with the help of its committees. It is responsible for agreeing the overall strategic direction and is our highest decision-making body. The board ensures that as an organisation we are effective in working towards achieving our vision, using our resources to maximum effect and upholding our Fundamental Principles and values.

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). Members can serve up to two terms of four years each; and they are all volunteers.

The board meets at least four times a year. Trustee attendance at board meetings in 2019 was 100 per cent.

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 are also responsible for the nomination of new co-opted trustees for board consideration. All new trustees are provided with a structured induction. Trustees also undertake a range of development activities during the year to ensure their skills are relevant and up to date.

The board can delegate responsibilities to various committees which are authorised to make decisions on its behalf. They can also make recommendations to the board for approval. Delegating responsibility to committees provides the board with assurance that detailed attention and scrutiny are being afforded to important strategic issues. Although decision-making may be delegated to committees, the board collectively retains ultimate responsibility for all decisions taken. The Chair, therefore, periodically reviews the structure and composition of board committees to ensure they remain fit for purpose.

As part of our commitment to continuous improvement and following best practice, every three years the British Red Cross has an external review of our governance structure and committees. This was last completed in 2018. Over 2019, the board worked through implementing the review's key recommendations. This included revising the terms of reference for committees; making conflict of interest declarations for trustees and ELT members publicly available; and working to ensure that the meeting papers focussed on strategic discussion of challenges facing the organisation. Following the review, the board confirmed it would apply criteria for discussing priority matters before the board based on activities that affected a large number of stakeholders; involved high risk; were significant in achieving strategic aims; and/ or involved significant financial or other investment.

The 2018 Governance Review also confirmed that governance arrangements in the British Red Cross met the requirements of the Charity Governance Code in all important matters. We continue to use developments in governance good practice, including the Charity Governance Code and the Code of Ethics, as tools to improve and drive ongoing change in the governance arrangements of the charity.

Terms of reference for our committees and key corporate policies can be found on our website, which we publish in the interests of transparency and accountability.

The board works alongside the executive leadership team, who are responsible for implementation of policy and for the management of the day-to-day running of the organisation. The executive leadership team meet at least monthly.

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 Falkland 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.

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 192 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.

¹SORP = 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 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.

The trustees have applied the Charity Commission Guidance regarding connections to a non-charity and confirm that they have addressed the risks of any connection. They regularly monitor the connections to non-charities to ensure that the charity's resources are not applied to advance any non-charitable interest.

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.

Carbon emissions

Through the year all properties were moved to a renewable energy contract but we still account for carbon emissions, which have been reduced by 57% (4,887 tonnes) since our base year 2009. Emissions from travel remain stable but now account for the lion's share, the split in emissions being 60% travel 40% properties.

Income and electricity savings from our 7 solar panel installations topped £50,000 for the year and we approved 17 projects from the environmental performance improvement fund for LED lighting upgrades in shops saving over 35 tonnes of carbon.

The Energy Savings Opportunity Scheme (ESOS), a mandatory energy assessment and audit scheme for all large businesses and charities, was completed on time and in budget. The resulting report was submitted to the environment agency and the recommendations will be followed up.

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 2019, we had a mean difference of 11.1% between the average hourly pay of women and men across the organisation. This represents a small increase on the equivalent figure of 11.00% at April 2018.

An action plan to achieve a sustainable reduction in the gap has been developed and this will be integral to our new People Strategy. More information on how we are seeking to reduce the gender pay gap is available at 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 that 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 2019 the average cost of salaries increased by around 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 three years of joining the organisation.

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. With effect from April 2019 the minimum level of contributions required increased to 8% of eligible earnings, of which the British Red Cross elects to pay half, rather than the minimum of 3%. The balance is paid by the employee.

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 attends all remuneration committee meetings but withdraws from meetings when his own remuneration is discussed.

The following details relate to the executive leadership team as at 31 December 2019:

Job title	Key areas of responsibility	Annual pay 2019	Annual pay 2018	Pension entitlement
Chief executive	Leading the organisation, which has an annual income of over £240m and employs nearly 4,000 staff and over 17,000 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.	£142,700	£139,898	GPP ³
Chief people officer	UK and international HR for nearly 4,000 staff; volunteer management for over 17,000 volunteers; learning and development; youth engagement; health, safety and security and occupational health.	£123,000 ¹	£100,980 ²	n/a
Chief supporter officer	Responsible for a staff team of 800, almost 8,000 volunteers and over one million supporters along with millions of shoppers in our 300 plus shops throughout the UK, delivering income of around £145m.	£122,400	£120,000	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 almost 9,500 volunteers with an expenditure of over £120m; 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.	£116,700	£114,400	Final salary ⁴
Chief information officer	Information and IT strategy and systems; digital strategy; business continuity; information governance and IT security.	£116,700	£110,000	GPP ³
Executive director of communications and advocacy	PR and public affairs; brand management and marketing; internal communications; policy, research and advocacy.	£113,500	£107,100	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.	£113,500	£107,100	GPP ³

¹ The chief people officer commenced in their role on 24 June 2019.

² The interim executive director of people and learning ceased acting up in this interim role on 21 July 2019.

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. The chief people officer has opted out of this pension scheme.

Final salary⁴ the defined benefit British Red Cross Pension Fund was closed to new entrants with effect from 1 September 1997. Employer contributions of 29.8% 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 2019 have benefited the public, either directly or indirectly.

On behalf of the trustees,



David Bernstein CBE, FCA
Chair of the board of trustees
5 June 2020

**A volunteer at
a Community
Connectors
Christmas Dinner
in Oldham.**



Photo: © Patsy Dean/BRC

Report on the audit of the financial statements

Independent auditor's report to the trustees of the British Red Cross

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 2019 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, 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 group and parent charity statements of financial activities;
- the group and parent charity balance sheets;
- the group cash flow statement;
- the statement of accounting policies; and
- the related notes 1 to 24.

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 Financial Reporting Standard's (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

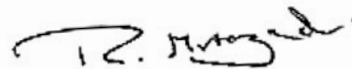
Under the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 we are required to report in respect of the following matters if, in our opinion:

- 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
5 June 2020

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

Accounts for the year ended 31 December 2019

British Red Cross volunteer Susie works in hospitals to help people who are medically fit to return home, but need some extra practical and emotional support to do so safely.

