REDR UK

England & Wales · Charity number 1079752

Details

Other names	RED R - ENGINEERS FOR DISASTER RELIEF, REDR, REDR-IHE
Status	Registered
Legal form	Charitable company
Company number	03929653
Registered	2000-03-08
Register	View on the Charity Commission register

Contact

Address	308 Ewell Road Surbiton Surrey KT6 7AL
Phone	02078406026
Email	info@redr.org.uk
Website	www.redr.org.uk

Activities

Objects: TO RELIEVE POVERTY AND SUFFERING IN ANY PART OF THE WORLD

Activities: RedR supports aid workers and other professionals who help rebuild lives, through our training courses, recruitment service and Technical Support Service. We also run a membership scheme for professionals who can make a positive difference to relief and rehabilitation programmes around the world.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

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Geography

- **Area of benefit:** WORLDWIDE
- Jordan
- Sudan
- Camden

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,170,617	£2,195,889	£21,119	18
2024-03-31	£1,654,438	£1,776,576	£46,180	16
2023-03-31	£1,717,475	£1,684,096	£165,969	15
2022-03-31	£1,340,789	£1,338,162	£137,404	13
2021-03-31	£1,338,214	£1,415,369	£124,326	28

Trustees

Name	Role	Appointed
Sophie Maria Sonia Gillibert	Chair	2020-04-20
Angela Khudonazarova		2026-04-22
Charlotte Jane Lindsey Curtet		2026-03-13
Colum Graham Malcolm Wilson		2026-02-27
Gerard Paul Gallagher		2026-03-10
Heather Roberta McKinlay		2020-12-11
Maria Lombardo		2026-02-27
Richard Bartlett		2022-12-05
Robert Cecil Arthur Buckley		2022-12-19
Sally May Sudworth		2022-11-07

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REDR UK

England & Wales - Charity number 1079752

Accounts

Company registration number: 03929653
Charity registration number: 1079752

RedR UK
(A company limited by guarantee and Registered Charity)

FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

KINGSTON BURROWES AUDIT LTD

308 Ewell Road
Surbiton
Surrey, KT6 7AL

RedR UK
(A company limited by guarantee and registered charity)

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2025

Company no.:	3929653
Charity no.:	1079752
Registered address:	91-94 Lower Marsh, London, SE1 7AB
Bankers:	National Westminster Bank Plc 30 Market Place, Newbury Berkshire RG14 5GP
Auditors:	Kingston Burrowes Audit Ltd 308 Ewell Road Surbiton Surrey KT6 7AL

RedR UK
(A company limited by guarantee and registered charity)

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WHO WE ARE

RedR UK (hereinafter RedR) is a humanitarian capacity strengthening organisation that supports aid professionals, INGOs, NGOs, and communities prepare for, respond to, and recover from disaster. Our work is driven by the belief that everyone should have access to effective and inclusive response efforts in times of crisis.

For 45 years, RedR services have reduced the impact of crisis on the most vulnerable populations. We equip those at the frontline of response with critical skills and practical tools, creating more sustainable, resilient systems for the future. We deliver this support through a portfolio of services that comprise tailored training programmes, coaching, mentoring, capacity assessments, convening, and technical assistance in ways that are accessible, practical, and responsive to local contexts.

We work across a range of settings, supporting actors in humanitarian, development, and peacebuilding contexts. Our thematic focus lies at the intersection of three core areas:

1. Humanitarian Services
2. Climate Change and Resilience
3. Engineering in Emergencies

These pillars of expertise guide our programmatic activities – RedR was founded by engineers and remains deeply connected to our technical roots. Today, we combine this legacy with deep expertise in climate-responsive programming and humanitarian learning. Our integrated approach enables us to support frontline responders navigating increasingly complex risks such as climate volatility, infrastructural breakdown, and protracted crises through practical and sustainable solutions.

We partner with multilateral agencies, INGOs, national governments, community-based organisations, academic institutions, foundations, and the private sector. These partnerships allow us to drive innovation, exchange knowledge, and adapt programming in real time to meet emerging challenges. From anticipatory action and disaster risk reduction to post-crisis reconstruction, RedR supports the full humanitarian cycle, offering scalable solutions that strengthen systems and serve communities over the long term.

Our approach is characterised by a commitment to learning as a tool for transformation. Our trainers are subject matter experts and practitioners who understand the pressures, constraints, and nuances of humanitarian work. We engage with learners through methods that suit their needs from online, in-person, and blended training, to customised technical assistance, ensuring relevance and accessibility across contexts.

All the initiatives featured in this report have been supported by RedR in collaboration with our wide network of partners, donors, technical experts, and associate trainers. The impact and reach presented reflect not only our direct training and support, but also the ripple effect of stronger local leadership, better coordination, and more effective humanitarian action.

FOREWORD

Forty-five years ago, RedR was founded on a simple but powerful principle: that technical skills and practical training can save lives and restore dignity in times of crisis. In a world now marked by escalating conflict, climate disasters, and shrinking humanitarian resources, that principle has never been more relevant. To our partners across the engineering community, individual and institutional donors: your support enables RedR to respond swiftly and effectively to disasters and crises.

RedR is the leading humanitarian agency for training in disaster relief and conflict response, equipping national professionals in their own stricken countries with the additional knowledge and skills they need to grapple with the chaos, confusion and terrors of disasters and wars.

Modern humanitarian response is led by professional responders in their own countries. They are first on the ground, best placed to lead national and international response.RedR's unique value lies in providing training and technical assistance that prepares those responders to apply their professional skills within the shock of humanitarian crises.

This year, RedR reached 2,698 training participants across 72 nationalities, equipping frontline responders with critical skills. From Sudanese organisations navigating unprecedented displacement to Ukrainian water utilities maintaining essential services under bombardment, from climate adaptation specialists in drought and flood-prone Afghanistan and Somalia to engineers assessing blast damage in conflict zones, our work has strengthened the very foundations of humanitarian effectiveness.

RedR's value is acclaimed by our supporters across industry, by commentators such as the Financial Times which lists RedR amongst the top twenty humanitarian organisations, by the active patronage of our President the Princess Royal, and above all by the high demand and ratings of professionals around the world who have absorbed RedR training this year.

The year 2024-25 has tested the resilience of the humanitarian system. War has affected the lives of millions through death, starvation, injury, and displacement. Climate disasters struck with increasing frequency and ferocity. As global needs reached unprecedented levels, resources diminished.

Major institutional donors implemented significant funding cuts, leaving organisations across the humanitarian ecosystem grappling with how to maintain essential services when they are needed most. Consequently, RedR conducted a restructure and reprioritisation programme in early 2025 leading to a more sustainable financial future.

Within this challenging context, RedR's mission has never been more vital and our impact more tangible. When systems are stretched, the need for skilled, effective humanitarian delivery becomes paramount. Every crisis reinforces a fundamental truth, that humanitarian response depends not just on funding, but on the capacity of those who deliver it.

These achievements extend beyond numbers. We delivered training in nine languages in addition to English, reflecting our deepening commitment to localisation and our recognition that effective humanitarian action must be rooted in local contexts and led by those closest to crisis. The establishment of Communities of Practice in Sudan, the launch of grassroots organisations like Act for Climate in Afghanistan, and the cascading of knowledge through our Training of Trainers programmes all demonstrate the multiplier effect of investing in local capacity.

Internally, RedR has undergone its own transformation. We refined our strategic framework for 2025-27 and updated our associate trainer pool to 200 experts representing over 40 nationalities across 50 countries.

The stories in this report, from Huda in Sudan reshaping her organisation's training approach, to Ahmad in Afghanistan founding a new climate initiative, to engineers in Ukraine safeguarding essential services under bombardment, remind us why RedR's work matters. In a sector often focused on immediate relief, we build the long-term capacity that ensures humanitarian action is not only effective in the moment, but sustainable and locally led for the future.

Sophie Gillibert
Chair of the Board of Trustees
3 November 2025

Bernadette Sexton
Chief Executive Officer
3 November 2025

OUR IMPACT

2,698 total training participants
36% women / non-binary
69% national staff
72 nationalities represented

96% of participants ranked our training as good / excellent
94% of participants reported an increase in knowledge and skills
39,786 total learning hours attained

- Humanitarian – 10,508 learning hours attained
- Climate – 11,471 learning hours attained
- Engineering – 17,807 learning hours attained

1,538 hours of training delivered; breakdown by method

- Online facilitated – 1,071 hours
- Face-to-Face – 330 hours
- Blended Learning – 137 hours

Breakdown by language
- English (1,305 hours); Arabic (120 hours); Ukrainian (68 hours); French (45 hours)
>Other
165 learning events across 29 projects (9 / 29 delivered in a language other than English*).
228 hours of training designed / adapted.

- English (125 hours); Arabic (33 hours); Ukrainian (4 hours); French (66 hours)

**This number includes projects delivered in multiple languages (eg. English and Arabic).*

STRATEGY

RedR's 2025-27 strategy was developed and rolled out during this reporting period. Designed to respond to a rapidly shifting humanitarian landscape, our strategic framework sets a clear direction for RedR and centres the organisation's unique role as a leader in humanitarian capacity strengthening. It reaffirms our commitment to technical excellence and learning-driven impact.

Our strategy is grounded in the recognition that crises are increasingly complex and protracted, with conflicts, climate emergencies, and infrastructural vulnerabilities intersecting in new ways. We will deepen our efforts to support skilled and adaptable humanitarian professionals as they respond to rising global needs, climate-linked disasters, and constrained funding.

The 2025-27 strategy outlines three key outputs through which our impact is delivered and evaluated:

1. Training – the provision of high-quality, context-specific training across multiple modalities to strengthen capacity of both individuals and organisations.
2. Convening and Sharing – amplify learning through communities of practice, events, publications, and forums that facilitate knowledge exchange.
3. Technical Assistance – apply targeted expertise to meet global needs through advisory services, coaching, resource development, and systems strengthening.

Each output serves to address the thematic focus areas of our programmatic hubs:

- Humanitarian Services,
- Climate Change and Resilience, and
- Engineering in Emergencies.

A central feature of this strategy is the imperative to support locally led responses; it outlines a commitment to shifting power and working in partnership with local learning providers. This includes increasing the proportion of national staff and organisations reached through training, expanding our associate trainer pool to reflect RedR's geographies of operation, and co-creating learning content in collaboration with local experts.

At an organisational level, RedR is committed to refining our delivery model and investing in systems that support quality, adaptability, and reach. This includes updating our training methods in line with adult learning best practice tailored to the humanitarian context, enhancing digital learning capabilities, and embedding inclusive design standards across all service areas. Technical partnerships with engineering institutions, academic bodies, and private sector actors, will continue to play an integral role as we strive to deliver contextually appropriate solutions.

RedR is steadfast in its commitment to supporting those closest to crisis as they lead in building effective, equitable, and sustainable humanitarian responses. This commitment drives the impact stories, results, and partnerships presented throughout this report.

➢ Read: Our Strategy - RedR UK

PROGRAMMES

Humanitarian Services

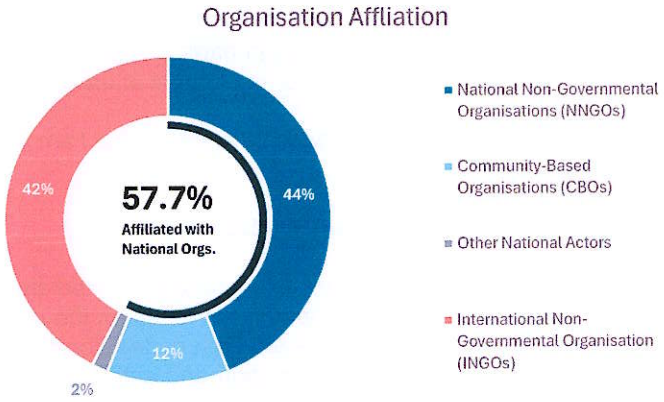
I. Investing in a Coordinated, Needs-Based Humanitarian System

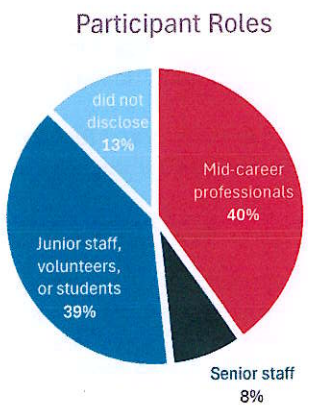
RedR contributes towards an inclusive, locally led humanitarian system by equipping frontline responders with the tools and knowledge they need to deliver safe, effective, and accountable support. Through Learning Needs Assessments and organisational consultations, our programmes are guided by an understanding of the priorities and contexts in which participants operate. Our training supports individuals and organisations navigate crisis settings with confidence, strengthening coordination, managing security risks, and promoting wellbeing across the sector.

Tailored Support for Sudanese Responders
Since April 2023 more than 11.5 million people have been displaced by the escalation of protracted conflict in Sudan. In response to the escalating humanitarian emergency, RedR played a pivotal role delivering context-specific support to frontline responders. In partnership with the Humanitarian Academy for Development (HAD) and under the H2H Network, RedR equipped local actors with the skills tools, and confidence to respond more safely and effectively.

In collaboration with both international and Sudanese experts, RedR and HAD conducted joint learning needs and organisational capacity assessments. Based on these findings, RedR designed and implemented a comprehensive training programme in Arabic and customised to Sudan's rapidly shifting operational environment; HAD provided essential organisational development support to 21 national NGOs through tailored coaching and in-person workshops.

RedR's training programme reached 555 humanitarian responders across the country with 28 short, interactive online modules covering core thematic areas identified through the learning needs assessment: Humanitarian Coordination, Needs Assessments, Project Planning, Accountability to Affected Populations, Introduction to Protection, and Safety, Security, and Wellbeing. We also facilitated a remote Training of Trainers course for 33 participants to foster peer-to-peer learning. This cohort is now equipped to cascade knowledge within their organisations and networks.





The programme also launched two WhatsApp-based Communities of Practice to support continued engagement, learning exchange, and the application of new skills. Participant feedback shows that the training has significantly improved their ability to assess needs, engage affected communities, and coordinate more effectively in fragile conditions.

Case Study – Huda Mohammad Al-Khair Al Tayeb, Al-Salam Organisation for Care and Development
When conflict in Sudan disrupted in-person training delivery, Huda Mohammad Al-Khair Al Tayeb, General Manager of Al-Salam Organisation for Care and Development, saw an opportunity for transformation. Determined to adapt, Huda enrolled in RedR's Training of Trainers in Humanitarian Emergencies course to strengthen her skills and lead Al-Salam's transition to online programming.

"This training was a real turning point," Huda shared. Unlike previous theory-heavy courses, RedR's training offered practical tools and strategies Huda could apply immediately. This included shifting to online delivery and systematising needs assessments, which have supported Al-Salam to deliver timely, community-based training even amid ongoing displacement and insecurity.

Participation also connected Huda to a vibrant peer network through RedR's Community of Practice, which remains active and self-managed by training alumni. Moving forward, Huda plans to expand her training efforts across conflict-affected regions and continue fostering community-led approaches to humanitarian response.

Scaling Security Management Capacity in Crisis-Affected Contexts
In Lebanon, where conflict has displaced over a million people since late 2023, RedR launched a tailored training initiative to help responders address growing humanitarian needs amidst a deteriorating security situation. An initial rapid learning needs assessment located gaps in safety, security, and mental health competencies among local respondents. The project will rollout training sessions, delivered in English and Arabic, covering Personal Security / Staying Effective (PS / SE), Security Management for Humanitarians (SMH), and coaching sessions for SMH participants. In early 2025, we completed delivery of two online facilitated training sessions for the first cohorts (English and Arabic) of PS / SE to a total of 13 participants. Subsequent cohorts for this module and SMH are scheduled to run in FY2025/26. The project is projected to reach 130 humanitarian responders comprising national and international NGO staff, volunteers, and civils society representatives; initial feedback indicates high levels of satisfaction, with 100% of survey respondents from PS / SE rating the training as 'excellent' or 'good'.

Beyond our bespoke offerings, RedR continued to strengthen broader sectoral capacity in security management through our open courses. In November 2024, the Security Management for Humanitarians open course brought together 19 participants from Ukraine, Jordan, and the United Kingdom. The eight-session online course focused on managing security in emergencies through participatory methods and a realistic simulation activity. Feedback highlighted the immediate relevance and impact of the training:

"*Thanks to everyone. I feel this was a very good use of time, my skills have developed, and I am in a better position to consider security as it applies to my organisation.*"

II. Advancing Sectoral Learning Through Tools and Resource Development

RedR is committed to strengthening the humanitarian ecosystem not only through immediate training responses, but through resource development. Central to this commitment is our focus on the design and dissemination of tools and learning approaches that encourage evidence-based decision-making and promote knowledge exchange. We aim to narrow the gap between information and action by developing practical tools, nurturing analytical skills, and investing in inclusive knowledge-sharing platforms.

In 2024/25, we took the long view. We strengthened capacity in data literacy and analysis in a sector navigating a rapidly evolving technological landscape and the growing influence of AI,[1] while developing sector-wide resources that enable continuous learning across technical domains and geographies.

Training Platform for Analytical Capacity
In consortium with ACAPS, and with support from USAID, RedR led the design and delivery of learning courses in humanitarian data analysis and decision-making. This included a free, modular online learning platform, alongside facilitated training sessions offered both virtually and in-person, tailored to diverse learning needs and practitioner contexts.

RedR led the development and delivery of a suite of globally accessible, context-sensitive learning offerings. This included two in-person cohorts of the Essentials of Humanitarian Data Analysis (EHDA) course in Nairobi and Amman, and a condensed 10-hour blended version. The curriculum introduced key concepts in qualitative and quantitative data analysis, prioritising reflective, ethical decision-making in humanitarian contexts. An embedded Training of Trainers component also enabled participants to cascade knowledge within their organisations. Feedback for EHDA was resoundingly positive, one participant reflected:

"The mode of interactivity of the session and the wonderful self-paced online modules were outstanding."