Photo: © Percy Dean/BRC

Accounts for the year ended 31 December 2019

Consolidated statement of financial activities

For the year ended 31 December 2019

	Notes	Unrestricted £m	Restricted £m	2019 Total £m	Unrestricted £m	Restricted £m	2018 Total £m
Income from:							
Donations and legacies	2	89.4	25.4	114.8	99.6	27.0	126.6
Charitable activities							
Crisis response		5.8	2.9	8.7	6.8	3.2	10.0
Refugee support and migration		0.5	0.3	0.8	0.6	0.3	0.9
First aid and crisis education		17.1	0.5	17.6	17.1	-	17.1
Support between home and hospital		31.5	1.7	33.2	29.3	1.8	31.1
UK charitable activities		54.9	5.4	60.3	53.8	5.3	59.1
International emergency response and recovery		0.9	34.7	35.6	0.9	21.2	22.1
Total income from charitable activities	3	55.8	40.1	95.9	54.7	26.5	81.2
Other trading activities							
Retail		29.4	-	29.4	30.7	-	30.7
Other fundraising activities		1.5	0.3	1.8	1.8	0.1	1.9
Rent		0.1	-	0.1	0.1	-	0.1
Total income from other trading activities		31.0	0.3	31.3	32.6	0.1	32.7
Investments		0.2	-	0.2	0.2	-	0.2
Other							
Miscellaneous income		0.5	0.7	1.2	0.1	0.4	0.5
Net gains on disposal of tangible fixed assets		1.5	-	1.5	2.5	(0.4)	2.1
Total income		178.4	66.5	244.9	189.7	53.6	243.3
Expenditure on:							
Raising funds							
Fundraising		21.8	0.1	21.9	24.8	1.1	25.9
Retail		27.7	-	27.7	27.4	-	27.4
Total expenditure on raising funds		49.5	0.1	49.6	52.2	1.1	53.3
Charitable activities							
Crisis response		17.6	3.4	21.0	20.2	7.6	27.8
Refugee support and migration		17.3	6.3	23.6	15.8	5.4	21.2
First aid and crisis education		18.8	0.7	19.5	21.3	0.8	22.1
Support between home and hospital		51.5	7.1	58.6	50.1	7.6	57.7
UK charitable activities		105.2	17.5	122.7	107.4	21.4	128.8
International emergency response and recovery		22.1	52.7	74.8	22.2	39.6	61.8
Total expenditure on charitable activities		127.3	70.2	197.5	129.6	61.0	190.6
Total expenditure	4	176.8	70.3	247.1	181.8	62.1	243.9
Net gains / (losses) on investments	10	-	6.6	6.6	0.8	(3.1)	(2.3)
Net income / (expenditure)		1.6	2.8	4.4	8.7	(11.6)	(2.9)
Transfers between funds	7, 8	1.8	(1.8)	-	0.1	(0.1)	-
Other recognised gains:							
Actuarial gains on defined benefit pension schemes	16	0.7	-	0.7	2.7	-	2.7
Net movement in funds		4.1	1.0	5.1	11.5	(11.7)	(0.2)
Total funds at 1 January		134.5	42.9	177.4	123.0	54.6	177.6
Total funds at 31 December	7, 8	138.6	43.9	182.5	134.5	42.9	177.4

All the activities relate to continuing operations.

For the parent charity, total income for the year is £241.1m (2018: £238.9m), total expenditure is £244.3m (2018: £240.9m) and net movement in funds is a surplus of £4.1m (2018: deficit £4.3m).

The notes on pages 64 to 87 form part of these financial statements.

Consolidated and charity balance sheets As at 31 December 2019

	Notes	2019 Group £m	2018 Group £m	2019 Charity £m	2018 Charity £m
Fixed assets					
Tangible fixed assets	9	62.6	57.9	59.6	55.0
Investments	10	62.9	56.3	62.9	56.3
		125.5	114.2	122.5	111.3
Current assets					
Stocks	11	4.8	5.4	4.6	5.2
Debtors	12	44.3	43.2	44.7	42.5
Investments	10	17.7	16.8	17.7	16.8
Cash at bank and in hand		5.8	9.8	4.4	8.6
		72.6	75.2	71.4	73.1
Current liabilities					
Creditors: amounts fall due within one year	13	(22.0)	(15.7)	(21.9)	(15.5)
Net current assets		50.6	59.5	49.5	57.6
Total assets less current liabilities					
Provision for liabilities and charges	14	(3.6)	(5.3)	(3.6)	(5.3)
Net assets before pension scheme surplus		172.5	168.4	168.4	163.6
Defined benefit pension scheme surplus	16	10.0	9.0	10.0	9.0
Net assets		182.5	177.4	178.4	172.6
Funds:					
Restricted funds					
Unrestricted funds held as tangible fixed assets	8	56.7	52.2	56.7	52.2
Defined benefit pension scheme fund	8	10.0	9.0	10.0	9.0
Designated funds	8	15.2	15.5	15.2	15.5
Free reserves	8	56.7	57.8	56.7	56.9
Unrestricted funds		138.6	134.5	138.6	133.6
Total funds		182.5	177.4	178.4	172.6

The notes on pages 64 to 87 form part of these financial statements.

Approved by the board of trustees on 5 June 2020 and signed on its behalf by



David Bernstein CBE, FCA
Chair, board of trustees
5 June 2020



Liz Hazell FCA
Treasurer
5 June 2020

Consolidated cash flow statement

For the year ended 31 December 2019

	Notes	2019 £m	2018 £m
Reconciliation of net income to net cash flow from operating activities			
Net income for the reporting period (as per the statement of financial activities)		4.4	(2.9)
Adjustments for:			
Depreciation charges	9	5.6	6.1
Net loss / (gains) on investments	10	(6.6)	2.3
Net gains on disposal of tangible fixed assets		(1.6)	(2.1)
(Increase) / decrease in stocks		0.6	(0.1)
Increase in debtors		(1.1)	(4.1)
Increase in creditors: amounts falling due within one year		6.3	1.0
Decrease in provisions for liabilities and charges		(1.7)	(0.3)
Net charges for defined benefit pension scheme		(0.3)	0.1
Foreign currency gain on the fixed assets of overseas subsidiaries		0.1	(0.1)
Net cash provided by operating activities		5.7	(0.1)
Statement of cash flows			
Cash flows from operating activities:			
Net cash provided by operating activities		5.7	(0.1)
Cash flows from investing activities:			
Proceeds from sale of fixed asset investments		-	0.3
Purchase of fixed asset investments		-	(24.9)
Proceeds from sale of tangible fixed assets		2.5	3.1
Purchase of tangible fixed assets		(11.3)	(5.3)
Net cash provided by investing activities		(8.8)	(26.8)
Change in cash and cash equivalents in the reporting period		(3.1)	(26.9)
Cash and cash equivalents at the beginning of the reporting period		26.3	53.2
Cash and cash equivalents at the end of the reporting period		23.2	26.3
Analysis of cash and cash equivalents			
Cash at bank and in hand		5.8	9.8
Loan due within one year		(0.3)	(0.3)
Current asset investments		17.7	16.8
Total		23.2	26.3



Volunteer at Download Festival, Donnington Park 2019.