"EHDA is a great course, especially with the examples and interactive activities that it has. The way of presenting the information and the examples were very strong and linked to the topic. . ."

RedR also designed and delivered two targeted short modules focusing on Data Collection Methods in emergencies and developing effective Monitoring and Evaluation Plans for Anticipatory Action. These offerings addressed an identified gap in early warning and preparedness systems, particularly among local actors.

The project was terminated in 2025 as part of USAID cuts. In total, the consortium trained 244 humanitarian practitioners across local NGOs, civil society organisations, and government bodies. Over 1,200 applications were received for the available training spaces, reflecting strong global demand. Participant feedback consistently highlighted the accessibility, relevance, and quality of the training content, many citing increased confidence in applying data analysis to real-world programming and a readiness to share learning with their colleagues.

The tools and training materials developed remain available as part of RedR's wider library and continue to inform our sectoral offerings.

[1] A recent survey conducted by Sphere explores how humanitarian organisations are engaging with artificial intelligence, revealing widespread interest alongside limited training opportunities, policy guidance, and familiarity with key risks. (https://spherestandards.org/how-can-humanitarian-organisations-use-ai-safely/)

Embedded Learning Through Practical Tools and Guidelines
Complementing our work in data and analysis, RedR continued to develop tools that support cross-sectoral learning. Through the WASH Cross-Cutting Issues project in Ukraine, we supported the integration of protection, inclusion, and accountability into sectoral WASH programming. The project culminated in the creation of a WASH-CCI Guidance framework in English and Ukrainian alongside rollout of targeted training. RedR also trained 15 participants as part of a training of trainers and launched a curated online resource hub, ensuring long-term accessibility and uptake of the guidance materials.

➔ Read: Guidance Framework for cross cutting issues in WASH in Ukraine - RedR UK

To extend our reach across technical themes, RedR also contributed to the development and digitisation of learning materials for other sectoral initiatives. This included the design of modules in English, French, and Ukrainian for conflict-related sexual violence response as part of our work with the Dr Denis Mukwege Foundation, and the design of e-learning courses on disability inclusion and gender-based violence for the Global Education Cluster. We also produced updated translations for instructional videos in Spanish and French for Plan International. Across these projects, RedR prioritised accessible, context-relevant design, delivering outputs in multiple languages and formats.

➔ Explore: Summary of Disability Inclusion in Education Cluster coordination and response

Together, these initiatives reflect RedR's strategic commitment to developing tools that outlast individual projects and investing in long-term analytical and thematic capacity across the humanitarian sector.

Nature-based Solutions for Climate Resilience in Humanitarian Action, Sphere
In collaboration with Sphere, we designed and delivered an engaging e-learning module on ***Nature-based Solutions for Climate Resilience in Humanitarian Action***; a foundational and timely topic as the sector responds to the escalating impacts of climate change. The module translates technical guidance into a practical, user-friendly tool for the humanitarian community, and reflects RedR's strategic focus on resource creation to promote continuous learning and evidence-based action. The final SCORM-compliant package is now hosted on Kaya and available for global use.

III. Tailored Organisational Support

RedR continued to provide tailored organisational support that strengthens leadership, governance, and project delivery across the humanitarian sector. Through bespoke capacity strengthening initiatives we provide training for organisations in project cycle management, leadership, proposal writing, and resource mobilisation, laying the groundwork for sustained, locally led responses.

In Mali, RedR collaborated with the Global Nutrition Cluster's Technical Support Team to deliver a suite of targeted trainings responding directly to local priorities. We delivered 45 hours of online training, translated into French, on Monitoring & Evaluation and Proposal Writing for Resource Mobilisation. 33 staff from Mali local organisations and Nutrition Cluster partners participated, with 87% rating the trainings as 'excellent' or 'good." The programme marks an important step in reinforcing national leadership in humanitarian response, with participants better equipped to manage teams, raise funds, and track impact in complex settings.

RedR's commitment to tailored services and supporting the long-term professional development of national actors at the frontlines of crisis response extends across our portfolio. In 2024/25, RedR supported a wide range of organisations through bespoke training programmes designed to strengthen leadership capacity, communication, and programme quality across humanitarian contexts.

- RedR partnered with SOS Children's Villages to deliver a blended leadership programme for 30 participants, focused on navigating transformational change and effective management. The learning programme combined a preparatory 3-hour virtual session and culminated with a 2-day face-to-face training in Nairobi, Kenya.

- RedR delivered a 2.5-day in-person course for 39 staff members of the Clinton Health Access Initiative (CHAI) in Rwanda. The course covered topics such as situational awareness, risk management, and emergency contingency planning. The training was supplemented by a simulation session, offering participants an opportunity to apply course learnings in practice.
- In Amman, WarChild staff completed a customised Leadership and Management course, tailored to their needs through focus group consultations.
- To support inclusive communication in high-pressure environments, RedR delivered an online non-violent communication workshop for 13 MSF staff, strengthening their ability to engage with empathy.
- RedR delivered in-depth and tailored project cycle management training to organisations such as the UK Department of Health and Social Care, and CARE Syria.
- RedR ran a participatory Training of Trainers for HelpAge, supporting 18 staff to enhance their effectiveness as learning facilitators.
- 12 UCL postgraduate students completed RedR's blended 'Essentials of Humanitarian Practice' course in preparation for overseas deployment in Nepal and Uganda. This included participating in simulation-based learning to enhance real-world applications.

Climate Resilience

I. Scaling Impact through Climate Change Adaptation and Disaster Risk Reduction Programming

RedR's Climate Change Adaptation and Disaster Risk Reduction (CCA DRR) programme continues to drive locally led climate action. First launched with the support of AXA XL, and now in its sixth year, the programme equips participants with practical tools and contextual knowledge to integrate climate adaptation strategies into their work and advocate for sustainable, community driven responses to the climate crisis.

The 6-week core course modules introduce participants to key CCA DRR concepts through a series of live seminars and supplementary practical sessions:

- What is CCA DRR?
- Climate Risk Assessment Framework
- Climate Change, Water Management, and Health
- DRR Framework
- Land Use and Climate Change
- CCA DRR in Project Proposals

In 2024/25, the flagship 6-week blended learning programme ran in each of its targeted regions: East Africa, South Asia, and Southeast Asia, delivering a total of 180 hours of training to 199 participants from NGOs, governments, private organisations, and community-based organisations. 88% of survey respondents rated the training course as 'excellent' or 'good'; 87% reported an increase in knowledge and skills.

"The course provided a well-structured and detailed curriculum that covered all critical aspects of Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR). The step-by-step approach, from identifying hazards to developing adaptation pathways and action plans, ensured that participants gained a thorough understanding of each component of the CCA DRR process. This structured learning path was instrumental in building a solid foundation and advancing to more complex concepts and strategies".

– participant from CCA DRR Southeast Asia cohort

In addition to the core course, the project rolled out 15 shorter add-on modules, delivered to 257 participants in 2024/25. These online offerings covered advanced topics such as, Ecosystem-based Adaptation, and Climate Risk Assessments, alongside a revised, two-part module (Forecast-based Financing and Anticipatory Action), that incorporated an interactive webinar and simulation exercise based on case studies and meteorological predictions. These modules offered flexible, targeted learning opportunities for practitioners seeking to deepen their expertise or apply specific tools in their day-to-day work. On average, 99.2% of survey respondents rated these courses as 'excellent' or 'good' with 95% reporting an increase in knowledge and skills.

In response to priorities identified in RedR's Climate Scoping Study, the programme piloted a new 4-day, face-to-face training on Climate Proposal Writing in partnership with local climate actors across three regions. In 2024/25, training sessions were successfully delivered in two of these regions, where participants engaged in hands-on proposal development exercises tailored to real-world case studies provided by local partner organisations.

- In Bangladesh, participants convened at the CCDB Climate Centre in Uttar Palaid. The Centre, which includes a Climate Technology Park, offered RedR participants a fully residential experience designed to encourage collaboration and reflection.
- In the Philippines, training took place in partnership with the Centre for Disaster Preparedness Foundation (CDP), a resource centre for community-based climate management. As part of the training, participants co-developed a proposal for the Las Pinas Persons with Disability Federation, strengthening the relevance and immediate utility of the training.

Across the two locations, 18 participants were trained and badged, with feedback reflecting high satisfaction and immediate application of learning in professional settings.

"The course curriculum covers a broad range of topics from proposal development, ecosystem-based adaptation, and disaster risk reduction to climate change proposals and climate finance. This diversity ensures that participants gain a holistic understanding of the subject matter."

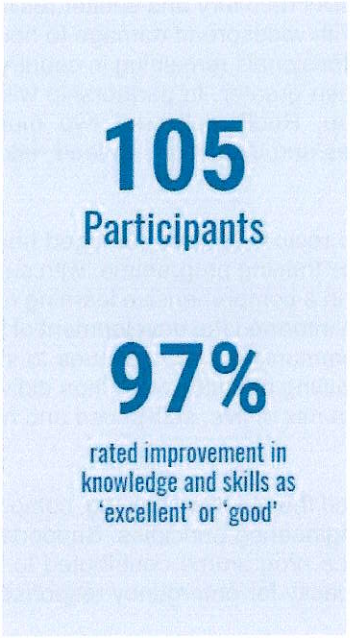
- Participant on the Climate Proposal Writing Course (Bangladesh)

II. Climate Change Adaptation and Disaster Risk Reduction in Drought-Vulnerable Contexts

With support from the Howden Foundation, RedR expanded CCA DRR's geographical reach in response to increasing climate volatility in fragile regions. Core offerings were adapted for delivery to drought-vulnerable contexts in Afghanistan and Somalia, ensuring relevance to local priorities and evolving climate risks in both countries. Both countries are among the most climate-vulnerable globally, with Somalia facing recurring droughts and floods that displaced 2.2 million people in 2023, and Afghanistan's ongoing drought driving food insecurity for nearly one-third of the population.

We also extended the 6-week course by one week to incorporate a new add-on module, *Inclusive Approaches in CCA DRR*, which supports participants to design and implement equitable climate interventions within their communities. In 2024/25, we ran three cohorts in Afghanistan and two cohorts in Somalia, badging a total of 142 participants. 99.4% rated the core 7-week course as 'excellent' or 'good', and 97.6% reported a significant improvement in their knowledge and skills. This ran alongside two complementary Training of Trainers (ToT) courses, one in each country, designed to support community-level knowledge sharing, with two more scheduled to run in 2025/26. ToT participants designed and delivered their own training sessions, supported by coaching and peer feedback. Many have since gone on to apply their learning through community-based training, climate awareness campaigns, and the implementation of early warning systems.

Gender and Inclusion in Climate Adaptation
Beyond the core seven-week programme, RedR designed and delivered a shorter 2.5-hour online version of the new *Inclusive Approaches in CCA DRR* module in Afghanistan and Somalia, developed with input from local actors and inclusion specialists. This session introduced key gender and social inclusion considerations in climate adaptation, prompting participants to reflect on real-world barriers faced by marginalised groups. Through contextual examples, they explored practical steps to promote more inclusive resilience strategies for women, older community members, persons with disabilities, and other marginalised groups. This condensed module supports RedR's broader commitment to strengthening inclusive climate action beyond the core programme and ensure climate resilience efforts do not leave anyone behind.[2]



Case Study – Ahmad Omari, Act for Climate (A4C)
Ahmad Omari, a graduate of RedR's CCA DRR course in Afghanistan has gone on to transform learning into tangible community impact. Ahmad, a climate expert with a background in vulnerability assessments and disaster risk reduction, plans to apply the knowledge and tools gained through the training to launch a series of awareness campaigns, community greening initiatives, and capacity strengthening activities focused on climate resilience.

'This course has fundamentally changed my perception of disaster risk reduction and its impact on communities. I now see climate adaptation as a collaborative effort requiring continuous learning, engagement, and proactive strategies to safeguard vulnerable populations. My commitment to climate action has deepened, and I am eager to expand my expertise to address emerging challenges in the field.'

Following his participation in both the 7-week core course and ToT module, Ahmed founded *Act for Climate (A4C)*, a new grassroots organisation committed to inclusive climate action. In 2024/25, A4C delivered it first independently funded training in partnership with the Society of Afghan Women Engineers, also founded by a CCA DRR alumna, reaching over 45 participants across Afghanistan.

[2] Evidence shows that when women are included in climate governance, outcomes are more equitable, responsive, and effective (UNFCCC, 2023).

The training also equipped Ahmad with enhanced technical writing and advocacy skills, contributing to his existing work publishing articles and creating multimedia awareness resources focused on nature-based solutions. His growing network now includes regional partners through the South Asia Young Women in Water initiative, reflecting his expanding influence and ongoing commitment to collaborative, community-driven climate action.

Engineering in Emergencies

I. Shelter Recovery and Resilience in Ukraine

For several years RedR has worked to strengthen local capacity for conflict recovery and shelter resilience in Ukraine through a portfolio of practical, scalable training initiatives. With widespread damage to housing and critical infrastructure, compounded by a limited pool of certified professionals remaining in country, the need for technically sound, cost-effective repair solutions has never been greater. In partnership with the Ramboll Foundation, Helvetas, and technical experts including Arup, RedR delivered two mutually reinforcing training programmes this year that are enabling communities and institutions to lead recovery efforts.

In Ukraine, RedR strengthened national capacity to assess, repair, and restore conflict-damaged housing and critical infrastructure through our *Community-Led Shelter Assistance* training programme, with support from Ramboll Foundation and Helvetas. The programme was grounded in a comprehensive learning needs assessment that involved over 400 organisations. Findings from the LNA informed the development of three bespoke training modules tailored to the realities of conflict-affected communities and continues to inform sector-wide learning and capacity strengthening efforts. The bespoke training modules were then delivered to five separate training cohorts, consisting of three sessions each, via a mix of live, self-paced and hybrid formats to accommodate fluctuations security conditions in the country.

In total, 88 individuals from Ukrainian civil society organisations completed the resulting training, comprising damage assessments, construction management, and humanitarian engineering principles. Supported by certification, take-home materials, and a comprehensive LNA report, the programme contributed to safe, community-led shelter recovery while strengthening long-term local capacity for emergency response and reconstruction.

In parallel, RedR delivered two rounds of specialist *Damage Assessment Training* programme in spring 2024, aimed at addressing a critical shortage of engineers qualified to assess blast-damaged infrastructure. Originally piloted in 2023, the training, also funded by Ramboll Foundation, supports Ukraine's three official Damage Assessment Commissions by upskilling local engineers and technical staff. These commissions play a pivotal role evaluating the structural integrity and determining appropriate repair strategies for blast-affected buildings.

RedR delivered a face-to-face training in Odessa for 15 participants, alongside a larger blended-format course that reached 141 local professionals, totalling 160 hours of instruction. Course content was developed in collaboration with engineers from Ramboll and Arup, and addresses critical gaps in technical capacity, with an emphasis on equipping non-certified and junior engineers to carry out assessments in line with national legislation and international best practice.

Taken together, these programmes contribute to safer shelter recovery and improved housing outcomes in Ukraine, supporting local actors to lead reconstruction efforts with the skills and tools they need.

II. Strengthening Sectoral WASH Capacity

Safe water, sanitation, and hygiene services are essential to human health and dignity, yet 2.2 billion still live without safely managed water and 3.5 billion without safely managed sanitation. A reality that people living in fragile and conflict-affected contexts are 1.5 times more likely to experience. Since launching our first WASH training in 1987, RedR has established a reputation for high-quality, context specific capacity strengthening in the sector. Our extensive WASH portfolio is delivered in partnership with expert organisations and is designed to equip WASH actors with the skills they need to navigate complex operational environments.

Strengthening the Capacity of Water Utilities in Ukraine
In 2024/25, RedR deepened its engagement in the WASH sector by kicking off a flagship initiative supporting Ukraine's water utilities (vodokanals), in partnership with UNICEF. As the war continues to strain critical infrastructure, this 15-month project aims to strengthen the technical, planning, and leadership capacities of over 750 utility staff, including engineers, technical operators, and senior managers.

In its first year, the project focused on the co-creation of training content in collaboration with Cranfield University, informed by a comprehensive scoping assessment with national stakeholders. RedR also delivered two online-facilitated Training of Trainers and an in-person workshop in Irpin, Kyiv for newly recruited Ukrainian trainers. These activities lay the groundwork for full-scale roll-out of training in 2025/26. These early investments ensure that future training delivery is grounded in national priorities and supported by a cadre of well-prepared facilitators.

WASH Road Map
RedR continued to serve as the Hosting Secretariat of the WASH Road Map, a global initiative convening actors behind a common framework to improve the quality, coordination, and sustainability of humanitarian WASH response. With support from the Swiss Agency for Development and Cooperation, RedR is fulfilling key secretarial and coordination functions as we work closely with the Executive Committee to align activities with the Road Map's strategic objectives. As host, we work alongside sectoral leaders such as UNICEF, ICRC, World Vision, and the German WASH Network, driving innovative change across eight initiatives. In 2024/25 the initiative received international recognition at the ONE Water Summit; French President Emmanuel Macron underscored the global importance of coordinated action in WASH:

"... the fourth point is to take into consideration the most vulnerable population, France committed to this topic in 2023. We signed our call for the WASH Road Map, in order to work on improving access to water, sanitation, healthcare in vulnerable areas and areas of conflict."

– French President, Emmanuel Macron

III. Humanitarian Skills for Engineers Uganda

In 2024/25, RedR continued to deepen its work in Uganda and completed a transformative final phase of our multi-year *Humanitarian Skills for Engineers (HSE)* programme. Initially launched in 2020, in partnership with the Uganda Institution of Professional Engineers (UIPE) and the College of Engineering, Design, Art and Technology (CEDAT) at Makrere University, this initiative aimed provide training on humanitarian competencies to Ugandan engineers.

This year, support from the Dulverton Trust enabled RedR to complete a final round of site engagement and conclude three impactful microgrant projects delivered across the country. Delivered in close collaboration with local NGOs and supported through targeted coaching schemes, microgrants enabled HSE participants to implement real-world humanitarian interventions in their communities.

- In Ntungamo District, engineers constructed incinerators at two schools, improving menstrual hygiene management and sanitation conditions for staff and students.
- In drought-prone Buhweju District, a 40,000L ferrocement water storage tank supported drought resilience efforts, safer hygiene practices, and reduced exposure to gender-based violence linked to water scarcity.
- In Northern Uganda, the Atapara Swamp Culvert installation project restored vital road access to four flood-affected villages, offering safe, year-round passage to markets, schools, and essential services for residents.

In August 2024, RedR also facilitated a field visit to Rwamwanja Refugee Settlement to assess four priority engineering needs: waste management, road access, biogas feasibility, and site planning for a new marketplace. Following the site visit, engineers from the HSE Programme, with the support of RedR Associate Trainers, presented their findings to the settlement leadership committee for their review. The project proposals were well received and will inform future technical interventions designed to serve displaced communities with safe, dignified, and sustainable solutions.

LEARNING AND DEVELOPMENT

Learning and development underscores all RedR's work as a capacity strengthening organisation. L&D principles are embedded throughout every programme, service, and interaction we have with the humanitarian sector. Whether through formal training, mentoring, simulation-based learning, or the co-creation of sector-wide resources, our commitment to high-quality, relevant, and inclusive learning is reflected in all we do.

In a sector that is constantly evolving and facing complex, dynamic challenges, ensuring the quality, consistency, and impact of learning is essential. Our approach to L&D is holistic. We support individuals, organisations, and systems to adapt to complex challenges. In 2024/25, to ensure our own practices remain robust and forward-looking, we undertook a comprehensive review of our Quality Assurance Framework.

FUNDING & STRATEGIC PARTNERSHIPS

Individual & Community Fundraising
In 2024/25, our individual and community fundraisers demonstrated inspiring generosity and commitment to our cause, raising a total of £100,053 through personal giving. This included vital contributions to our 2024 Winter Appeal, which helped sustain our work and offer flexibility to respond during a time of profound uncertainty.

"*Being a committed Civil Engineer, chartered for more than 25 years, I feel privileged that in my work I have made a difference in the built environment in which I live and work. I would like to mark this moment in my career with a charitable gesture that could go towards helping others less fortunate than myself. I have long admired the work of RedR in terms of how fellow engineers can apply their skills to provide humanitarian relief, deliver sustainable projects and repair communities broken by natural disasters.*"

– Individual supporter

A standout moment this year came from the 2024 London Marathon, where five runners raised an impressive £14,062 in support of RedR's mission. We are proud to receive places in the marathon through the TCS Charity Bond Scheme, and year after year, our participants honour this opportunity with passion and dedication. Each runner simultaneously embraced a personal challenge and raised awareness of the pressing need for humanitarian support in crisis-affected regions as they took on one of the world's most iconic endurance events.

Unrestricted donations such as these are critical to RedR's ability to act swiftly in response to global emergencies. With major institutional and government donors implementing significant funding cuts across the sector in early 2025, these contributions have been more important than ever. As humanitarian needs escalate worldwide, the continued support of our community has enabled us to maintain momentum and uphold our commitment to responders around the world.

Private Sector Partners, Trusts, & Foundations
RedR is proud to foster relations with the private sector, trusts, and foundations, that are reflective of our engineering heritage and built on shared priorities. In 2024/25, our partners enabled us to blend technical rigour with community-driven programming. Together, we expanded access to high-quality, context specific training in some of the world's most challenging environments. Their support not only sustained vital projects but equipped frontline responders with the tools to act effective when disaster strikes.

Founded in 1980 by civil engineer Peter Guthrie at an Institute of Civil Engineers (ICE) symposium, our origins continue to shape our mission today. We remain deeply embedded in the engineering sector through active engagement with networks such as ICE and the Institution of Structural Engineers (IStructE), alongside ties with leading firms such as ARUP, GHD, Mott MacDonald, and WSP.

These partnerships are multifaceted. Beyond crucial unrestricted funding, which enables us to sustain core operations and invest in long-term resilience, our private sector collaborators provide technical expertise, strategic insight, and a shared commitment to social impact. In 2024/25, engineers from ARUP and Ramboll contributed to the development of technical training materials for our shelter reconstruction work in Ukraine. Meanwhile, ongoing support from AXA XL and the Howden Foundation allowed us to evolve projects like CCA DRR.

We are grateful for the continued support of key trusts and foundations such as the AXA XL, Clothworkers Foundation, Howden Foundation, JTI Foundation, and Ramboll Foundation. Their multi-year investments and flexible funding enable us to grow our training portfolio and deepen the technical breadth of our training worldwide.

We are also honoured to be the designated charity partner at flagship events in the engineering calendar, including the NCE Awards, Structural Awards, Rankine Lecture, Tunnelling Awards, NCE TechFest, and many more. This year, a total of £26,295 was raised across 12 award ceremonies and dinners, representing critical funds that help sustain our global impact.

PEOPLE

The delivery of our work is possible by the collective commitment of our people: a small but dedicated core team, a global pool of expert Associate Trainers, and the invaluable contributions of our technical partners and membership network. Together this ecosystem drives RedR's mission and amplifies our impact around the world.

Core Team
RedR services are led and coordinated by a compact core team of staff. Our staff play a pivotal role in shaping strategy, ensuring quality, and supporting our global network of trainers, technical partners, and members. We strive to cultivate a team that blends operational excellence with diverse professional and cultural perspectives.

Continuous professional development remains central to our approach. Supported by a robust competency framework that guides staff growth and progression, we aim to ensure that our team remains equipped with the technical skillset to meet evolving needs. This focus on development strengthens our ability to respond to emerging humanitarian and development challenges while fostering a culture of shared learning and adaptability.

The average tenure of RedR's internal staff team at the end of FY 2024/25 was 1.79 years, an increase from 1.18 years at the end of FY 2023/24. The organisation's gender composition stood at 77% female and 23% male, with the team collectively representing a range of professional disciplines, nationalities, and lived experiences.

Associate Trainers
RedR works with a global pool of expert Associate Trainers (ATs), whose experience and insights enable us to deliver high quality, contextually relevant capacity strengthening programmes across humanitarian, developmental and peacebuilding contexts.

RedR's pool of 200 ATs bring a wealth of humanitarian experience across areas such as: climate adaptation, security management, leadership development, structural damage assessments, project management, and data analytics. Each trainer is carefully selected, onboarded, and assessed against our Humanitarian Training Competency Framework. Their dual strengths as sector specialists and skilled learning facilitators are central to our ability to deliver inclusive, relevant, and responsive programming.

As part of our commitment to localisation, RedR recruits ATs from locations where we deliver our work. Our trainers live in 50 countries around the world and represent over 40 nationalities. This year, we recruited 11 ATs from Europe, seven of whom are Ukrainian, three from the Middle East and North Africa, one from the Carribean and one from Asia. More than three quarters of them speak at least two languages, with 30 languages spoken overall. This geographic and linguistic diversity ensures that RedR capacity strengthening programmes are being designed and delivered by trainers with deep knowledge of the context where they are working.

In 2024/25, we undertook a strategic review of our AT pool with the aim to enhance our ability to match the right expertise to the right needs, in the right places. This process included a detailed update of trainer competencies, language capabilities, and geographic availability, to guarantee that we continue to deliver learning services that are technically robust and locally grounded. Tangentially, we also introduced updates to the Associate Trainer Handbook, which acts as an internal resource that supports consistency, shared expectations, and continued collaboration between our Learning and Development and Programmes teams.

Taken together, this work reflects our ongoing commitment to investing in the professional ecosystem that makes RedR's impact possible.

Technical Partners and Membership
This year, RedR was supported by several of our technical partner in the completion of our programme delivery. We have incorporated pro bono project reviews from Arup into several of our programmes, Mott McDonald have supported with project proposals and Ramboll UK have been involved in the technical review of training materials developed for the Ukrainian context.

RedR's membership remains a cornerstone of our community. RedR Members bring professional experience and insight that enriches our work and informs our vision for effective humanitarian action. Alongside our ATs, they help ensure the right people and skills are in place to respond to disasters around the world.

This year, our Members elected six representatives to the Membership Council: Angela Khudonazarova, Annet Nsiimire, Martin Ager, Rianne ten Veen, Tuesday Gichuki and Paul Sherlock. Their diverse perspectives and expertise strengthen the Council's role in representing and engaging the wider membership.

At our Annual General Meeting, we were pleased to feature a presentation from Ashraful Haque on his experience of the disastrous impact of Climate Change and the importance of peer-to-peer learning.

We also launched a Membership Working Group, supported by John McCabe and with contributions from past and present Members, to develop a roadmap for a refreshed membership model to be launched in 2025/2026. This initiative will help clarify and renew the role of membership within RedR, ensuring it continues to align with our strategic direction and the evolving needs of the humanitarian sector.

The Members' Council remains an active link between the membership and the Board of Trustees, helping to shape RedR's future.

At the end of this financial year, Council Members comprised:

Chair of Members' Council and Trustee – Rob Buckley
Deputy Chair of Members' Council and Trustee – Samwel Cheruiyot
Member – Paul Sherlock
Member – Robert Hodgson
Member – Tuesday Gichuki
Member – Martin Ager
Member – Annet Nsiimire
Member – Angela Khudonazarova
Member – Rianne ten Veen
Member – Emily Fereday

Security and Risk Management
The safety and wellbeing of RedR personnel remains a primary organisational concern. It is recognised that a significant proportion of RedR's work involves travel to complex and insecure environments, and all such activities must be undertaken with a full understanding of associated risks and the implementation of appropriate risk-reduction measures. RedR holds membership with the Global Interagency Security Forum (GISF), which provides access to sector-wide guidance and best practice in security management. Ultimate responsibility for the safety and security of RedR personnel lies with the Board of Trustees, with operational responsibility delegated to the Chief Executive Officer.

In 2024/25, RedR conducted a comprehensive review of the Global Security Policy. All associated procedures were updated to reflect current security sector best practice and RedR's operational structure. This included updates to International Travel Procedures, outlining systems used to assess, approve, and monitor international travel. To supplement rollout, RedR staff completed the *Security Management for Humanitarians* open course in November 2024.

Security management is integrated into the organisation's broader risk management approach. Risks are identified, recorded, and monitored in accordance with an established risk appetite. The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. We maintain a detail risk register; the Finance and Risk Committee reviews the organisation's risk register, and significant or emerging risks are escalated to the Board as necessary.

Ethics and Safeguarding

RedR is committed to maintaining the highest standards of ethical conduct and safeguarding practice across all areas of operation. Safeguarding responsibilities apply to all RedR personnel and representatives and remain in force both during and outside of working hours. RedR recognises that every individual has the equal right to protection, regardless of age, gender, ability, racial origin, cultural background, religious belief, or sexual identity. All individuals engaged by or acting on behalf of RedR are expected to actively prevent harm, abuse, neglect, and exploitation in all forms. We recognise the increased vulnerability of people during humanitarian crises and safeguarding applies consistently and without exception across our programmes, partners, staff, and volunteers.

The organisation maintains a zero-tolerance approach to Sexual Exploitation and Abuse, harassment, intimidation, bullying, and other forms of abuse or mistreatment. Any RedR representative found to be in breach of safeguarding or ethical standards is subject to appropriate investigation and, where necessary, disciplinary, or legal action. This applies irrespective of the individual's role, level of seniority, or affiliation with the organisation.

All staff are required to complete mandatory safeguarding training and to familiarise themselves with the organisation's relevant policies and procedures. RedR also maintains accountable and transparent systems for reporting concerns, supported by the Disclosure of Malpractice Policy.

Environmental Commitments

RedR recognises the climate crisis as both a humanitarian emergency and a strategic priority. Climate change is one of RedR's three core thematic areas and is treated as a cross-cutting issue throughout all programming. RedR works to equip humanitarians and organisations with the knowledge and tools to adapt to an increasingly unpredictable climate, embed sustainability in their work, and drive sectoral change.

RedR is a signatory to the *Climate and Environment Charter for Humanitarian Organisations,* hosted by the IFRC and joined by 400 organisations in the humanitarian sector. This reflects our commitment to collective climate action and toward minimising environmental harm in humanitarian response. Seven commitments make up the Charter, they are as follows:

1. Step up our response to growing humanitarian needs and help people adapt to the impacts of the climate and environmental crises.
2. Maximise the environmental sustainability of our work and rapidly reduce our greenhouse gas emissions.
3. Embrace the leadership of local actors and communities.
4. Increase our capacity to understand climate and environmental risks and develop evidence-based solutions.
5. Work collaboratively across the humanitarian sector and beyond to strengthen climate and environmental action.
6. Use our influence to mobilise urgent and more ambitious climate action and environmental protection.
7. Develop targets and measure our progress as we implement our commitments.

We have signposted our contributions to fulfilling these commitments throughout this report.

RedR is focused on limiting its own environmental footprint. We are generously hosted by Arup, who provide our office facilities, supporting our efforts to monitor and minimise our own impact. RedR integrates sustainability principles across operations and remains committed to ensuring activities do not exacerbate conflict or cause harm. Further, that disproportionate impacts of climate change on marginalised communities are addressed through inclusive and context-sensitive approaches.

STRUCTURE, GOVERNANCE, AND MANAGEMENT

RedR is a company limited by a guarantee, governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

RedR is part of the RedR International network, with two nominees on the General Assembly of RedR International and one on the board of RedR USA.

The Board of Trustees is responsible for the overall governance and strategic direction of the organisation, ensuring compliance with statutory and regulatory requirements and alignment with RedR's charitable objectives. Trustees meet at least quarterly and, in addition to providing strategic oversight, approve policies, monitor performance, and support effective risk management. Operational management is delegated to the Chief Executive Officer.

All Trustees serve in a voluntary capacity and receive no remuneration. On appointment, Trustees undertake an induction. RedR maintains appropriate Trustee Liability insurance to indemnify Trustees and directors of its subsidiary, RedR UK Trading Limited, for proceedings arising from their role. Board Committees, which include Governance, Remuneration, and Finance and Risk, support the Board's work in key areas.

Trustees
RedR is governed by its Trustees, collectively known as RedR's Board, who are also its directors under company law. The Board is accountable to RedR's donors and supporters, to ensure they have confidence in how RedR stewards its resources. They are also accountable to the Members of the organisation, the Board Chair, and other Officers, to each Trustee, and to RedR International.

Trustees are the final decision makers of the charity and have final responsibility for its success or failure. The Board's main job is to set direction and have oversight of its operational activities.

The Board is responsible for ensuring that regulatory and legal requirements of the organisation are complied with.

Trustees (including the Chair) are appointed following open advertising including, where appropriate, in specialist publications or on specialist websites and following a rigorous interview process.

Trustees are volunteers and serve a term of three years (renewable up to a maximum of nine years). The CEO, the Board Chair, and each member of the Board are subject to an annual appraisal. In addition, for its own accountability the Board will review its own performance in governing the organisation every three years, and every four years will commission a review involving an independent external consultant, reviewing the skills, representations, contribution and attendance of Trustees and the operation of the Committees.

In 2024/25 the Board held 6 meetings. The trustees who served during the year and up to the date of signature of the financial statements were:

Trustees
Sohpie Gillibert – Chair (2020 -)
Heather McKinlay – Vice Chair, Treasurer (2020 -)
Sally Sudworth – Company Secretary (2022 -)
Jack Jones – (2019 -)
Robert Buckley – (2022 -)
Elizabeth Brown – (2022 -)
Samwel Cheruiyot – (2023 -)
Richard Bartlett – (2022 -)

Retired Trustees
Ben Webster – (2022 – 2025)

RedR extends sincere gratitude to Trustee Ben Webster, who will be stepping down from his role in the coming year, for his dedicated service and invaluable contributions to RedR.

RESERVES POLICY

Prudent management of RedR's financial and other assets safeguards the organisation's ability to achieve its charitable objectives. In accordance with Sections 50 to 55 of the Articles of Association, the organisation maintains reserves to provide operational continuity, meet unforeseen expenditure, and protect against fluctuations in income. The rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

As of 31 March 2025, the organisation's total reserves were £21,119, comprising £125,984 of restricted funds and (£104,865) of unrestricted funds. The Trustees have set and actively pursue a target to maintain unrestricted reserves at a level equivalent to 12 weeks of operating expenditure. This policy reflects the Trustees' commitment to balancing the need for financial resilience with the effective application of funds to charitable activities.

STATEMENT OF RESPONSIBILITIES OF THE BOARD OF TRUSTEES

The Trustees, who also serve as directors of RedR for the purposes of company law, are charged with the preparation of the Trustees' Report and the financial statements in accordance with applicable law and regulations. The Trustees recognise their fiduciary duty to always safeguard the financial stability of the charity and act in its best interests.

The Board of Trustees presents its report and the audited financial statements for the financial year from 1 April 2024 to 31 March 2025. The financial statements are prepared in compliance with the Companies Act 2006, the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) and the Charities SORP (FRS102). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the charity's financial position and of the surplus or deficit for that period.

RedR UK
(A company limited by guarantee and registered charity)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

In preparing these financial statements, the Trustees are required to:

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

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the organisation's auditor are unaware. They have taken all necessary steps to make themselves aware of all relevant audit information and to ensure that the auditor is aware of that information.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain charities transactions and 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements are published on the charity's website in accordance with UK legislation governing the preparation and dissemination of financial statements. The maintenance and integrity of the charity's website is the responsibility of the Trustees, and their duties extend to ensuring the ongoing integrity of the financial statements contained therein.

The charitable company qualifies as small under section 383 of the Companies Act 2006; a strategic report has not been prepared, as this is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulation 2013.