Notes to the consolidated financial statements For the year ended 31 December 2019

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 (FRS102) ('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. The going concern assessment undertaken by the board of trustees involves analysing key current and future risks and controls, resulting in a clear profile of risk across the society. In undertaking this assessment, the board considers the resilience of the society to the occurrence of these risks, utilising sensitivity analysis and stress testing of financial projections, thereby confirming reserves and cash remain at acceptable levels throughout the period of assessment.

Regulatory requirements mean that the trustees are obliged to take into account all available information about the future, for at least, but not limited to, the period of 12 months from the date the accounts are approved. In accordance with these requirements, and taking into account the challenges of financial forecasting in the current circumstances, the board is satisfied that reasonable financial assumptions have been incorporated in financial projections for the period subsequent to the year end and until June 2021, including the estimated net impact of the coronavirus pandemic on the society's resources. The board considers that mitigating actions would be effective and sufficient to ensure the society's continued viability. For these reasons and based on the assessment undertaken, the board confirms it has a reasonable expectation that the society will be able to continue in operation and meet its liabilities as they fall due over the period of the assessment to the end of June 2021.

In forming this conclusion, the board has reviewed budgets and forecasts and has satisfied itself that 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.

Going concern is further discussed on page 48 under the heading 'going concern' in the finance review.

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 British 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).

Notes to the consolidated financial statements For the year ended 31 December 2019

(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 23.

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 which individually cost 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

Notes to the consolidated financial statements For the year ended 31 December 2019

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

Notes to the consolidated financial statements For the year ended 31 December 2019

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.

Significant areas of judgement in applying accounting policies are:

- programme commitments: where judgement is exercised as to satisfactory progress against agreed programme outcomes (see (n) above and note 20)
- accrued legacy income: which is estimated based on the best information available at the balance sheet date (see note 12)
- defined benefit pension schemes: where advice is taken from independent actuaries in agreeing the application of actuarial assumptions. (see note 16).

Significant accounting estimates and assumptions:

The society makes estimates and assumptions concerning the future. 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. There are no key assumptions concerning the future, or other key sources of estimation uncertainty at the balance sheet date, that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Notes to the consolidated financial statements

For the year ended 31 December 2019

2. Donations and legacies

	Unrestricted £m	Restricted £m	2019 Total £m	Unrestricted £m	Restricted £m	2018 Total £m
Regular giving	35.7	1.3	37.0	38.4	1.3	39.7
Public donations, appeals and fundraising	12.5	16.6	29.1	13.4	19.1	32.5
Donations to services	1.3	-	1.3	1.6	0.1	1.7
Gift aid	8.8	0.9	9.7	9.8	1.1	10.9
Legacies	31.1	2.0	33.1	36.4	2.1	38.5
Disasters Emergency Committee appeals	-	4.6	4.6	-	3.3	3.3
Total	89.4	25.4	114.8	99.6	27.0	126.6

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 2019 was £6.4m (2018: £8.2m) of which £4.6m (2018: £5.3m) 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 2019 was £2.1m (2018: £1.3m).

During 2019, gifts in kind of £0.2m (2018: £0.1m) 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	2019 Total £m	Contracts and fees £m	Grants £m	2018 Total £m
UK						
Crisis response	5.9	2.8	8.7	6.8	3.2	10.0
Refugee support and migration	0.6	0.2	0.8	0.7	0.2	0.9
First aid and crisis education	17.1	0.5	17.6	17.1	-	17.1
Support between home and hospital - Care and support programmes	14.9	2.7	17.6	13.6	3.4	17.0
Support between home and hospital - Medical equipment services	14.0	1.6	15.6	13.6	0.5	14.1
	52.5	7.8	60.3	51.8	7.3	59.1
International emergency response and recovery	1.0	34.6	35.6	1.8	20.3	22.1
Total	53.5	42.4	95.9	53.6	27.6	81.2

International grant income includes grants from the UK Government's Department for International Development (DFID) totalling £32.5m (2018: £16.7m):

- £9m (2018: £9.0m) received as part of the International Federation of Red Cross and Red Crescent Societies (IFRC) Institutional Strategy Agreement with DFID
- £19.1m (2018: £4.9m) to support emergency response programmes
- £1.2m (2018: £1.0m) as part of British Red Cross' Programme Partnership Arrangement (PPA) with DFID
- £0.4m (2018: £1.0m) as part of British Red Cross' UK Aid Match Programme with DFID
- £2.8m (2018: £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 2019

4. Expenditure

	Direct Costs £m	Grants £m	Support Costs £m	2019 Total £m	Direct Costs £m	Grants £m	Support Costs £m	2018 Total £m
Raising funds								
Fundraising	20.0	-	1.9	21.9	23.6	0.2	2.1	25.9
Retail	26.2	-	1.5	27.7	26.3	-	1.1	27.4
	46.2	-	3.4	49.6	49.9	0.2	3.2	53.3
Charitable activities								
UK								
Crisis response	18.4	0.4	2.2	21.0	22.9	2.3	2.6	27.8
Refugee support and migration	20.0	0.7	2.9	23.6	17.9	0.6	2.7	21.2
First aid and crisis education	16.4	-	3.1	19.5	18.6	-	3.5	22.1
Support between home and hospital	50.8	0.4	7.4	58.6	49.7	0.3	7.7	57.7
	105.6	1.5	15.6	122.7	109.1	3.2	16.5	128.8
International emergency response and recovery								
	25.0	46.6	3.2	74.8	25.1	34.1	2.6	61.8
	130.6	48.1	18.8	197.5	134.2	37.3	19.1	190.6
Total	176.8	48.1	22.2	247.1	184.1	37.5	22.3	243.9

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 £3.1m (2018: £2.6m) and fees to auditors for audit of financial statements of £0.1m (2018: £0.1m).