Approved by the Board of Trustees and signed on its behalf by:

Sophie Gillibert
Chair of the Board of Trustees
3 November 2025

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of RedR UK (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 22 to 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

K C Fisher

Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For an on behalf of Kingston Burrowes Audit Ltd
Statutory Auditors
308 Ewell Road
Surbiton
Surrey, KT6 7AL

4–11– 2025

RedR UK
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Total Restricted funds £	Total Unrestricted funds £	Total Funds 2025 £	Total Funds 2024 £
Income					
Donations and legacies	2	815	209,465	210,280	207,544
Investment income		-	1,849	1,849	3,185
Charitable activities	3				
Improving competence		1,643,564	314,924	1,958,488	1,443,709
Total Income		1,644,379	526,238	2,170,617	1,654,438
Expenditure					
Raising funds					
Fundraising		-	172,916	172,916	227,638
Publicity		-	24,471	24,471	104,989
Total cost of raising funds		-	197,387	197,387	332,627
Charitable activities					
Improving competence		1,707,147	291,355	1,998,502	1,443,949
Total expenditure	4	1,707,147	488,742	2,195,889	1,776,576
Net gains on investments		-	211	211	2,349
Net (expenditure)/income		(62,768)	37,707	(25,061)	(119,789)
Transfers between funds		-	-	-	-
Net movement in funds		(62,768)	37,707	(25,061)	(119,789)
Total funds brought forward		188,752	(142,572)	46,180	165,969
Total funds carried forward	13	125,984	(104,865)	21,119	46,180

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes form part of these financial statements.

RedR UK
(A company limited by guarantee)

BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
FIXED ASSETS					
Tangible assets	8		1,063		3,443
Investments	9		30,002		29,791
			31,065		33,234
CURRENT ASSETS					
Debtors	10	182,158		124,112	
Cash at bank and in hand		168,131		210,861	
		350,289		334,973	
CREDITORS:					
Amounts falling due within one year	11	(350,235)		(302,027)	
NET CURRENT ASSETS			54		32,946
CREDITORS:					
Amounts falling due in more than one year	11		(10,000)		(20,000)
NET ASSETS	12		21,119		46,180
FUNDS	13				
Restricted funds			125,984		188,752
Unrestricted funds					
Designated funds			-		-
General funds			(104,865)		(142,572)
TOTAL FUNDS	17		21,119		46,180

These financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees and authorised for issue on 3 November 2025 and signed on their behalf by

Sophie Gillibert
Chair of the Board of Trustees

Heather McKinlay
Treasurer

The notes form part of these financial statements.

RedR UK
(A company limited by guarantee)

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	(44,460)	(226,938)
Cash flow from investing activities		
Investment income and interest received	1,849	3,185
Decrease in investment	-	100,000
Purchase of fixed assets	(119)	-
	1,730	103,185
Net decrease in cash and cash equivalents	(42,730)	(123,753)
Cash and cash equivalents at beginning of year	210,861	334,614
Cash and cash equivalents at end of year	168,131	210,861

Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net expenditure	(25,061)	(119,789)
Adjustments for:		
Depreciation charges	2,499	2,500
Gains on investments	(211)	(2,349)
Investment income	(1,849)	(3,185)
Decrease/(increase) in debtors	(58,046)	29,260
(Decrease)/increase in creditors less than one year	48,208	(123,375)
Decrease in creditors greater than one year	(10,000)	(10,000)
Net cash used in by operating activities	(44,460)	(226,938)

Analysis of changes in net debt

	As at 1 April 2024 £	Cashflows £	As at 31 March 2025 £
Cash at bank and in hand	210,861	(42,730)	168,131
Loans falling due less than 1 year	(10,833)	833	(10,000)
Loans falling due greater than 1 year	(20,000)	10,000	(10,000)
Movement in net debt	180,028	(17,654)	162,374

The notes form part of these financial statements.

Company Status

member is limited to £1 per member.

1. ACCOUNTING POLICIES

RedR UK, (the "charitable company"), is a registered charity that seeks to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 91-94 Lower Marsh, London, SE1 7AB. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

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

These financial statements are prepared in pounds sterling, which is the functional currency of the charitable company. Monetary amounts in the financial statements are rounded to the nearest pound (£).

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The Trustees have considered the pipeline of contracts and bids in process along with current projects under contract in considering the organisation as a going concern. The implementation of a new staffing structure and the way the programmes are delivered has also helped to inform their decision.

The Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are described in the following paragraphs.

b) Income

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

When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred accordingly. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in the incoming resources until these conditions have been met.

Grants are recognised in line with the expenditure on the programme relating to the grant, such that income from the grant is deferred in the accounts until this point.

1. ACCOUNTING POLICIES.../Cont'd

c) Expenditure

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

Expenditure includes attributable VAT which cannot be recovered.

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

Charitable costs relate to providing relief personnel through the charitable company's recruitment service and improving competence through training in the UK and overseas and its technical support service.

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

d) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

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

e) Pension costs

The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level (minimum 3% net of tax) while the charity contributes up to 5% of earnings to the plan. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.

f) Foreign currency translation

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

1. ACCOUNTING POLICIES.../Cont'd

g) Tangible fixed assets and depreciation

Individual assets costing £500 or more are capitalised at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset evenly over its estimated useful life. The useful lives in use are as follows:

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

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

h) Leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight-line basis over the minimum lease term.

i) Financial instruments

Investments

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

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

Cash and cash equivalents

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

Debtors and creditors

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

j) Critical accounting judgements and estimates

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

2. VOLUNTARY INCOME

	Restricted Funds £	Unrestricted Funds £	Total £
For the year ended 31 March 2025			
Individual giving	815	101,084	101,899
Patrons and corporate supporters	-	67,664	67,664
Events	-	40,357	40,357
Other	-	360	360
Total	815	209,465	210,280
For the year ended 31 March 2024			
Trusts	-	-	-
Individual giving	21,643	104,119	125,762
Patrons and corporate supporters	-	50,397	50,397
Legacies	-	-	-
Events	82	25,377	25,459
Other	125	5,801	5,926
Total	21,850	185,694	207,544

3. CHARITABLE ACTIVITIES

	Restricted Funds £	Unrestricted Funds £	Total £
For the year ended 31 March 2025			
Grants			
CDR	-	-	-
CCADRR 5	94,203	-	94,203
CCADRR 6	197,370	-	197,370
Dulverton Trust	10,000	-	10,000
The Clothworkers' Foundation	-	20,000	20,000
Horn of Africa Souter	-	-	-
H2H	28,324	-	28,324
JTiF	-	219,387	219,387
JOAC	-	-	-
EiE3	-	-	-
Uganda RA Engineering	-	-	-
MSF Earthquake assessment	-	-	-
Ramboll Foundation	(778)	-	(778)
IOM Ukraine	-	-	-
USAID-BHA	536,019	-	536,019
Training Fees	778,426	75,537	853,963
Total	1,643,564	314,924	1,958,488

3. CHARITABLE ACTIVITIES.../Cont'd

	Restricted Funds £	Unrestricted Funds £	Total £
For the year ended 31 March 2024			
Grants			
CDR	54,951	-	54,951
CCADRR 5	97,626	-	97,626
Dulverton Trust	29,984	-	29,984
The Clothworkers' Foundation	-	40,000	40,000
Arup – Bhutan	-	-	-
RAE Uganda	-	-	-
Haiti Souter	-	-	-
Horn of Africa Souter	9,000	-	9,000
DEC Ukraine	-	-	-
MSC	-	-	-
H2H	69,338	-	69,338
JTiF Ukraine	-	-	-
JTiF	-	100,050	100,050
JOAC	148,138	-	148,138
EiE3	5,000	-	5,000
Uganda RA Engineering	32,585	-	32,585
MSF Earthquake assessment	8,303	-	8,303
Ramboll Foundation	77,214	-	77,214
IOM Ukraine	55,573	-	55,573
USAID-BHA	362,633	-	362,633
Training Fees	188,546	164,768	353,314
Total	1,138,891	304,818	1,443,709

4. ANALYSIS OF TOTAL EXPENDITURE

	Fundraising £	Publicity £	Improving Competence £	Support £	Total £
For the year ended 31 March 2025					
Staff costs (Note 6)	144,487	-	582,257	331,580	1,058,324
Office administration	-	-	273,759	(174,412)	99,347
Training	-	-	917,779	-	917,779
Fundraising/PR	10,450	21,927	11,873	-	44,250
Organisation administration	-	-	5,040	44,713	49,753
Communication	-	-	-	26,436	26,436
Total resources expended	154,937	21,927	1,790,708	228,317	2,195,889
Support costs allocated	17,979	2,544	207,794	(228,317)	-
Total resources expended	172,916	24,471	1,998,502	-	2,195,889

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

4. ANALYSIS OF TOTAL EXPENDITURE.../Cont'd

Support Costs

Included within support costs are governance costs. Governance costs are comprised of the following:

	2025 £	2024 £
Staff costs	8,841	33,378
Audit and accountancy fees	18,664	26,869
Professional fees	-	16,088
Meetings	144	4,169
Other	-	250
	27,649	80,754

	Fundraising £	Publicity £	Improving Competence £	Support £	Total £
For the year ended 31 March 2024					
Staff costs (Note 6)	151,176	72,120	398,456	231,870	853,622
Office administration	-	-	55,876	192,090	247,966
Training	-	-	567,387	-	567,387
Fundraising/PR	11,795	3,044	7,933	-	22,772
Organisation administration	-	-	4,102	80,727	84,829
Communication	-	-	-	-	-
Total resources expended	162,971	75,164	1,033,754	504,687	1,776,576
Support costs allocated	64,667	29,825	410,195	(504,687)	-
Total resources expended	227,638	104,989	1,443,949	-	1,776,576

5. NET (EXPENDITURE)/INCOME

This is stated after including:

	2025 £	2024 £
Depreciation	2,499	2,500
Operating lease charges: Overseas property rent	7,710	7,674
Foreign exchange loss/(gain)	19,099	3,233
Auditors' remuneration:		
Current year statutory audit UK	8,000	7,470

6. STAFF COSTS AND NUMBERS

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	906,863	753,791
Social security costs	77,413	55,593
Pension costs	35,475	15,913
Redundancy costs	-	7,132
Recruitment costs	5,035	6,557
Staff development costs	-	8,131
Travel, subsistence and other staff costs	33,538	6,505
	1,058,324	853,622

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

	2025 No.	2024 No.
£60,000 - £69,999	2	-
£70,000 - £79,999	-	2
£90,000 - £99,999	1	-

Pension contributions in respect of these employees was £18,178 (2024: £4,386). The key management personnel of RedR UK during the year is comprised of the Chief Executive Officer and the Operations Director. The total employee benefits of the key management personnel were £139,789 (2024: £178,548).

6. STAFF COSTS AND NUMBERS

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

	2025 No.	2024 No.
Improving competence	9.3	7.1
Fundraising and publicity	2.8	3.2
Administration	2.9	3.5
Governance	1.1	1.2
Staff employed on overseas programmes:		
Middle East	2.0	2.0
	18.0	17.0

7. TAXATION

The charitable company benefits from exemptions on income and gains falling within sections 466-493 of the corporation tax act 2010 to the extent that they are derived from charitable activities.

8. TANGIBLE FIXED ASSETS

	Computer equipment £	Total £
Cost		
At 1 April 2024	11,658	11,658
Additions	119	119
Disposals/write-offs in year	-	-
At 31 March 2025	11,777	11,777
Depreciation		
At 1 April 2024	8,215	8,215
Charge for the year	2,499	2,499
Eliminated on disposal/write-offs	-	-
At 31 March 2025	10,714	10,714
Net book value		
At 31 March 2025	1,063	1,063
At 31 March 2024	3,443	3,443

9. INVESTMENTS

	2025 £	2024 £
Market value at 1 April	29,791	127,442
Disposal in year	-	(100,000)
Net unrealised investment gains	211	2,349
Market value at 31 March	30,002	29,791
Historical cost at 31 March	19,718	19,718
The investments are comprised of:		
CCLA – COIF Charities Investment Fund	24,274	25,460
Equity shares	5,728	4,331
	30,002	29,791

10. DEBTORS

	2025 £	2024 £
Trade debtors	17,857	-
Accrued income	125,671	21,207
Other debtors	473	68,013
Prepayments	38,157	34,892
	182,158	124,112

11. CREDITORS: Amounts falling due within one year

	2025 £	2024 £
Taxation and social security	23,752	17,716
Trade and other creditors	66,203	31,305
Accruals	104,496	13,339
Deferred income	145,784	228,834
Bounce Back Loan	10,000	10,833
	350,235	302,027

Deferred income occurs when training courses which are due to occur after the balance sheet date are invoiced beforehand and grants where amounts have been received in the period but the criteria for entitlement to the income has not been met. Natwest Bank PLC hold a fixed and floating charge over the undertaking and all property and assets, both present and future.

11a. Deferred income

	2025 £	2024 £
Deferred income as at 1 April	228,834	226,063
Amount released in the year	(290,836)	(371,829)
Amount deferred in the year	207,786	374,600
Deferred income as at 31 March	145,784	228,834

11b. Creditors: Falling due in more that one year

	2025 £	2024 £
Bounce Back Loan	10,000	20,000

The Bounce Back Loan is the UK government-backed Covid-19 support loan to help businesses impacted by the pandemic and is due on 30 March 2027. This unsecured loan was granted on 30 March 2021 and was interest-free for the first 12 months. Thereafter, the loan is repayable over the remaining five years at a rate of 2.5% interest.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Designated funds £	General funds £	Total funds £
For the year ended 31 March 2025				
Investments	-	-	30,002	30,002
Tangible assets	-	-	1,063	1,063
Net current assets	125,984	-	(125,930)	54
Amounts falling due in more than one year	-	-	(10,000)	(10,000)
Net assets at 31 March 2025	125,984	-	(104,865)	21,119

Comparative information for the analysis of net assets between funds in the previous year is as follows:

	Restricted funds £	Designated funds £	General funds £	Total funds £
For the year ended 31 March 2024				
Investments	-	-	29,791	29,791
Tangible assets	-	-	3,443	3,443
Net current assets	188,752	-	(155,806)	32,946
Amounts falling due in more than one year	-	-	(20,000)	(20,000)
Net assets at 31 March 2024	188,752	-	(142,572)	46,180

13. MOVEMENT IN FUNDS

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
2025					
RESTRICTED FUNDS					
Europe & Global Initiatives	188,752	1,643,564	1,706,398	-	125,918
Ukraine Appeal	-	-	-	-	-
Syria & Türkiye Earthquake Appeal	-	-	-	-	-
Morocco & Libya Appeal	-	815	749	-	66
Total Restricted Funds	188,752	1,644,379	1,707,147	-	125,984
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Funds	-	-	-	-	-
Total Designated Funds	-	-	-	-	-
General Funds	(142,572)	526,238	(488,531)	-	(104,865)
Total Unrestricted Funds	(142,572)	526,238	(488,531)	-	(104,865)
Total Funds	46,180	2,170,617	(2,195,678)	-	21,119

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
2024					
RESTRICTED FUNDS					
Middle East	5,451	-	(5,451)	-	-
Europe & Global Initiatives	31,082	1,138,891	(981,221)	-	188,752
Ukraine Appeal	32,637	440	(33,077)	-	-
Syria & Türkiye Earthquake Appeal	20,207	694	(20,901)	-	-
Morocco & Libya Appeal	-	20,716	(20,716)	-	-
Total Restricted Funds	89,377	1,160,741	(1,061,366)	-	188,752
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Funds	-	-	-	-	-
Total Designated Funds	-	-	-	-	-
General Funds	76,592	493,697	(712,861)	-	(142,572)
Total Unrestricted Funds	76,592	493,697	(712,861)	-	(142,572)
Total Funds	165,969	1,654,438	(1,774,227)	-	46,180

13. MOVEMENT IN FUNDS.../Cont'd

Purposes of restricted funds

The Middle East Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from Trust funds in support of this work.

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

The Ukraine Appeal was set up to analyse and address the most urgent training needs and capacity gaps of local organisations and responders providing humanitarian assistance in relation to the Ukraine emergency, followed by further and more in-depth training on selected areas of humanitarian response in English, Ukrainian, Polish and Romanian languages. Appeal was closed in 2024.

The Pakistan Flood Appeal and Syria & Türkiye Earthquake appeals were to analyse and address the most urgent training needs and capacity gaps of local organisations responding to those emergencies. Appeal was closed in 2024.

The Libya and Morocco appeal was set up in 2024 was to support projects that the charitable company ran immediately after the earthquake and floods in those countries.

14. RELATED PARTIES

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

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

15. CAPITAL COMMITMENTS

There are no capital commitments not provided for in the financial statements (2024: None).

16. CONTINGENT LIABILITIES

In 2024, RedR was subject to a fraud incident totalling $207K. Reports were made to all relevant authorities. An independent investigation determined that there was no evidence of staff being responsible. A number of measures have been put in place to prevent similar incidents from occurring in the future, including enhancing financial procedures, updating financial and cybersecurity policies, and delivering organisation-wide training. At this time, the existence or amount of any liability accruing to RedR has not been determined.

REDR UK

England & Wales - Charity number 1079752

Accounts

Annual Report 2023-24

RedR UK

(A company limited by guarantee and Registered Charity)

ANNUAL REPORT and FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

KINGSTON BURROWES AUDIT LTD

308 Ewell Road

Surbiton

Surrey, KT6 7AL

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Principles

Humanitarian: We believe in the provision of humanitarian assistance to people wherever it is needed to relieve suffering and sickness.

Professional: Our staff, members, and partners are professionals committed to providing high-quality training and expertise in disaster relief and rehabilitation.

Impartial: We work with people regardless of race, religion or political affiliation.

Inclusive: We believe that partnerships with individuals, other organisations and communities promote creative and fruitful initiatives.

Impact: We believe that people in communities and aid agencies should be empowered to develop skills for immediate and future disaster response.