Notes to the consolidated financial statements

For the year ended 31 December 2019

4. Expenditure (continued)

Grants

Grant Recipients	Purpose	2019 Total £m	2018 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	0.4	1.0
IFRC	Indonesia Earthquake and Tsunami Appeal	2.8	0.6
IFRC	East Africa Crisis Appeal	-	0.4
IFRC	Myanmar Appeal	-	0.4
IFRC	Myanmar Rakine Support	0.5	0.3
IFRC	Asia National Societies Cash Preparedness	-	0.3
IFRC	Democratic Republic of Congo Ebola Outbreak	7.4	0.3
IFRC	Syria Crisis Expenditure 2018-2021	1.6	-
IFRC	Americas Population Movement 2018	3.8	-
IFRC	Cyclone IDAI 2019 - Southern Africa	2.5	-
IFRC	Europe Refugee Crisis 2015	0.3	-
IFRC	Yemen RC DM Strengthening	0.3	-
IFRC	AMiRa Project (Migratory Trails)	0.2	-
IFRC	Various	3.9	4.6
		32.7	16.9
International Committee of the Red Cross (ICRC)			
ICRC	Yemen Complex Emergency	0.1	0.4
ICRC	Lebanon Cash and Livelihoods Programme	1.5	0.4
ICRC	DRC Social Safety Nets	0.3	-
ICRC	Somalia National Society Development Initiative	0.2	-
ICRC	Various	0.2	0.7
		2.3	1.5
Red Cross National Societies			
Kenyan Red Cross Society	Kenya Drought ECHO	-	2.5
Nepalese Red Cross Society	Nepal Earthquake Recovery Programme	0.5	1.7
Kenyan Red Cross Society	Kenya Disaster Management Capacity	-	1.6
Syrian Red Crescent Society	Syria Crisis	0.7	1.3
South African Red Cross Society	South Africa HIV Phase II	0.1	0.7
Sierra Leonean Red Cross Society	Sierra Leone CBHP	0.1	0.7
Nepalese Red Cross Society	Strengthening Urban Resilience and Engagement	0.9	0.7
Kenyan Red Cross Society	Kenyan Water and Sanitation	-	0.6
Bangladeshi Red Crescent Society	Bangladesh Population Movement	-	0.6
Mongolian Red Cross Society	Extreme Winter Livelihoods	-	0.4
Zimbabwean Red Cross Society	Zimbabwe Community Resilience Programme	0.3	0.3
Yemen Red Crescent Society	Yemen RC DM Strengthening	0.3	-
Bangladeshi Red Crescent Society	Bangladesh V2R in Cox's Bazar	0.4	-
Nigerian Red Cross Society	ICRC Nigeria	0.3	-
Zimbabwean Red Cross Society	Zimbabwe Food Insecurity 2018/2019	0.2	-
Namibian Red Cross Society	Namibia Food Insecurity 2019	0.4	-
Nepalese Red Cross Society	Enhanced Community Development	0.5	-
Kenyan Red Cross Society	Strengthening Early Response Capacity	0.3	-
Yemen Red Crescent Society	Yemen Emergency Obstetrics Care Unit Hajjah	0.2	-
Various National Societies	Various	6.5	5.0
		11.7	16.1
Other Grants			
London Emergencies Trust	Grenfell Tower	0.2	1.5
London Emergencies Trust	London Terror Attacks	0.1	0.8
Institutions	Various	1.1	0.7
		1.4	3.0
Total		48.1	37.5

Notes to the consolidated financial statements For the year ended 31 December 2019

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	2019 Total £m	Main allocation basis
Finance	0.8	0.3	0.3	0.3	0.8	1.2	3.7	Expenditure %
Human resources	0.2	0.3	0.4	0.4	1.2	0.1	2.6	FTE
Central facilities	0.1	0.1	0.1	0.2	0.4	0.1	1.0	FTE
Information and digital technology	2.1	1.3	1.8	2.0	4.2	0.6	12.0	No of PC's
Central management	0.1	-	-	-	0.1	0.1	0.3	Expenditure %
Governance	0.1	0.2	0.3	0.2	0.7	1.1	2.6	Expenditure %
Total	3.4	2.2	2.9	3.1	7.4	3.2	22.2	

	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	Main allocation basis
Finance	0.8	0.3	0.3	0.3	0.7	0.8	3.2	Expenditure %
Human resources	0.2	0.3	0.4	0.5	1.2	0.1	2.7	FTE
Central facilities	0.2	0.3	0.3	0.4	1.0	0.1	2.3	FTE
Information and digital technology	1.6	1.3	1.4	1.9	3.8	0.5	10.5	No of PC's
Central management	0.1	-	-	-	0.1	0.1	0.3	Expenditure %
Governance	0.3	0.4	0.3	0.4	0.9	1.0	3.3	Expenditure %
Total	3.2	2.6	2.7	3.5	7.7	2.6	22.3	

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 £2m (2018: £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 2019

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:	2019 £m	2018 £m
Income	1.7	1.8
Expenditure	(0.9)	(0.9)
Net income donated to British Red Cross	0.8	0.9
The assets and liabilities of Britcross Limited consolidated within the balance sheet are:	2019 £m	2018 £m
Current assets	0.7	0.5
Current liabilities	(0.7)	(0.5)
Net assets	-	-

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	
	2019 £m	2018 £m	2019 £m	2018 £m	2019 £m	2018 £m	2019 £m	2018 £m
Income	0.1	0.2	0.6	0.7	1.1	0.8	0.3	1.0
Expenditure	(0.2)	(1.8)	(0.7)	(0.2)	(0.7)	(1.6)	(0.4)	(0.2)
Net income donated to British Red Cross	(0.1)	(1.6)	(0.1)	0.5	0.4	(0.8)	(0.1)	0.8

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	
	2019 £m	2018 £m	2019 £m	2018 £m	2019 £m	2018 £m	2019 £m	2018 £m
Fixed assets	1.8	1.8	-	-	1.1	0.8	-	-
Current assets	-	-	0.2	0.2	1.0	0.9	0.1	0.2
Current liabilities	-	(0.1)	(0.1)	(0.1)	-	-	-	-
Net Assets	1.8	1.7	0.1	0.1	2.1	1.7	0.1	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 2019

7. Restricted funds

Group	Balance 1 January 2019 £m	Income £m	Expenditure £m	Net investment gains/(losses) £m	Transfers £m	Balance 31 December 2019 £m
We Love Manchester Emergency Fund	0.2	1.8	(1.9)	-	-	0.1
London Fire Relief Fund	0.3	-	(0.1)	-	-	0.2
The UK Solidarity Fund	0.6	0.1	(0.2)	-	-	0.5
Other UK restricted funds	15.2	14.5	(16.2)	6.2	(2.8)	16.9
Total UK restricted funds	16.3	16.4	(18.4)	6.2	(2.8)	17.7
Syria and region crisis	5.3	0.6	(2.2)	-	0.1	3.8
Nepal earthquake	1.7	-	(0.8)	-	(0.6)	0.3
Hurricane Irma and Maria	1.8	-	(0.8)	-	-	1.0
Myanmar/Bangladesh Population Movement	2.2	0.3	(1.7)	-	-	0.8
East Africa Crisis	0.3	-	(0.2)	-	-	0.1
IFRC institutional strategy	-	9.0	(9.0)	-	-	-
Overseas branches and subsidiaries	7.7	2.7	(2.4)	-	-	8.0
Other international restricted funds	5.6	36.2	(34.8)	0.4	2.8	10.2
Total international restricted funds	24.6	48.8	(51.9)	0.4	2.3	24.2
Disaster fund	2.0	1.3	-	-	(1.3)	2.0
Total restricted funds	42.9	66.5	(70.3)	6.6	(1.8)	43.9
Charity	Balance 1 January 2019 £m	Income £m	Expenditure £m	Net investment gains/(losses) £m	Transfers £m	Balance 31 December 2019 £m
We Love Manchester Emergency Fund	0.2	1.8	(1.9)	-	-	0.1
London Fire Relief Fund	0.3	-	(0.1)	-	-	0.2
The UK Solidarity Fund	0.6	0.1	(0.2)	-	-	0.5
Other UK restricted funds	14.9	14.5	(16.2)	6.2	(2.8)	16.6
Total UK restricted funds	16.0	16.4	(18.4)	6.2	(2.8)	17.4
Syria and region crisis	5.4	0.6	(2.3)	-	0.1	3.8
Nepal earthquake	1.7	-	(0.8)	-	(0.6)	0.3
Hurricane Irma and Maria	1.8	-	(0.8)	-	-	1.0
Myanmar/Bangladesh Population Movement	2.2	0.3	(1.7)	-	-	0.8
East Africa Crisis	0.3	-	(0.2)	-	-	0.1
IFRC institutional strategy	-	9.0	(9.0)	-	-	-
Overseas branches	3.8	0.5	(0.5)	-	-	3.8
Other international restricted funds	5.8	36.2	(34.6)	0.4	2.8	10.6
Total international restricted funds	21.0	46.6	(49.9)	0.4	2.3	20.4
Disaster fund	2.0	1.3	-	-	(1.3)	2.0
Total restricted funds	39.0	64.3	(68.3)	6.6	(1.8)	39.8

Notes to the consolidated financial statements

For the year ended 31 December 2019

7. Restricted funds (continued)

Group	Balance 1 January 2018 £m	Income £m	Expenditure £m	Net investment gains/(losses) £m	Transfers £m	Balance 31 December 2018 £m
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	Balance 1 January 2018 £m	Income £m	Expenditure £m	Net investment gains/(losses) £m	Transfers £m	Balance 31 December 2018 £m
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 2019

7. Restricted funds (continued)

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 (£2.9m 2018) 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

Other international restricted funds include:

In 2019, a small number of restricted funds were in deficit at the year-end totalling £3m (2018:£3.4m). This relates to programmes that are funded in arrears or where income and expenditure are managed across multiple funds.

Disaster fund

The disaster fund allows us to prepare for and respond to humanitarian disasters abroad and 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 2019

8. Unrestricted funds

	Balance 1 January 2019 £m	Income £m	Expenditure £m	Net investment gains/ (losses) £m	Transfers £m	Actuarial gains/ (losses) on defined benefit pension schemes £m	Balance 31 December 2019 £m
Group							
Unrestricted funds held as tangible fixed assets	52.2	-	(5.4)	-	9.9	-	56.7
Defined benefit pension scheme fund	9.0	-	-	-	0.3	0.7	10.0
Designated funds	15.5	-	-	-	(0.3)	-	15.2
Free reserves	57.8	178.4	(171.4)	-	(8.1)	-	56.7
Total unrestricted funds	134.5	178.4	(176.8)	-	1.8	0.7	138.6
Charity							
Unrestricted funds held as tangible fixed assets	52.2	-	(5.4)	-	9.9	-	56.7
Defined benefit pension scheme fund	9.0	-	-	-	0.3	0.7	10.0
Designated funds	15.5	-	-	-	(0.3)	-	15.2
Free reserves	56.9	178.4	(170.5)	-	(8.1)	-	56.7
Total unrestricted funds	133.6	178.4	(175.9)	-	1.8	0.7	138.6

	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

Notes to the consolidated financial statements For the year ended 31 December 2019

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 1 January 2019	43.5	36.9	41.2	1.7	123.3
Additions	0.5	2.5	3.0	5.3	11.3
Disposals	(1.0)	(0.3)	(1.1)	-	(2.4)
At 31 December 2019	43.0	39.1	43.1	7.0	132.2
Accumulated depreciation					
At 1 January 2019	15.8	16.2	33.4	-	65.4
Charge	0.8	1.4	3.4	-	5.6
Disposals	(0.4)	(0.1)	(0.9)	-	(1.4)
At 31 December 2019	16.2	17.5	35.9	-	69.6
Net book value					
At 31 December 2019	26.8	21.6	7.2	7.0	62.6
At 31 December 2018	27.7	20.7	7.8	1.7	57.9
Charity					
Cost					
At 1 January 2019	39.2	36.9	41.0	1.7	118.8
Additions	0.1	2.5	3.0	5.3	10.9
Disposals	(1.0)	(0.3)	(1.1)	-	(2.4)
At 31 December 2019	38.3	39.1	42.9	7.0	127.3
Accumulated depreciation					
At 1 January 2019	14.4	16.2	33.2	-	63.8
Charge	0.8	1.4	3.4	-	5.6
Disposals	(0.5)	(0.2)	(1.0)	-	(1.7)
At 31 December 2019	14.7	17.4	35.6	-	67.7
Net book value					
At 31 December 2019	23.6	21.7	7.3	7.0	59.6
At 31 December 2018	24.8	20.7	7.8	1.7	55.0

Notes to the consolidated financial statements

For the year ended 31 December 2019

10. Investments

Group and charity	Fixed asset investments £m	Current asset investments £m	Total £m
Market value at 1 January 2019	56.3	16.8	73.1
Additions at cost	-	0.9	0.9
Disposals at market value	-	-	-
Net investment gain in the year	6.6	-	6.6
Market value at 31 December 2019	62.9	17.7	80.6
Cost at 31 December 2019	54.8	17.7	72.5