Respect: We believe people affected by disasters can and should be empowered to contribute to relief, rehabilitation and development efforts.

OUR VISION is a world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

OUR MISSION is to develop the capacity and resilience of aid workers, communities and organisations in humanitarian, development and peacebuilding contexts.

OUR PURPOSE is to mitigate the impact of crisis on the most vulnerable people, primarily in low and lower-middle-income countries.

Who we are

Everyone should be able to count on fair, sustainable, effective, and dignifying support in crisis.

RedR UK strengthens the capacity of agencies, aid workers, and affected communities to prepare, respond and recover from complex humanitarian crisis. Recognised by the Financial Times as a leading organisation helping to rebuild a broken world, we provide learning and development services for the humanitarian and development sectors, envisioning a world in which highly skilled professionals respond effectively, inclusively, and sustainably to disasters globally.

Working with multilateral agencies, disaster-affected people, NGOs, private sector, governments, trusts and foundations, and academia, we innovate across climate change, engineering in emergencies, and humanitarian competencies, concentrating expertise in the places where it is most needed.

What sets us apart?

We are **active** across the disaster response cycle, from preparedness and risk reduction to rehabilitation, reconstruction, and building resilience.

We **strengthen** the capacity of disaster responders through our expertise in learning and development, on an individual, organisational, and sectoral level. We're agile in reaching out through the learning methods that suit learners best, adhering to sectoral best practice and standards.

We **connect** stakeholders, working at the intersection of experts and practitioners across sectors, and believing that capacity strengthening is an exchange, not a top-down exercise from one part of the world to another.

We **adapt** for each local context, placing local responders at the forefront. Our trainers are at the cutting edge of developments across sectors, rooted in technical expertise, and we're known for our thoroughly localised approach.

We're **taking the long view**. Strengthening local capacity on the ground builds long-term resilience. We engage in present needs rather than relying on yesterday's principles.

Foreword

One in 22 people around the world are now in need of humanitarian assistance – a record high. In the words of UN Secretary-General António Guterres, "we face the greatest cascade of crises in our lifetimes."1

In the past year, RedR has equipped 3,685 humanitarian and development professionals with vital skills across a wide range of sectors. Our comprehensive training initiatives have spanned emergency engineering, climate change adaptation, and humanitarian services.

From assessing blast damage in Ukraine to coordinating camps for displaced people in Nigeria and building capacity for local NGOs in Somalia, RedR's training has enabled more effective delivery of crucial support. With this specialised training, RedR is amplifying the impact of humanitarian and development initiatives worldwide. Our programmes are empowering real people to build resilient communities and respond to emergencies with enhanced expertise.

As a leading voice in disaster response, RedR has further connected responders with vital technical expertise where it's needed most. This has been facilitated through our longstanding partnerships with UN agencies, private companies, trusts, foundations, local and international NGOs, academic institutions, and bilateral agencies. We've driven key conversations, in our work with the WASH Secretariat and the *Engineering in Emergencies* handbook, for instance, to promote higher standards of humanitarian support.

RedR itself continues evolving to enhance our own capacity. We extend sincere gratitude for the generous backing you have provided throughout the year, which is detailed in this report. We've also signposted our commitment to the IFRC Climate Charter throughout. We were honoured with an invitation to the King's Humanitarian Reception at Buckingham Palace, highlighting our contributions to the humanitarian sector. Additionally, the Financial Times named RedR as one of 20 leading organisations helping to rebuild a broken world.

We dedicate this report to our staff, partners, Associate Trainers, and members worldwide - whose tireless efforts drive the growth in our ability to empower disaster responders, as celebrated here.

Thank you for your unwavering support of our mission.

20th December 2024

Bernadette Sexton Chief Executive Officer, RedR UK

Sophie Gillibert Chair of Trustees, RedR UK]

The Year in Numbers

3,685 people reached

48 nationalities represented

39% national staff

37% women and 1% non-binary

93% participants who filled in the surveys rated us good or excellent.

Strategy

With 300 million people in need of humanitarian assistance in 2024,[1] capacity strengthening initiatives are more important than ever. Combining our competency in developing local humanitarian capacities with our engineering heritage, RedR is positioned to address the current and emerging gaps in humanitarian response capacity and contribute to long-term sustainability and resilience.

Building on our strategic pillars, RedR is pursuing implementation of three transformation programmes, delivered through our implementation plan. This implementation plan consolidates our proven portfolio of world-class services and strengthens our organisational structure and business model.

RedR's strategic pillars are:

1. Work with other agencies to advance localisation through developing the **organisational capacity of local humanitarian actors.**

   RedR is well placed to support localisation work through our capability in capacity building, reputation, and experience in working at a local level.

2. Through a **streamlined training portfolio**, extend the availability of competent, well-prepared local humanitarian personnel.

   RedR focuses the provision of training and learning services on the core humanitarian competencies required in contexts highly vulnerable to humanitarian crisis.

3. Through collaboration with private, public, and development sector organisations, **facilitate access to specialist technical expertise**.

   There are few agencies with the necessary connections and neutrality needed to facilitate understanding and cooperation between the private, public and development sectors to supplement humanitarian capacities.

[1] UN OCHA, Global Humanitarian Overview (2024)

4. Build **a stronger, more flexible** RedR UK.

   We build on our unique competency in addressing critical skills and capacity gaps within the humanitarian sector through clearly communicating our identity and purpose, optimising the use of our resources, and drawing on the creativity and expertise of our staff, members, associates and supporters.

In 2023 strategic development has included developments in programming structure such as the restructuring of the Bridging the Gap, Technical, and Localisation Hubs into the Humanitarian Services and Climate and Engineering Hubs. Delivering our services in a localised manner is embedded as a principle across all our work.

Programmes

Strengthening Humanitarian Capacity

Using a range of different project models – working with individuals, organisations, and on sector-wide initiatives, the RedR Humanitarian Hub has cumulative impact – building the capacity of the whole sector to support people affected by disaster.

Equipping Every Humanitarian

In 2023/24 we've equipped individual humanitarians to respond effectively and create change in their roles. Focusing that training on responders from local and community-based organisations wherever possible, we support local capacity to lead disaster response. This training helps set new standards and build new cultures, for more effective humanitarian support across the system. With these purposes, we've trained humanitarians in a range of competencies and contexts in 2023/24. Working in Ukraine since 2021, in 2023/24 we trained 389 responders in local and community-based organisations (CBOs) and municipalities. We trained on topics they identified as the most urgent; including *Protection from Sexual Exploitation and Abuse* (PSEA), *Diversity, Equality and Inclusion* (including gender, age, disability, and LGBTQI+), *and Gender-Based Violence in Situations of Armed Conflict*.

Through our open and tailor-made courses, we've equipped humanitarians in competencies in *Monitoring and Evaluation*, conducting *Needs Assessments*, *Humanitarian Principles and Practice*, *Training of Trainers*, and *Security Management*. We've also highlighted certain issues for specific focus in our training of individuals. In 2023/24, we launched the *Humanitarian Analysis Learning Lab*, to create a training standard for data analysts and decision-makers in disaster contexts. Launching in March 2023, the Analytical Basecamp trains analysts in the specific skills needed to ensure rapid, well-evidenced, and substantiated decisions can be made in disaster contexts to support affected people. We also delivered training on *Innovation in the Humanitarian sector,* bringing together 113 participants from local and international NGOs in nine countries to explore approaches and build cultures of innovation. The training equipped participants with the tools to test and scale innovative ways of working in their own roles and organisations.

Strengthening Organisations

We've helped to build stronger local organisations in a combination of consultancy, coaching, mentoring, and training this year – as well as forging connections between organisations, strengthening networks, and supporting coalition building. A highlight of this aspect of our work was our partnership with the **Global Nutrition Cluster**. We've supported the organisational development programme roll-out for a selection of local NGOs in Somalia working on nutrition in emergencies. We trained 102 participants through programmes tailored to client organisations including the **World Health Organisation**, **USAID**, and the **British Red Cross**. We also delivered several tailored services in Ukraine. Working with **UN Women** to train on *Gender Equality in the Humanitarian Sector* for civil society organisations, we delivered our first ever training with simultaneous sign-language interpretation, alongside the **National Assembly of People with Disabilities in Ukraine.**

> "The GNC had the pleasure of partnering with RedR UK for a focus country localisation project in Somalia 2023-24. From the beginning, there was a thorough understanding of the aim and authentic care for the project, as well as its participants, that enabled a partnership beyond the standard 'service provider' relationship.
>
> "We cannot recommend RedR UK highly enough when it comes to organizational capacity strengthening for humanitarian practitioners."
>
> Alexandra "Alexa" Humphreys, Global Nutrition Cluster

Raising Standards in the Sector

Improving standards and approaches across the whole humanitarian sector, we work to produce resources, standards, and frameworks to support disaster response. In 2023/24 we created digital learning resources and materials to strengthen care for survivors of conflict-related sexual violence in Ukraine, in partnership with the **Dr Mukwege Foundation**.

RedR is also working to raise standards in the sector on a broader level, working alongside the **Swiss Agency for Development and Cooperation** to host the WASH Road Map 2020-2025. This initiative brings together 35 crucial organisations committed to new and innovative approaches in the WASH sector. Following an extensive scoping study, analysing the feasibility, desirability and viability of each initiative of the WASH Road Map, RedR will host the WASH Road Map until end of 2025.

Investing in Climate Resilience

The humanitarian sector must adapt to the burgeoning impacts of climate change. Our research has informed our Climate Strategy to 2030, published this year. In our 2023/24 Scoping Study, we found a critical need for targeted, in-depth capacity-sharing on climate resilience. Designed to strengthen locally-led response, our climate training therefore equips disaster responders from local NGOs in the parts of the world most vulnerable to the impacts of climate change, and the least well-resourced to respond. Through technical training on topics they themselves identify as the most urgent, these responders create the change that's needed in their own organisations.

Equipping Climate Professionals

We've completed the fourth year of our flagship Climate Change Adaptation and Disaster Risk Reduction programme, supporting local climate responders in East Africa, South Asia, and Southeast Asia to find contextualised solutions. Many training participants, working in local government, academia, and NGO disaster response, are responding in real-time to climate emergencies, using the knowledge and skills they gain from the programme straight away.

Jemimah and Meroline's story

Jemimah and Meroline are Youth Ambassadors with SICAN Nursery, a disability-led social enterprise on Rusinga Island, Kenya. SICAN supports small-scale farmers with disabilities. With a bursary from RedR, Jemimah and Meroline could join the online Climate Change Adaptation and Disaster Risk Reduction programme, contextualised to East Africa. Since then, they've replicated the training for their colleagues and the wider community, supporting them to mitigate the flooding that impacts their community.

> "As a young woman from a vulnerable community, facing profound marginalisation, I have gained a lot from this training. I wish to implement everything I learnt in my daily life."
>
> Jemimah Martha Anyango & Meroline Atieno Odoyo

Strengthening climate capacity in underreported crisis

Ethiopia, Kenya, and Somalia are currently experiencing the worst drought in living memory. At least 36 million people in the Horn of Africa are severely food insecure. Alongside local NGOs Somalia Lifeline Organisation and Somali Public Agenda, in 2023/24 RedR has worked to enhance drought resilience, delivering training for responders in these key countries. We also equipped new trainers in Ethiopia and Somalia with facilitation skills for online training, to strengthen in-country training capacity.

Supporting local responders means more timely, relevant, and effective support for people affected by disaster, led from the local level. Our local partners are now well-positioned to lead future iterations of this or similar projects.

> "I thank RedR for this golden opportunity. We need to expand access to essential new ideas, skills, knowledge and experiences. This builds up our capacity to serve and safeguard our populations from vulnerability and poverty, through gaining technical skills and resources."
>
> *Training of Trainers* participant, Mogadishu, September 2023

Championing Humanitarian Engineering

RedR began with engineer Peter Guthrie's experience in the 1970s Boat Crisis in Vietnam, envisioning engineering expertise from around the world concentrated in disaster contexts for humanitarian purpose. 40 years later, we're proud to be doing just that – bridging two vital sectors to concentrate the right expertise in the places it is needed most. We're equipping engineers working in crisis contexts to use their expertise in humanitarian response.

In 2023/24, we trained 932 engineers to respond to disasters.

Making Humanitarian Engineers

We're working to prepare engineers to support people affected by disaster wherever needed. Through our training, we're setting new standards for good practice, and building new cultures of partnership – one humanitarian engineer at a time.

In a range of crisis contexts this year, from acute emergency to disaster recovery, we've helped engineers adapt their expertise for humanitarian crisis. Following floods in Eastern Libya and an earthquake in the High Atlas Mountains in Morocco in the same weekend in September 2023, we launched rapid technical support to engineers and other humanitarian responders. Due to demand from around the world, in January 2024 we made the modules first launched in Morocco available globally. In total, we've trained more than 1000 professionals from Gaza, Afghanistan, Ukraine, Sudan, and many other contexts of humanitarian need worldwide.

We've continued support for responders to the earthquakes in Southern Türkiye and Northwestern Syria in February 2023, which took the lives of more than 50,000 people.

> We've trained 1,187 engineers and humanitarian responders, developed a pool of 116 specialists to provide on hand remote coaching, including coaching and mentoring 18 responders and training 74 new trainers to respond in future disasters.

Responding to demand from the **Ukrainian Commission**, we've trained engineers to conduct structural damage assessments for blast and war-damaged buildings. We've also trained experienced structural engineers to facilitate their own training. This in turn increases the number of buildings safely and effectively assessed for damage by competent, effective teams. We've also worked with **Makerere University** and the **Uganda Institute of Professional Engineers** to support engineers in Uganda to adapt their expertise to humanitarian crisis contexts. This project gives participants the opportunity to practice humanitarian engineering in leading their own projects, in partnership with a local NGO.

Throughout, we prepare our partners to lead future iterations of this or similar projects.

> **Annet's story**
>
> The Rwamwanja Refugee Settlement in South-western Uganda is home to more than 78,000 people. Most are women and children, who have fled over the border from the conflict in North Kivu in the Democratic Republic of the Congo.
>
> Rwamwanja had an urgent need for clean energy. At the Mahani reception centre, residents with specific health issues receive cooked meals. The clean energy system used by the residents was, however, in disrepair and difficult to use.
>
> Annet Nsiimire was able to use her microgrant to bring change. She began a partnership with NGO **Advance Africa** to renovate twelve cooking stoves at Mahani, allowing the residents to cook with clean energy.
>
> > "Immediately after we installed the stoves, new arrivals entered the refugee settlement, and two mothers among them gave birth. Because of the easy access to clean fuel, it was very easy to fix quick meals and access warm water to bathe the newborn babies."

"When I heard of that success story, it was really fulfilling to my heart, that my very own project is making a difference in the community."

Annet is now a Trainer on the Humanitarian Skills for Engineers course, passing on her skills and experience to new cohorts of humanitarian engineers.

Thought Leadership: *Engineering in Emergencies*

Providing leading expertise, we are preparing for the publication of the third edition of our seminal *Engineering in Emergencies* Handbook in 2024/25.

24 years after the previous edition and following from our long experience in standards development within the humanitarian sector, including creating the Urban Competency Framework, ADCAP Disability Standards, and HPASS Humanitarian Standards, we are coordinating a wide range of expert voices and technical specialists.

With contributions from leading engineering firms Arup, WSP, Buro Happold, and Mott MacDonald, the *Engineering in Emergencies* third edition will be people-centred, risk-informed, and rights-based.

Engineering in Emergencies has remained a consistent seller. Affected communities and field engineers have relied upon the first and second editions for valuable practical information, and demand continues for an accessible, concise, practical resource in this area. We have adapted the resource to serve the purposes of an engineer local to the disaster-affected country, who is pivoting from everyday projects to a crisis context. Equipping these professionals not only with supplemental technical knowledge, but also with humanitarian standards, principles, and other humanitarian competencies, we empower effective, sustainable response.

Funding and strategic partnerships

Our commitment to better support for people affected by disasters is matched and catalysed by our donors and partners, who share our vision. RedR's institutional and private sector partners, as well as the trusts, foundations and individual donors who support us, strengthen and equip the humanitarian sector through us. Our heartfelt gratitude goes out to all those who have shared their expertise, influence and funding to support our work in 2023/24.

Individual Giving

Our incredible movement of individual supporters has continued to stand with communities responding to disaster. Thanks to their generosity, in 2023/24 our income from individual gifts increased to £.

We're delighted to have been supported as charity partner at 11 awards dinners within the engineering industry, including the British Construction Industry Awards, the New Civil Engineer Magazine and the Institution of Structural Engineers Structural Awards, raising a total of £17,220.31. We were also able to raise £16,897.58 through a range of fundraising events, notably through the #GoRed fundraising week, and the London Marathon.

Private Sector Partners and Trusts and Foundations

Our Private Sector partners support us in many ways – by supporting us with vital unrestricted giving, offering pro-bono expertise, and using their voice and platform to create dialogue around the issues that matter.

Invaluable partners such as the 1851 Commission, AXA XL, and WSP have helped us empower engineers to transition into roles as training designers and mentors within our disaster response projects.

RedR also has valued relationships with a number of trusts and foundations including The Clothworkers Foundations, Jersey Overseas Aid and the JTI Foundation, partnering around a shared vision for quality response in disasters.

Engagement Opportunities

In 2023/24 RedR has continued to enjoy opportunities to celebrate partnerships and share our work. We were recognised in the Financial Times as one of 20 leading organisations helping to rebuild a broken world. We have also been invited to feature on Sky News, BBC Newsbeat, and ITV Good Morning Britain in connection with our emergency responses in Morocco and Libya. We have also been recognised through an invitation to the King's Humanitarian Reception at Buckingham Palace.

We were also thrilled to have the opportunity to present two sessions at the Humanitarian Networks and Partnerships Weeks in May 2023 in Geneva, hosted by UN OCHA.