	Asset class	Market value 2019 £m	Market value 2018 £m
Fixed asset investments			
UK investments			
Kames Ethical Corporate Bond Fund	Authorised fund	30.5	26.3
Kames Ethical Equity Fund	Authorised fund	5.0	5.4
Kames Global Sustainable Equity Fund	Authorised fund	9.2	6.6
Royal London Cash Plus Fund	Authorised fund	12.1	12.0
Royal London Enhanced Cash Plus Fund	Authorised fund	6.1	6.0
		62.9	56.3
Current asset investments			
UK investments			
Goldman Sachs Reserves Fund	Bank deposits	10.3	9.2
Deposits	Bank deposits	7.4	7.6
		17.7	16.8
Total		80.6	73.1

Notes to the consolidated financial statements For the year ended 31 December 2019

11. Stocks

	2019 Group £m	2018 Group £m	2019 Charity £m	2018 Charity £m
International emergency stocks	2.1	2.6	2.1	2.6
Medical equipment services stocks	1.9	2.0	1.9	2.0
Cards and gifts stocks	0.3	0.2	0.1	-
Other stocks	0.5	0.6	0.5	0.6
Total	4.8	5.4	4.6	5.2

12. Debtors

	2019 Group £m	2018 Group £m	2019 Charity £m	2018 Charity £m
Trade debtors	7.2	6.9	7.2	6.9
Accrued income	5.8	5.2	5.7	5.2
Other debtors	0.9	1.3	0.7	0.6
Prepayments	4.4	4.0	4.4	4.0
Tax recoverable	3.5	4.9	3.5	4.9
Legacies receivable	22.5	20.9	22.5	20.9
Amounts due from subsidiary undertaking	-	-	0.7	-
Total	44.3	43.2	44.7	42.5

All amounts shown under debtors are receivable within one year.

13. Creditors: amounts falling due within one year

	2019 Group £m	2018 Group £m	2019 Charity £m	2018 Charity £m
Trade creditors	2.0	2.1	2.0	2.1
Accruals	14.9	8.1	14.8	8.1
Other creditors	1.0	1.7	1.0	1.5
Deferred income	1.9	1.6	1.9	1.6
Taxes and social security costs	1.9	1.9	1.9	1.9
Loans	0.3	0.3	0.3	0.3
Total	22.0	15.7	21.9	15.5

All deferred income as at 31 December 2018 was recognised during 2019 and all deferred income as at 31 December 2019 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 2019

14. Provisions for liabilities and charges

Group and charity	Leasehold dilapidations £m	Pension scheme deficit reduction payments £m	Others £m	2019 Total £m
At 1 January 2019	2.4	2.6	0.3	5.3
Payments during the year	-	-	-	-
Increase/(decrease) in provision	(1.2)	(0.6)	0.1	(1.7)
At 31 December 2019	1.2	2.0	0.4	3.6
Amounts are expected to be incurred:				
- within one year	0.1	0.4	0.3	0.8
- beyond one year	1.1	1.6	0.1	2.8
	1.2	2.0	0.4	3.6

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/(decrease) 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

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 £2m (2018: £2.6m) provision as at 31 December 2019 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 2019

15. Staff costs and trustee expenses

	2019 £m	2018 £m
Total staff costs (including casual staff) for the year were as follows:		
Salary costs	88.2	86.4
National insurance costs	7.3	7.2
Pensions costs for defined contribution schemes	3.8	3.2
Pensions costs for defined benefit schemes	(0.3)	0.2
	99.0	97.0

Redundancy costs included in expenditure during the year were £0.7m (2018: £0.7m).

	2019 Excluding redundancy costs	2018 Excluding redundancy costs	2019 Including redundancy costs	2018 Including redundancy costs
The number of employees whose total employee benefits (excluding employer pension costs) amounted to over £60,000 in the year were as follows:				
£60,001 - £70,000	36	26	38	28
£70,001 - £80,000	16	15	17	14
£80,001 - £90,000	8	5	8	4
£90,001 - £100,000	4	4	5	3
£100,001 - £110,000	1	3	-	5
£110,001 - £120,000	4	1	5	1
£120,001 - £130,000	1	-	1	-
£130,001 - £140,000	-	-	1	-
£140,001 - £150,000	1	1	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 £1.1m (2018: £1.2m).

	2019	2018
The average number of full time equivalent (FTE) staff employed by the British Red Cross during the year was as follows:		
In the UK		
Fundraising	201	211
Retail	599	617
UK services	1,622	1,640
First aid services	339	345
International services	130	122
Other	435	423
Overseas		
International services	28	28
Total employed by FTE	3,354	3,386
Total employed by headcount	3,974	3,998

Notes to the consolidated financial statements

For the year ended 31 December 2019

15. Staff costs and trustee expenses (continued)

The average number of volunteers working for the British Red Cross during the year was as follows:	2019	2018
In the UK		
Fundraising	1,472	1,755
Retail	6,308	6,812
UK services	6,563	6,695
First aid services	2,886	2,841
Total	17,229	18,103

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:	2019 £000	2018 £000
Expenses incurred by trustees and reimbursed by the British Red Cross	5	4
Expenses incurred by the British Red Cross on behalf of trustees	17	19
Trustees' indemnity insurance cover cost	19	16
	2019	2018
Number of trustees receiving expenses	13	7

Trustees' expenses are for travel and accommodation costs.

None of the trustees received any remuneration during the year (2018: £nil).

Notes to the consolidated financial statements

For the year ended 31 December 2019

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.

The amounts charged to statement of financial activities are:	UK Office scheme £m	Scottish scheme £m	2019 Total £m	2018 Total £m
Current service cost	(0.1)	(0.0)	(0.1)	(0.3)
Interest cost on scheme liabilities	(0.8)	(0.3)	(1.1)	(1.1)
Expected return on plan assets	1.0	0.3	1.3	1.2
Net finance credit	0.2	-	0.2	0.1
Actuarial gain	0.4	0.3	0.7	2.7
Movement in restriction of surplus	-	-	-	-
Net actuarial gain recognised	0.4	0.3	0.7	2.7

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.

The amounts recognised in the balance sheet are:	UK Office scheme £m	Scottish scheme £m	2019 Total £m	2018 Total £m
Fair value of scheme assets	39.6	13.6	53.2	49.0
Present value of scheme obligations	(31.6)	(11.6)	(43.2)	(40.0)
Restriction of scheme surplus	-	-	-	-
Net Surplus	8.0	2.0	10.0	9.0

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.

Changes in present value of scheme obligation during the year:	UK Office scheme		Scottish scheme	
	2019 £m	2018 £m	2019 £m	2018 £m
At 1 January	29.1	32.1	10.9	12.5
Service cost	0.1	0.2	0.0	0.1
Interest cost	0.8	0.8	0.3	0.3
Member contributions	0.0	0.1	0.0	-
Benefits paid	(0.9)	(1.0)	(0.3)	(0.4)
Actuarial (gain) / loss due to changes in assumptions	2.5	(3.2)	0.8	(1.1)
Actuarial (gain) / loss due to experience on liabilities	0.0	0.1	(0.0)	(0.5)
At 31 December	31.6	29.1	11.7	10.9

Change in the value of plan assets during the year:	UK Office scheme		Scottish scheme	
	2019 £m	2018 £m	2019 £m	2018 £m
At 1 January	36.5	38.0	12.5	13.0
Interest on assets	1.0	0.9	0.3	0.3
Employer contributions	0.1	0.1	0.0	0.1
Member contributions	0.0	0.1	0.0	-
Benefits paid	(0.9)	(1.0)	(0.3)	(0.4)
Actuarial (loss) / gain on plan assets	2.9	(1.6)	1.1	(0.5)
At 31 December	39.6	36.5	13.6	12.5

Notes to the consolidated financial statements

For the year ended 31 December 2019

16. Pensions (continued)

The major categories of plan assets as a percentage of total plan assets are:	UK Office scheme		Scottish scheme	
	2019	2018	2019	2018
Equities	20%	18%	20%	18%
Gilts	59%	61%	39%	42%
Bonds	20%	20%	40%	40%
Cash	1%	1%	1%	0%
	100%	100%	100%	100%

	UK Office scheme		Scottish scheme	
	2019 £m	2018 £m	2019 £m	2018 £m
Actual return on plan assets in the year	3.9	1.0	1.5	0.2

Principal actuarial assumptions at the balance sheet date in respect of both schemes were:

	2019	2018
Discount rate	2.0% pa	2.7% pa
Consumer price inflation (CPI)	2.5% pa	2.6% pa
Salary increases	2.5% pa	2.6% pa
UK Office scheme pension increases		
Capped at 5.0%	2.5% pa	2.6% pa
Capped at 3.0%	2.2% pa	2.3% pa
Capped at 2.5%	2.0% pa	2.1% pa
Scottish scheme pension increases		
Pension increase (CPI capped at 5% pa)	2.5% pa	2.6% pa
Pension increase (CPI capped at 2.5% pa)	2.0% pa	2.1% pa

Mortality assumptions in respect of both schemes adopted at the year end imply the following life expectancy at 65:

	2019 Years	2018 Years
Pensioners: male	23.9	23.2
Pensioners: female	26.1	25.2
Non-pensioners: male	26.2	24.9
Non-pensioners: female	28.4	27.0

Other schemes

The British Red Cross also contributes to the British Red Cross Group Personal Pension Plan for employees. In 2019 the total cost of these contributions was £3.8m (2018: £3.2m) and the balance outstanding at 31 December 2019 was £0.5m (2018: £0.8m).

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 £5.1m as at 30 September 2018.

The results of the Growth Plan scheme valuation as at 30 September 2017 show a deficit of £132m. This deficit has been estimated by the Pensions Trust to have reduced to £113m at September 2018. A deficit recovery plan 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.

Notes to the consolidated financial statements For the year ended 31 December 2019

17. Obligations under operating leases

The total of future minimum lease payments on operating leases expiring:	Property £m	Other £m	2019 Total £m	Property £m	Other £m	2018 Total £m
Within one year	5.8	1.5	7.3	6.7	2.0	8.7
In two to five years	10.4	1.8	12.2	8.1	2.5	10.6
After five years	3.6	-	3.6	3.1	-	3.1
Total	19.8	3.3	23.1	17.9	4.5	22.4

Operating lease charges during 2019 were £6.9m for property leases (2018: £7.3m) and £2.1m for other leases (2018: £2.4m).

18. Related parties

There were no material transactions with related parties during the year (2018: none).

Trustees and other related parties, including key management personnel, made donations to the British Red Cross totalling £10,280 during the year (2018: £12,928).

19. Capital commitments

There were £16.9m of capital commitments at 31 December 2019 (2018: £5.8m).

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	2019 £m	2018 £m
Danish Red Cross Society - Migratory Trails - Niger, Guinea, Sudan, Mali	2021	4.2	-
Spanish Red Cross - Migratory Trails - Burkina Faso	2020	2.2	-
Nepal Red Cross Society - SURE Programme	2021	2.0	-
IFRC - Migratory Trails - Egypt & Regional	2020	1.1	-
Nepal Red Cross Society - 5 years budget - SURE programme	2020	1.0	-
Syrian Arab Red Crescent - Syria Crisis	2019	0.6	0.2
Zimbabwe Red Cross Society - Zimbabwe Community Resilience Programme	2019	0.4	0.7
IFRC - Yemen Disaster Management	2019	0.3	0.4
IFRC - Syria Crisis	2019	0.2	1.6
Sierra Leone Red Cross Society - Sierra Leone Community Based Health Care Programme	2019	0.2	0.4
Kenya Red Cross Society - Drought ECHO	2018	0.2	0.3
Nepal Red Cross Society - Nepal 2015 Earthquake Recovery Programme	2019	0.1	1.2
Turks and Caicos Islands - Hurricane Appeal	2019	0.1	0.2
Nepal Red Cross Society - Nepal Strengthening Urban Resilience and Engagement	2021	-	2.8
South African Red Cross Society - South Africa HIV Phase II	2018	-	2.5
Bangladesh Red Crescent Society - Barisal Urban V2R	2021	-	0.5
IFRC - Bangladesh Population Movement 2017	2018	-	0.2
Lesotho Red Cross Society - Lesotho Water and Sanitation	2018	-	-
Bangladesh Red Crescent Society - Bangladesh Kurigram Project for Year 2015-2018	2018	-	-
Other programmes		5.5	10.6
Total		18.1	21.6

Notes to the consolidated financial statements For the year ended 31 December 2019