People and Accountability

Associate Trainers

RedR UK's programmes are supported by around 200 Associate Trainers. Their expertise spans a range of topics including Humanitarian Principles and Standards, Shelter and Settlement, Emergency Response, Project and Programme Management, Organisational Management, Humanitarian Negotiation Skill, Security Management, and Coordination and Leadership.

They are skilled learning and development experts, capable of designing and delivering face-to-face, online facilitated, and self-paced trainings. This combination of practical experience in the humanitarian sector and strong training expertise constitutes the bedrock of our work.

RedR trainers and consultants have undergone thorough recruitment, onboarding via Training of Trainers, and performance management processes, to ensure that the knowledge, skills, and competencies utilised throughout our capacity building reflects RedR quality and standards. All are assessed against our Humanitarian Training Competency Framework.

We recruit Associate Trainers globally, always preferring to recruit those local to the relevant contexts of humanitarian need.

Members

RedR's membership has formed the core of our response capacity to disasters since 1980; and through our pool of Associate Trainers, continues as the engine of RedR's exceptional expertise at the cutting edge of contextualised humanitarian knowledge. Through the work of our Membership Working Group, in 2022/23 we initiated a strategic review to renew the contribution RedR's membership makes to supporting communities affected by disasters globally.

The Members' Council has updated the application and assessment process for new Members. This will be tested in the coming year with a pilot project aimed at prospective Members.

The Council consists of eight representatives elected by RedR UK Members and two Trustees elected by Members, who report to the Membership at the Annual General Meeting. The Members' Council is keen to encourage wider engagement from the Global South and engage RedR's stakeholders globally to renew vision for the role of Membership in the organisation.

Staff Remuneration

In deciding appropriate pay levels, RedR aims to strike a balance between paying enough to recruit, retain, and motivate high-quality staff, our employees' needs, and our donors' expectations that the funds entrusted to us are stewarded wisely, to provide the best possible support to people facing disaster through capacity strengthening.

RedR UK's pay policy seeks to balance our values with the ability to attract and retain the best people in our sector. In 2023 we undertook a comprehensive assessment of our salary structure, last revised in 2018. Our evaluation involved aligning our salary scale with sector standards through comparisons with pay surveys specific to the charity sector, remuneration in similar-sized international non-governmental organizations (INGOs), and a commissioned benchmarking study by XpertHR.

In addition to this we factored in the impact of inflation on our salary scale since 2018. Following thorough consideration of our financial capabilities, the board of trustees approved a new salary scale, to come into effect April 2024.

Safeguarding and Ethical Principles

RedR UK is committed to ensuring that we safeguard and protect all our partners, representatives, staff, supporters and the communities we serve. RedR believes that everyone we come into contact with has the right to be protected from all forms of harm, abuse, neglect and exploitation. We recognise the increased vulnerability of people during humanitarian crises and safeguarding applies consistently and without exception across our programmes, partners, staff and volunteers and it applies during or outside of working hours, every day of the year. It involves proactively identifying, preventing and guarding against all risks of harm, exploitation and abuse and we have mature, accountable and transparent systems for reporting and responding when risks materialise. All members of staff must undergo a mandatory training on safeguarding and must read all related policies and procedures.

RedR has a zero-tolerance approach to sexual exploitation and abuse (SEA) and does not allow any partner, supplier, sub-contractor, agent or any individual engaged by RedR UK (RedR Representatives) to engage in any form of sexual abuse or exploitation against vulnerable or other adults associated with its work. All adults have the equal right to protection regardless of any personal characteristic, including their age, gender, ability, culture, racial origin, religious belief and sexual identity.

Environment and Climate Reporting

Fighting climate change and its impacts on communities around the world is at the core of who we are. Climate Change is one of our three core thematic areas, alongside Engineering in Emergencies and Humanitarian Services. Climate is also a core cross-cutting issue integrated across all our programming. Our projects enable us to influence many individuals and organisations, as well as driving change at a sectoral level. Across all our programming, we equip humanitarians to better adapt to the changing impacts of a more extreme and unpredictable climate and consider the sustainability of the solutions they implement.

We are committed to reducing our own impact and to supporting our partners and peers, both in the humanitarian sector and the corporate world, as they reduce their environmental impact and find innovative ways to safeguard the environment through their work.

In 2023/24 we became signatories of The Climate and Environment Charter for Humanitarian Organisations, hosted by the IFRC and joined by 400 organisations in the humanitarian sector. This is a series of seven commitments that all humanitarian organisations are invited to make towards fighting climate change and supporting affected communities.

The seven commitments are as follows:

1. Step up our response to growing humanitarian needs and help people adapt to the impacts of the climate and environmental crises.
2. Maximise the environmental sustainability of our work and rapidly reduce our greenhouse gas emissions.
3. Embrace the leadership of local actors and communities.

4. Increase our capacity to understand climate and environmental risks and develop evidence-based solutions
5. Work collaboratively across the humanitarian sector and beyond to strengthen climate and environmental action
6. Use our influence to mobilise urgent and more ambitious climate action and environmental protection
7. Develop targets and measure our progress as we implement our commitments.

We have signposted our contributions to fulfilling these commitments throughout this report.

Reaching Net Zero

We're seeking to minimise our environmental impact and reach net zero – in line with Commitment 2 of the Climate Charter, above. Our greenhouse gas emissions are detailed below, under the categories Scope 1, 2, and 3, the categories defined by the Greenhouse Gas Protocol.

Scope 1 emissions include all direct emissions under RedR's control. Scope 2 emissions encompass indirect emissions, such as those produced by electricity used by RedR. Scope 3 emissions include all other indirect sources of greenhouse gases from RedR operations, including those connected with the day-to-day running of the organisation, and the goods and services that we use and provide. As the charter guidance explains, the greatest part of emissions created by humanitarian organisations will comprise Scope 3 emissions.

Scope 1 (RedR direct emissions): We have begun to track our travel emissions in 2023-24 via our travel booking system. The next step will be to analyse the data, set targets, and begin to measure our progress.

Our Associate Trainers, who deliver our face-to-face trainings globally, are predominantly local to the country or region in which the training takes place, saving carbon through potential air travel.

Scope 2 (RedR indirect emissions through energy providers): since the energy that RedR uses in our office space is provided by our hosts Arup, these scope 2 emissions are now classed as scope 3 (as services that we enjoy). However, note the energy provided via Arup is on a green tariff.

Scope 3 (RedR procurement, goods, and services): We are generously hosted by Arup, who provide our office facilities. Arup has a target of net zero by 2030, and captures environmental data for water, waste and energy. The RedR share of this data is being recorded.

We have a procurement policy whereby we are committed to secure goods and services compatible with our net zero ambition.

- The following examples show we are reducing our impact: Online training: Much of our learning and development facilitated by our global pool of trainers takes place online, reducing the need for carbon-releasing travel from trainers and participants.
- Paperless: our hybrid working model means that our administration uses digital tools rather than paper.

In 2024/25 we will continue to develop reporting mechanisms and processes on our organisational environmental and climate impact, to take further steps towards net zero, as laid out in our Charter commitment.

Trustees

RedR is governed by its Trustees, collectively known as RedR's Board, who are also its directors under company law. The Board is accountable to people facing disaster, and to RedR's donors and supporters in the UK and around the world, to ensure they have confidence in how RedR stewards its resources. They are also accountable to the Members of the organisation, the Board Chair and other Officers, to each Trustee, the CEO, and to RedR International.

Trustees are the final decisionmakers of the charity and have final responsibility for its success or failure. The Board's main job is to set direction and have oversight of its operational activities.

The Board is responsible for ensuring that regulatory and legal requirements of the organisation are complied with.

Trustees (including the Chair) are appointed following open advertising including, where appropriate, in specialist publications or on specialist websites and following a rigorous interview process.

Trustees are volunteers and serve a term of three years (renewable up to a maximum of nine years) The CEO, the Board Chair, and each member of the Board are subject to an annual appraisal. In addition, for its own accountability the Board will review its own performance in governing the organisation every two years, and every four years will commission a review involving an independent external consultant, reviewing the skills, representations, contribution and attendance of Trustees and the operation of the Committees.

In 2023/24 the Board held eight scheduled meetings.

Sophie Gillibert (Chair (2020-))

Heather McKinlay (Vice Chair, Treasurer (2020-))

Sally Sudworth (Company Secretary (2022-))

Richard Bartlett (2022-)

Elizabeth Brown (2022-)

Robert Buckley (2022-)

Samwel Cheruiyot (2023-)

Jack Jones (2019-)

Benjamin Webster (2022-)

Retired trustees: Seb Woods (2018– September 2023)

Reference and Administrative Details

Company no. 3929653

Charity no. 1079752

Registered address:

91-94 Lower Marsh, London, SE1 7AB

Postal address:

8 Fitzroy Street London W1T 4BJ

Bankers:

National Westminster Bank Plc

30 Market Place, Newbury

Berkshire RG14 5GP

Auditors:

Kingston Burrowes Audit Ltd

308 Ewell Road

Surbiton

Surrey, KT6 7AL

Public Benefit

We review our aims, objectives and activities each year to ensure they remain focused on our charitable objects. This Trustees' Annual Report sets out in detail the significant activities carried out to further RedR's charitable objectives, the types of programmes funded, and the benefits they have brought to the people we are here to serve. We have had due regard to public benefit guidance published by the Charity Commission when reviewing our aims and objectives and in planning our future activities.

Financial Review

Income

£1,654,438

Unrestricted Funds

£493,697

Restricted Funds

£1,160,741

Expenditure

£1,776,576

Reserves

£46,180

Reserves Policy

Good management of RedR UK's finances and other assets enables us to succeed in delivering our charitable aims. RedR is committed to the prudent use of funds and therefore requires reserves to ensure we can fund our operations, fund any unexpected expenditure or any shortfalls in income. Reserves enable us to carry on running operations despite future uncertainties. The rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

We ensure that reserves are maintained to meet all statutory requirements and obligations should we take the decision to wind down our operations. The focus for 2023/24 has been to improve cashflow and build reserves. At 31 March 2024 the balance of reserves is £46,180 of which £46,180 is restricted and £0 unrestricted. The Trustees aim to build the unrestricted reserves to equivalent of 12 weeks running costs.

Risk Management

The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. We maintain a detailed risk register. The relevant risks are considered by the appropriate Board Committee and discussed by the Board as appropriate. When a significant risk arises, the Finance and Risk Committee may choose to monitor the risk register more regularly. High and emerging risks are reported and discussed at the Board.

On 25 September 2024 RedR UK became aware of a cyber fraud that took place between June and

September 2024. It has been reported to the Charity Commission and other interested organisations. We are currently investigating the circumstances along with our affected partners. The likelihood of any contingent liability is unable to be estimated at this point.

Structure, Governance, and Management

RedR UK is a company limited by a guarantee, governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

RedR UK is part of the RedR International family. RedR International is the umbrella body of RedR organisations globally. RedR UK has two nominees on the General Assembly of RedR International and one on the board of RedR USA.

The Board of Trustees governs the organisation in line with its memorandum and articles of association, vision, aims and charitable objectives, as well as providing overall policy direction. Trustees meet at least quarterly as a full board and are responsible for compliance with all the legal and statutory requirements of a UK charity and of a registered company.

RedR UK has taken out Charity Trustees Liability insurance to indemnify all its Trustees, existing and retired, and the directors of its subsidiary company, RedR UK Trading limited.

This liability insurance indemnifies any Trustee and director of RedR UK Trading Limited for any proceedings commenced against them as a result of their service with the charity and the company. All Trustees give their time freely, with none receiving renumeration in the year. Upon admission to the board, the Trustees receive an induction on RedR UK.

The Board has a governance manual that stipulates the provisions for appointments to the Board of Trustees, their term limits, nominations and appointments to the positions of Chair, and terms of reference for subcommittees which include:

- Governance Committee
- Remuneration Committee
- Income Generation Committee
- Finance and Risk Committee

Constant attention is paid to the collective skill set of Trustees to ensure that the Board has the necessary skills required to contribute fully to the charity's development.

Throughout this report, they are collectively referred to as the Trustees. The Trustees are also directors of RedR UK for the purposes of company law. The Trustees are responsible as a body for governance, policy making, monitoring of implementation, general conduct, overall performance and for reporting to the membership at general meetings.

The Trustees delegate operational management of the organisation to the Chief Executive Officer (CEO).

Statement of Responsibilities of the Board of Trustees

The Trustees (who are also directors of RedR UK for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations. The Board of Trustees presents its report and the audited financial statements for the financial year including the period of 1 April 2023 to 31 March 2024.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) and the following Charities SORP (FRS102). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit 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.
- Make judgments accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will continue in operation.
- Observe the methods and principles in the Charities SORP.

In so far as the Trustees are aware:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain charities transactions and 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on Charity's website in accordance with the legislation in the United Kingdom governing the preparation and dissemination or financial statements, which may vary from legislation in other jurisdictions.

The maintenance and integrity of charity's website is the responsibility of the Trustees. The Trustees responsibility also extends to the ongoing integrity of the financial statements contained therein. The charitable company qualifies as small under section 383 of the Companies Act 2006 and so no strategic report has been prepared, which is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulation 2013.
Approved by the board of Trustees and signed on its behalf by Sophie Gillibert, Chair of the Board of Trustees.

Dated: 20th December 2024

RedR UK
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of RedR UK (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

K.C. Fisher

Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For an on behalf of Kingston Burrowes Audit Ltd
Statutory Auditors
308 Ewell Road
Surbiton
Surrey, KT6 7AL

27 December 2024

RedR UK
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Total Restricted funds £	Total Unrestricted funds £	Total Funds 2024 £	Total Funds 2023 £
Income					
Donations and legacies	2	21,850	185,694	207,544	398,880
Investment income		-	3,185	3,185	3,949
Charitable activities	3				
Improving competence		1,138,891	304,818	1,443,709	1,314,646
Total Income		1,160,741	493,697	1,654,438	1,717,475
Expenditure					
Raising funds					
Fundraising		-	227,638	227,638	278,031
Publicity		-	104,989	104,989	31,660
Total cost of raising funds		-	332,627	332,627	309,691
Charitable activities					
Improving competence		1,061,366	382,583	1,443,949	1,374,405
Total expenditure	4	1,061,366	715,210	1,776,576	1,684,096
Net (losses)/gains on investments		-	2,349	2,349	(4,814)
Net (expenditure)/income		99,375	(219,164)	(119,789)	28,565
Transfers between funds		-	-	-	-
Net movement in funds		99,375	(219,164)	(119,789)	28,565
Total funds brought forward		89,377	76,592	165,969	137,404
Total funds carried forward	13	188,752	(142,572)	46,180	165,969

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes form part of these financial statements.

RedR UK
(A company limited by guarantee)

BALANCE SHEET AS AT 31 MARCH 2024

	Notes	2024		2023	
		£	£	£	£
FIXED ASSETS					
Tangible assets	8		3,443		5,943
Investments	9		29,791		127,442
			33,234		133,385
CURRENT ASSETS					
Debtors	10	124,112		153,372	
Cash at bank and in hand		210,861		334,614	
		334,973		487,986	
CREDITORS:					
Amounts falling due within one year	11	(302,027)		(425,402)	
NET CURRENT (LIABILITIES)/ASSETS			32,946		62,584
CREDITORS:					
Amounts falling due in more than one year	11		(20,000)		(30,000)
NET ASSETS	12		46,180		165,969
FUNDS	13				
Restricted funds			188,752		89,377
Unrestricted funds					
Designated funds			-		-
General funds			(142,572)		76,592
TOTAL FUNDS	17		46,180		165,969

These financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees and authorised for issue on 20th December 2024 and signed on their behalf b

Sophie Gillibert
Chair of the Board of Trustees

Heather McKinlay
Treasurer

The notes form part of these financial statements.

RedR UK
(A company limited by guarantee)

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
Cash flows from operating activities		
Net cash used in by operating activities	(226,938)	(24,582)
Cash flow from investing activities		
Investment income and interest received	3,185	3,949
Decrease in investment	100,000	-
Purchase of fixed assets	-	(5,554)
	103,185	(1,605)
Net decrease in cash and cash equivalents	(123,753)	(26,187)
Cash and cash equivalents at beginning of year	334,614	360,801
Cash and cash equivalents at end of year	210,861	334,614

Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net (expenditure)/income	(119,789)	28,565
Adjustments for:		
Depreciation charges	2,500	1,379
(Gains)/losses on investments	(2,349)	4,814
Investment income	(3,185)	(3,949)
Decrease/(increase) in debtors	29,260	(80,112)
(Decrease)/increase in creditors less than one year	(123,375)	34,721
Decrease in creditors greater than one year	(10,000)	(10,000)
Net cash used in by operating activities	(226,938)	(24,582)

Analysis of changes in net debt

	As at 1 April 2023 £	Cashflows £	As at 31 March 2024 £
Cash at bank and in hand	334,614	(123,753)	210,861
Loans falling due less than 1 year	(10,000)	(833)	(10,833)
Loans falling due greater than 1 year	(30,000)	10,000	(20,000)
Movement in net debt	294,614	(114,586)	180,028

The notes form part of these financial statements

Company Status

member is limited to £1 per member.

1. ACCOUNTING POLICIES

RedR UK, (the "charitable company"), is a registered charity that seeks to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 91-94 Lower Marsh, London, SE1 7AB. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

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

These financial statements are prepared in pounds sterling, which is the functional currency of the charitable company. Monetary amounts in the financial statements are rounded to the nearest pound (£).

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The Trustees have considered the pipeline of contracts and bids in process along with current projects under contract in considering the organisation as a going concern. The implementation of a new staffing structure and the way the programmes are delivered has also helped to inform their decision.

The Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.
The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are described in the following paragraphs.

b) Income

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

When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred accordingly. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in the incoming resources until these conditions have been met.

Grants are recognised in line with the expenditure on the programme relating to the grant, such that income from the grant is deferred in the accounts until this point.

1. **ACCOUNTING POLICIES**.../Cont'd

c) Expenditure

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

Expenditure includes attributable VAT which cannot be recovered.

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

Charitable costs relate to providing relief personnel through the charitable company's recruitment service and improving competence through training in the UK and overseas and its technical support service.

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

d) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

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

e) Pension costs

The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level (minimum 3% net of tax) while the charity contributes up to 5% of earnings to the plan. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.

f) Foreign currency translation

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

1. ACCOUNTING POLICIES.../Cont'd

g) Tangible fixed assets and depreciation

Individual assets costing £500 or more are capitalised at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset evenly over its estimated useful life. The useful lives in use are as follows:

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

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

h) Leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight-line basis over the minimum lease term.

i) Financial instruments

Investments

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

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

Cash and cash equivalents

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

Debtors and creditors

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

j) Critical accounting judgements and estimates

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

2. VOLUNTARY INCOME

	Restricted Funds £	Unrestricted Funds £	Total 2024 £	Total 2023 £
For the year ended 31 March 2024				
Trusts	-	-	-	23,000
Individual giving	21,643	104,119	125,762	173,787
Patrons and corporate supporters	-	50,397	50,397	93,350
Legacies	-	-	-	17,196
Events	82	25,377	25,459	63,257
Other	125	5,801	5,926	28,290
Total	21,850	185,694	207,544	398,880
For the year ended 31 March 2023				
Trusts	-	23,000	23,000	10,000
Individual giving	72,751	101,036	173,787	235,821
Patrons and corporate supporters	-	93,350	93,350	114,697
Legacies	-	17,196	17,196	650
Events	-	63,257	63,257	9,673
Other	-	28,290	28,290	4,183
Total	72,751	326,129	398,880	375,024

3. CHARITABLE ACTIVITIES

	Restricted Funds £	Unrestricted Funds £	Total 2024 £	Total 2023 £
For the year ended 31 March 2024				
Grants				
CDR	54,951	-	54,951	45,000
CCADRR 5	97,626	-	97,626	-
Dulverton Trust	29,984	-	29,984	-
The Clothworkers' Foundation	-	40,000	40,000	60,000
Arup – Bhutan	-	-	-	11,209
RAE Uganda	-	-	-	46,993
Haiti Souter	-	-	-	6,000
Horn of Africa Souter	9,000	-	9,000	-
DEC Ukraine	-	-	-	54,075
MSC	-	-	-	258,935
H2H	69,338	-	69,338	53,700
JTiF Ukraine	-	-	-	93,959
JTiF	-	100,050	100,050	-
JOAC	148,138	-	148,138	99,736
EiE3	5,000	-	5,000	-
Uganda RA Engineering	32,585	-	32,585	-
MSF Earthquake assessment	8,303	-	8,303	-
Ramboll Foundation	77,214	-	77,214	46,603
IOM Ukraine	55,573	-	55,573	-
USAID-BHA	362,633	-	362,633	-
Training Fees	188,546	164,768	353,314	538,436
Total	1,138,891	304,818	1,443,709	1,314,646

3. CHARITABLE ACTIVITIES.../Cont'd

	Restricted Funds £	Unrestricted Funds £	Total 2023 £	Total 2022 £
For the year ended 31 March 2023				
Grants				
CDR	45,000	-	45,000	92,357
Lloyd's of London	-	-	-	13,348
ACP	-	-	-	19,456
The Clothworkers' Foundation	60,000	-	60,000	60,000
Arup – Bhutan	11,209	-	11,209	-
RAE Uganda	46,993	-	46,993	-
Haiti Souter	6,000	-	6,000	-
EPS Uganda	-	-	-	20,641
DEC Ukraine	54,075	-	54,075	-
MSC	258,935	-	258,935	-
H2H	53,700	-	53,700	-
JTiF Ukraine	93,959	-	93,959	-
JOAC	99,736	-	99,736	-
Asia Rolt	-	-	-	17,474
Haiti Response	-	-	-	29,688
Vitol Foundation	-	-	-	570
Ramboll Foundation	46,603	-	46,603	22,908
Training Fees	184,063	354,373	538,436	685,448
Total	960,273	354,373	1,314,646	961,890

4. ANALYSIS OF TOTAL EXPENDITURE

	Fundraising £	Publicity £	Improving Competence £	Support £	Total 2024 £	Total 2023 £
For the year ended 31 March 2024						
Staff costs (Note 6)	151,176	72,120	398,456	231,870	853,622	850,506
Office administration	-	-	55,876	192,090	247,966	123,768
Training	-	-	567,387	-	567,387	594,982
Fundraising/PR	11,795	3,044	7,933	-	22,772	33,714
Organisation administration	-	-	4,102	80,727	84,829	80,809
Communication	-	-	-	-	-	317
Total resources expended	162,971	75,164	1,033,754	504,687	1,776,576	1,684,096
Support costs allocated	64,667	29,825	410,195	(504,687)	-	-
Total resources expended	227,638	104,989	1,443,949	-	1,776,576	1,684,096

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

4. ANALYSIS OF TOTAL EXPENDITURE.../Cont'd

Support Costs

Included within support costs are governance costs. Governance costs are comprised of the following:

	2024 £	2023 £
Staff costs	33,378	33,270
Audit and accountancy fees	26,869	23,615
Professional fees	16,088	571
Meetings	4,169	-
Other	250	2,325
	80,754	59,781

	Fundraising £	Publicity £	Improving Competence £	Support £	Total 2023 £	Total 2022 £
For the year ended 31 March 2023						
Staff costs (Note 6)	189,504	17,230	468,202	175,570	850,506	558,437
Office administration	-	-	3,127	120,641	123,768	175,594
Training	-	-	594,982	-	594,982	524,995
Fundraising/PR	26,363	7,351	-	-	33,714	34,602
Organisation administration	-	-	478	80,331	80,809	40,066
Communication	-	-	317	-	317	4,468
Total resources expended	215,867	24,581	1,067,106	376,542	1,684,096	1,338,162
Support costs allocated	62,164	7,079	307,299	(376,542)	-	-
Total resources expended	278,031	31,660	1,374,405	-	1,684,096	1,338,162

5. NET (EXPENDITURE)/INCOME

This is stated after including:

	2024 £	2023 £
Depreciation	2,500	1,279
Trustee's reimbursed expenses	-	2,399
Operating lease charges: UK property rent	-	30,000
Operating lease charges: Overseas property rent	7,674	7,221
Foreign exchange loss/(gain)	3,233	(27,478)
Auditors' remuneration:		
Current year statutory audit UK	7,470	15,500
Current year statutory audit Overseas	-	1,933
Other services	-	1,286

6. STAFF COSTS AND NUMBERS

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	753,791	759,688
Social security costs	55,593	52,798
Pension costs	15,913	21,117
Redundancy costs	7,132	-
Recruitment costs	6,557	6,994
Staff development costs	8,131	83
Travel, subsistence and other staff costs	6,505	9,826
	853,622	850,506

Employees earning more than £70,000 during the year:

	2024 No.	2023 No.
£70,000 - £79,999	2	2

Pension contributions in respect of these employees was £4,386 (2023: £2,793). The key management personnel of RedR UK during the year is comprised of the Chief Executive Officer, the Programmes Director, Head of Fundraising and Communications. The total employee benefits of the key management personnel were £178,548 (2023: £263,794).

6. STAFF COSTS AND NUMBERS

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

	2024 No.	2023 No.
Improving competence	6.9	6.3
Fundraising and publicity	5.2	6.5
Administration	1.1	1.0
Governance	1.2	0.5
Staff employed on overseas programmes:		
Middle East	2.0	0.9
	16.4	15.2

7. TAXATION

The charitable company benefits from exemptions on income and gains falling within sections 466-493 of the corporation tax act 2010 to the extent that they are derived from charitable activities.

8. TANGIBLE FIXED ASSETS

	Computer equipment £	Total £
Cost		
At 1 April 2023	11,658	11,658
Additions	-	-
Disposals/write-offs in year	-	-
At 31 March 2024	11,658	11,658
Depreciation		
At 1 April 2023	5,715	5,715
Charge for the year	2,500	2,500
Eliminated on disposal/write-offs	-	-
At 31 March 2024	8,215	8,215
Net book value		
At 31 March 2024	3,443	3,443
At 31 March 2023	5,943	5,943

9. INVESTMENTS

	2024 £	2023 £
Market value at 1 April	127,442	132,256
Disposal in year	(100,000)	-
Net unrealised investment (losses)/gains	2,349	(4,814)
Market value at 31 March	29,791	127,442
Historical cost at 31 March	19,718	82,256
The investments are comprised of:		
CCLA – COIF Charities Investment Fund	25,460	122,329
Equity shares	4,331	5,113
	29,791	127,442

10. DEBTORS

	2024 £	2023 £
Accrued income	21,207	51,094
Other debtors	68,013	67,153
Prepayments	34,892	35,125
	124,112	153,372

11. CREDITORS: Amounts falling due within one year

	2024 £	2023 £
Taxation and social security	17,716	12,371
Other creditors	31,305	109,623
Accruals	13,339	67,345
Deferred income	228,834	226,063
Bounce Back Loan	10,833	10,000
	302,027	425,402

Deferred income occurs when training courses which are due to occur after the balance sheet date are invoiced beforehand and grants where amounts have been received in the period but the criteria for entitlement to the income has not been met. Natwest Bank PLC hold a fixed and floating charge over the undertaking and all property and assets, both present and future.

11a. Deferred income

	2024 £	2023 £
Deferred income as at 1 April	226,063	237,113
Amount released in the year	(371,829)	(1,024,629)
Amount deferred in the year	374,600	1,013,579
Deferred income as at 31 March	228,834	226,063

11b. Creditors: Falling due in more that one year

	2024 £	2023 £
Bounce Back Loan	20,000	30,000

The Bounce Back Loan is the UK government-backed Covid-19 support loan to help businesses impacted by the pandemic and is due on 30 March 2027. This unsecured loan was granted on 30 March 2021 and was interest-free for the first 12 months. Thereafter, the loan is repayable over the remaining five years at a rate of 2.5% interest.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Designated funds £	General funds	Total funds £
For the year ended 31 March 2024				
Investments	-	-	29,791	29,791
Tangible assets	-	-	3,443	3,443
Net current assets	188,752	-	(155,806)	32,946
Amounts falling due in more than one year	-	-	(20,000)	(20,000)
Net assets at 31 March 2024	188,752	-	(142,572)	46,180

Comparative information for the analysis of net assets between funds in the previous year is as follows:

	Restricted funds £	Designated funds £	General funds	Total funds £
For the year ended 31 March 2023				
Investments	-	-	127,442	127,442
Tangible assets	-	-	5,943	5,943
Net current assets	89,377	-	(26,793)	62,584
Amounts falling due in more than one year	-	-	(30,000)	(30,000)
Net assets at 31 March 2023	89,377	-	76,592	165,969

13. MOVEMENT IN FUNDS

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
2024					
RESTRICTED FUNDS					
Middle East	5,451	-	(5,451)	-	-
Europe & Global Initiatives	31,082	1,138,891	(981,221)	-	188,752
Ukraine Appeal	32,637	440	(33,077)	-	-
Syria & Türkiye Earthquake Appeal	20,207	694	(20,901)	-	-
Morocco & Libya Appeal	-	20,716	(20,716)	-	-
Total Restricted Funds	89,377	1,160,741	(1,061,366)	-	188,752
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Funds	-	-	-	-	-
Total Designated Funds	-	-	-	-	-
General Funds	76,592	493,697	(712,861)	-	(142,572)
Total Unrestricted Funds	76,592	493,697	(712,861)	-	(142,572)
Total Funds	165,969	1,654,438	(1,774,227)	-	46,180

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
2023					
RESTRICTED FUNDS					
Middle East	5,451	-	-	-	5,451
Europe & Global Initiatives	31,082	960,272	(960,272)	-	31,082
Ukraine Appeal	50,655	21,176	(39,194)	-	32,637
Pakistan Flood Appeal	-	7,296	(7,296)	-	-
Syria & Türkiye Earthquake Appeal	-	44,280	(24,073)	-	20,207
Total Restricted Funds	87,188	1,033,024	(1,030,835)	-	89,377
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Funds	-	-	-	-	-
Total Designated Funds	-	-	-	-	-
General Funds	50,216	679,637	(653,261)	-	76,592
Total Unrestricted Funds	50,216	679,637	(653,261)	-	76,592
Total Funds	137,404	1,712,661	(1,684,096)	-	165,969

13. MOVEMENT IN FUNDS.../Cont'd

Purposes of restricted funds

The Middle East Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from Trust funds in support of this work.

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

The Ukraine Appeal was set up to analyse and address the most urgent training needs and capacity gaps of local organisations and responders providing humanitarian assistance in relation to the Ukraine emergency, followed by further and more in-depth training on selected areas of humanitarian response in English, Ukrainian, Polish and Romanian languages.

The Pakistan Flood Appeal and Syria & Türkiye Earthquake appeals were set up to analyse and address the most urgent training needs and capacity gaps of local organisations responding to those emergencies.

The Libya and Morocco appeal was to support projects that the charitable company ran immediately after the earthquake and floods in those countries.

14. RELATED PARTIES

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

The charity has established a wholly owned subsidiary trading company, RedR UK Trading Limited, a company registered in England 8 Wales. The company remains dormant.

15. CAPITAL COMMITMENTS

There are no capital commitments not provided for in the financial statements (2023: None).

16. EVENTS AFTER THE END OF THE REPORTING PERIOD

On 25 September 2024, RedR UK became aware of a cyber fraud that took place between June and September 2024. It has been reported to the Charity Commission and other interested organisations. We are currently investigating the circumstances along with our affected partners. The likelihood of any contingent liability is unable to be estimated at this point.

REDR UK

England & Wales - Charity number 1079752

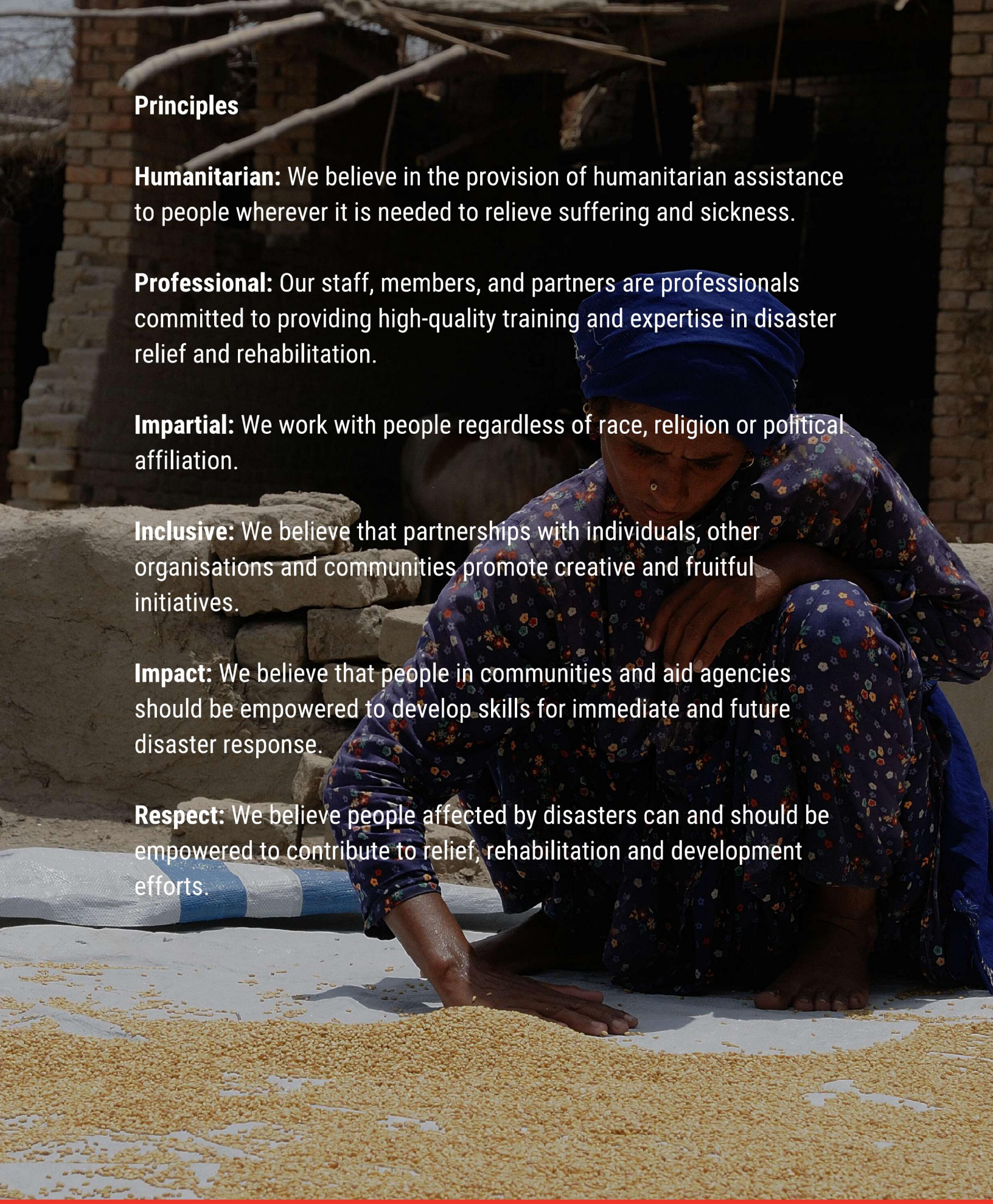
Accounts

redr uk

people and skills for disaster relief

2022/23

ANNUAL REPORT



Principles

Humanitarian: We believe in the provision of humanitarian assistance to people wherever it is needed to relieve suffering and sickness.