21. Analysis of net assets between funds

Group	Unrestricted £m	Restricted £m	2019 Total £m	2018 Total £m
Tangible fixed assets	56.7	5.9	62.6	57.9
Fixed asset investments	-	62.9	62.9	56.3
Net current assets	75.5	(24.9)	50.6	59.5
Provisions for liabilities and charges	(3.6)	-	(3.6)	(5.3)
Defined benefit pension scheme surplus	10.0	-	10.0	9.0
Net assets	138.6	43.9	182.5	177.4

Charity	Unrestricted £m	Restricted £m	2019 Total £m	2018 Total £m
Tangible fixed assets	56.7	2.9	59.6	55.0
Fixed asset investments	-	62.9	62.9	56.3
Net current assets	75.5	(26.0)	49.5	57.6
Provisions for liabilities and charges	(3.6)	-	(3.6)	(5.3)
Defined benefit pension scheme surplus	10.0	-	10.0	9.0
Net assets	138.6	39.8	178.4	172.6

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 2019 £000	Income £000	Expenditure £000	Balance 31 December 2019 £000
National Lottery Community Fund Grants				
Derby Refugee Project	114	129	127	116
Gloucester Life Changes Project	29	103	131	1
Greater Manchester Refugee Support Partnership	218	503	460	261
Holistic Support to Destitute Refugees and Asylum Seekers in London	94	105	105	94
Luton & Essex Refugee Support Project	22	131	119	34
Neighbourhood Links - Northern Ireland	22	25	47	-
Positive Steps (Wales Project)	130	238	336	32
Refugee and Asylum Seeker Support Partnership Leicester	81	101	106	76
Routes to Resilience Thames Valley	28	127	145	10
St Helens Home Support Project	175	2	81	96
Strategic National Asylum Programme (SNAP)	121	487	502	106
Tees Valley Ariadne - Refugee and Asylum Support Partnership	30	145	130	45
National Lottery Heritage Fund Grant				
Improving Public Access to Humanitarian Heritage Collections	40	-	39	1

Balances as at 31 December 2019 are included within our restricted funds.

Notes to the consolidated financial statements For the year ended 31 December 2019

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:



	2019 Total £m	2018 Total £m
Ticket value	7.5	3.4
Prize fund	(3.0)	(1.4)
Management fee	(2.1)	(0.9)
Net proceeds received	2.4	1.1
The proceeds have been allocated to the following projects:		
Eswatini - Silele Community Programme	0.2	-
Nakuruto Water Project Kenya	0.2	-
Management Costs in East Africa	0.1	-
Chronic Hunger in Kenya	0.5	-
Cash Readiness in MENA	0.1	-
UK Refugee Services	0.6	-
Lebanon Livelihoods Projects	0.3	0.2
Cash Readiness in the Sahel	-	0.2
Social Safety Nets in Central Africa	-	0.2
Leverage Fund	0.2	0.4
Partnership Management	0.2	0.1
	2.4	1.1

24. Non-adjusting post balance sheet event

Subsequent to 31 December 2019, the impact of the coronavirus pandemic on our future regular activities has been significant. Our retail stores have been temporarily closed, our Red Cross Training Service paused and community fundraising events postponed, with the associated staff furloughed under the Government Job Retention Scheme. Other key areas impacted are our regular and individual giving income streams and income from legacies. The overall impact on general reserves in the period to June 2021 is estimated at £42.7m. Mitigating actions being taken include furloughing or redeployment of affected staff, postponement or cancellation of planned expenditure with resultant savings in operating costs as a result of services temporarily closed. A total of £35.2m of mitigating actions has been identified in the period to June 2021. The net impact on general reserves for the period to June 2021 is therefore estimated at £7.5m.

Patron

Her Majesty The Queen

President

His Royal Highness The Prince of Wales KG KT GCB OM

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Her Royal Highness Princess Alexandra, the Hon Lady Ogilvy LG GCVO

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Sylvia, Countess of Limerick CBE
Professor John McClure OBE
Mrs Elspeth Thomas CBE DL
Sir Nicholas Young

Vice-Presidents

Mr Anthony Andrews
Ms Angela Rippon OBE
Mrs Maria Shammas MBE

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Mr John Dauth AO LVO, vice-chair
Mrs Hilary Douglas CB, vice-chair
Mrs Liz Hazell FCA, treasurer
Mr Yaseer Ahmed (from 4 January 2019)
Mrs Fionnuala Cook DL OBE (until 3 January 2019)
Mr Robert Dewar CMG (until 31 December 2019)
Mr Dennis Dunn MBE JP DL (from 1 January 2019)
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Miss Louise Halpin (from 1 January 2020)
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Ethical fundraising and quality assurance sub-committee
Finance and audit committee
Governance and nominations committee
Health, safety and security committee
Investment sub-committee
Remuneration committee
Service quality and assurance committee

Executive leadership team

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Zoe Abrams, Executive director of communications and advocacy
Paul Amadi, Chief supporter officer
Dorothy Brown, Chief people officer (from 24 June 2019)
Martin Halliwell, Chief finance officer
Alexander Matheou, Executive director of international
Norman McKinley, Executive director of UK operations
Rosie Slater-Carr, Chief information officer
Deborah Viner, Acting executive director of people and learning (until 21 July 2019)

External auditors

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

Bankers

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

External legal advisers

Withers, Old Bailey, London EC4M 7AN

Investment managers

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

Royal London Asset Management, 55 Gracechurch Street, London EC3V 0RL

Thank you

Everyone at the British Red Cross would like to thank each individual and organisation who supported our work in 2019.

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

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

We would like to give special thanks to:

Aline Foriel-Destezet
AstraZeneca
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Barclays
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Delta Air Lines Inc.
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Di Moody Legacy Fund
European Commission
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Jane Thompson
Jersey Overseas Aid
John Lewis Partnership
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Nesta
Penguin Ventures
Players of the People's Postcode Lottery

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The ELMA Relief Foundation
Tiffany Circle Steering Committee and Membership
TK Maxx and Homesense Foundation
Welsh Government

Thanks also to members of the following committees:

International Fundraising Committee
International & Medical Fundraising Board

Thanks also to:

Arup
A B Charitable Trust
Barrow Cadbury Trust
BBC Children In Need
Birrane Foundation
British Red Cross Presidents' Network (local Presidents, Vice Presidents and Patrons)
C B and H H Taylor 1984 Trust
Chapel Trust Maryton Carmel
Comic Relief
Constance Travis Charitable Trust
Department for Digital, Culture, Media and Sport
Dowager Countess Eleanor Peel Trust
Duncreggan Trust

Thank you (continued)

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44 Moorfields
London
EC2Y 9AL

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