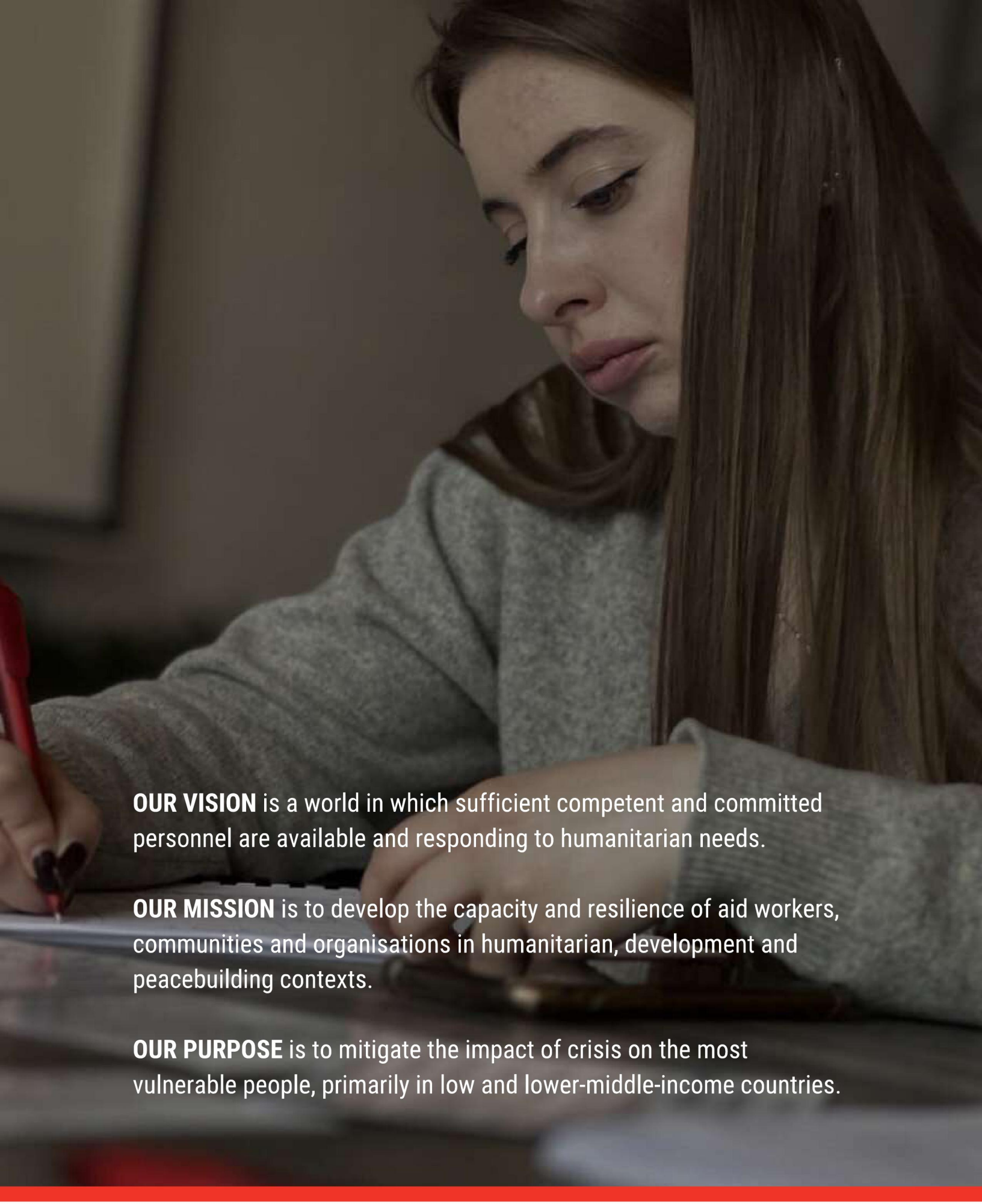
Professional: Our staff, members, and partners are professionals committed to providing high-quality training and expertise in disaster relief and rehabilitation.

Impartial: We work with people regardless of race, religion or political affiliation.

Inclusive: We believe that partnerships with individuals, other organisations and communities promote creative and fruitful initiatives.

Impact: We believe that people in communities and aid agencies should be empowered to develop skills for immediate and future disaster response.

Respect: We believe people affected by disasters can and should be empowered to contribute to relief, rehabilitation and development efforts.



OUR VISION is a world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

OUR MISSION is to develop the capacity and resilience of aid workers, communities and organisations in humanitarian, development and peacebuilding contexts.

OUR PURPOSE is to mitigate the impact of crisis on the most vulnerable people, primarily in low and lower-middle-income countries.

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OVERVIEW

FROM THE CHAIR AND CEO

Developing new, innovative ways of delivering our services for the humanitarian sector has been key in ensuring that RedR UK survived the Covid-19 pandemic and its negative effects on the charity sector. We are pleased to report that RedR UK is in a stronger, more stable position compared to recent years.

Going forward, we will continue strengthening and developing capacity and capability with our partners around the world to create resilience, preparedness and prompt response in the face of disaster.

However, disasters related to climate change, seismic activity and conflict are growing in number and severity. In turn, the pressure on vital infrastructure, such as water supply, sanitation services, transport links and energy supply, is mounting.

As a result, food and water shortages are growing, affecting migration patterns and growing the numbers of internally displaced people and asylum seekers. This means that the need to protect lives and livelihoods is ever-increasing, and need for the work of RedR UK equally so.

In response to increasing climate-change related pressures, the humanitarian sector has devised a climate and environment charter. RedR will continue to engage in related discussions and integrate relevant actions throughout the coming year.

The Covid-19 pandemic necessitated a move towards online programming. RedR UK has now transitioned to offering virtual learning and support packages as a primary mode of delivery alongside a suite of hybrid and face-to-face courses, which has helped to increase the accessibility of our training. We will continue taking steps to improve access, particularly for participants with limited resources, connectivity and technology access.

The Türkiye and Syria earthquakes in February 2023 had a devastating impact. As RedR UK was already delivering structural assessment training in Syria, we were in a strong position to respond quickly on the ground. Our earthquake appeal was met with an encouraging response from the UK public, who collectively donated over £45,000. It also touched the engineering world, as over 100 structural engineers and seismic specialists volunteered to help train, coach and mentor in-country engineers.

Our Türkiye and Syria-based teams faced the enormous challenge of supporting assessment of the impacted buildings and infrastructure, with estimated damages of $5.1bn damages in Syria alone, and the deaths of close to 59,000 people. A member of our team, Mohammed Bashein, visited Türkiye with a group from the Institution of Structural Engineers to help survey damaged buildings and to ascertain learning needs assessments - ensuring RedR UK's support was relevant and appropriate.

We would not be able to deliver our work without the support of our donors and partners. This year, we initiated a partnership with BHA/USAID, who successfully conducted a detailed assessment in February 2023 in relation to a partnership with ACAPS around data analytics and decision-making. We hope this will lead to further commissions from this key donor. We also secured a framework with our valued long-term partner UNICEF to deliver humanitarian training for field workers.

This work, alongside core activities in Africa, Pakistan and Ukraine, reflects RedR UK's well-developed pipeline that places us in a strong position to progress into the coming years.

Another vital part of the RedR UK family we would like to acknowledge and thank is the pool of Associate Trainers (ATs). We have seen exciting growth in the breadth of skills represented by our training pool, with the number of ATs growing from 240 to 270, bringing in new skills in climate change, as well as language and local experience and expertise in Ukrainian, Polish and Romanian as part of the Ukraine response.

From a governance perspective, several internal changes took place in the second half of 2022. The Board would like to take the opportunity to thank past CEO, Jo de Serrano, for her hard work through her years at the helm of RedR UK.

The Board would also like to thank Sally Sudworth, Interim CEO, for taking up the reins in December 2022. During her tenure, Sally has helped strengthen the RedR UK team, overseen the launch of a Strategy Refresh and managed the recruitment process of the new CEO with tremendous passion.

We welcomed Bernadette Sexton as CEO in July 2023, who will build on these solid foundations to lead RedR UK into an exciting future.

During 2022-23, the Board of Trustees welcomed several new joiners who were recruited to expand the skillset of the Board in climate change, monitoring and evaluation, and engineering.

A key part of the RedR UK network is our membership. As of June 2023, we have around 1400 members registered, of whom 381 are active members. As well as keeping our members informed via our monthly newsletter, RedR UK established the Members' Council which was voted in at the EGM in June 2022. The Council consists of ten elected members and two nominated representatives who also sit on the Board of Trustees. We would like to thank Rob Buckley and Asim Jan for fulfilling this role and leading the membership work for RedR UK. We welcome Samwell Cheruiyot as Vice Chair from June 2023.

Finally, with the addition of two permanent full-time posts in the senior leadership team, the leadership and governance of RedR UK is in a strong and stable position to strive towards our vision, and to enhance and broaden the services we provide.

As we reflect on this past year, with so many challenges and urgent needs, we see that RedR UK's mission is never-ending. The invaluable support of donors, trainers and members is proving again, that, collectively, we can fulfil this need. It is extremely heart warming to see your generous support.

Thank you for sharing this journey with us.

SALLY SUDWORTH AND SOPHIE GILLIBERT

Interim CEO and Board Chair

21 February 2024

THE YEAR IN NUMBERS

6707 PEOPLE REACHED

134 NATIONALITIES REPRESENTED

57% NATIONAL STAFF

55% WOMEN AND NON-BINARY

88% ONLINE LEARNING

96% of training
RATED EXCELLENT OR GOOD

STRATEGY REFRESH

A strategy refresh was initiated in December 2022 to ensure that RedR UK continues to meet its core aims and focus areas. A literature review was conducted and key informant interviews were undertaken with RedR UK staff and board members, humanitarian practitioners and engineering organisations.

The strategy refresh took a collaborative exercise approach that incorporated views from both internal and external stakeholders to promote RedR UK's alignment to the changing needs of the organisation and sector.

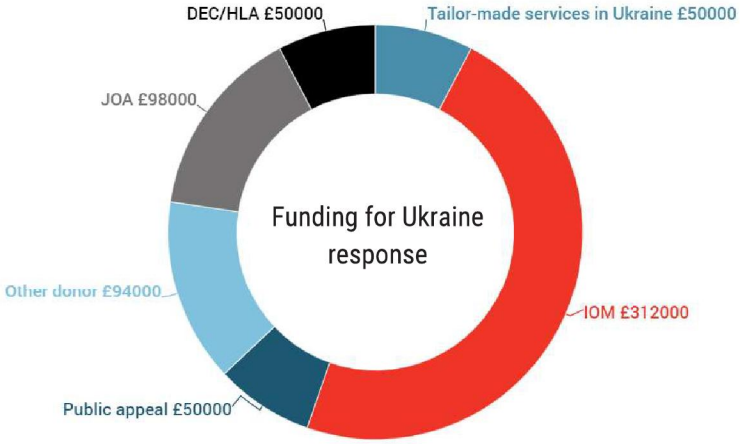
The evidence was analysed and shared with in three separate workshops held with RedR UK staff, the Board of Trustees and key stakeholders from the engineering sector. Suggestions for future operating models were captured alongside other opportunities, risks and mitigation measures.

This information and material has been compiled and will be used by our new CEO, Bernadette Sexton, to finalise our strategy refresh and set the exciting future direction for RedR UK.

SPECIAL FOCUS: UKRAINE

Since the full-scale invasion of Ukraine, seven million people have been displaced internally. RedR UK sought to **bolster local capacities** for principled and effective humanitarian assistance.

Our assistance was much-needed in a geographical area in which a large-scale crisis response was something new and, hence, where many actors were new to the humanitarian sector.



4800 people working with displaced people in Ukraine and neighbouring countries trained. Participants are directly involved in communities, as well as policy makers, academics, members of media, government and donors.

24 free online instructor-led training modules on topics that practitioners identified as the most urgent. Some modules delivered in up to four languages including sign language interpretation.

24 Local trainers recruited coached, and mentored from Ukraine and neighbouring countries.

7 open-source self-paced training modules, available in English and Ukrainian, on the essentials of humanitarian practice and the "Do No Harm" principle.

> "The main thing these capacity-building trainings do is give people confidence. They can do this. They don't have to reinvent the wheel. They don't have to figure out the intricacies by themselves. RedR UK has humanitarian knowledge hard-won in disasters in other parts of the world, so we can use it now here in Ukraine."
>
> Maria Dmytryeva, Associate Trainer

As the war continues, so does the response of RedR UK. We will continue ongoing capacity-building work, focusing on displaced people, humanitarian ethics, inclusion and protection. Additionally, as a result of learning needs assessments in February 2023, we are expanding our focus in accordance with current local priorities.

To support appropriate, timely response to significant infrastructure damage, RedR UK is developing a programme focusing on construction and reconstruction. This expansion of our focus allows RedR UK to equip local engineers with the knowledge and skills they need to respond effectively to this unprecedented large-scale humanitarian crisis.

NATALIA'S NEW ROLE: DIGNITY FOR THE DISPLACED

Delivered in partnership with the United Nations' International Organisation for Migration (IOM), RedR UK's Minimum Standards for Displacement Site Management training gave ordinary people like Natalia confidence that she was making a difference.

When war broke out, her workplace transformed from a higher education college to a collective centre. She had to prepare for the arrival of people displaced by war from all over Ukraine.

As Natalia told us: "Everything became complicated because we had no experience of working with people who were suffering from a war. We were not mentally or physically ready."

The training showed Natalia how to respond appropriately. Now, she's keen to learn more, reporting that she is eager to make positive changes at a higher, legislative level.

RedR UK believes that displaced people have the right to live with dignity and have their voices heard by crisis responders. We created this training to help equip respondents on-the-ground with the tools and knowledge to help displaced people live in an inclusive, dignified environment, where they are safe from harm and able to meaningfully participate in decisions affecting their future and current living conditions.

THE RAMBOLL PROJECT UKRAINE

RedR UK, together with Ramboll UK, is working to support the safe and effective repair and reconstruction of damaged buildings, housing and social infrastructure in Ukraine.

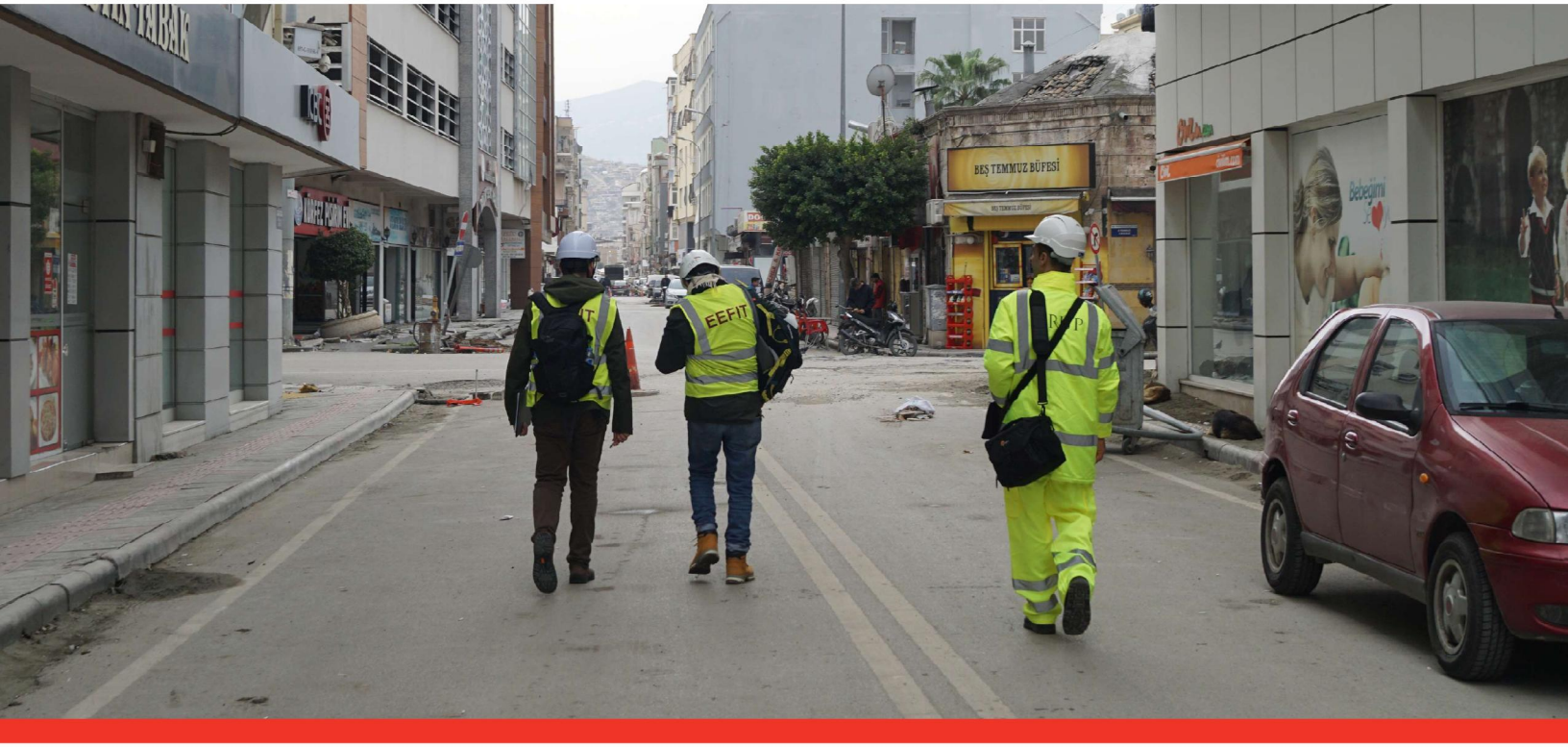
The project, running until December 2023, aims to support structural and construction engineers in Ukraine to better assess structural damages to infrastructure. Engineers will work alongside the housing and public sectors to support reconstruction of homes, schools, social infrastructure and health centres.

The course will be trialled once, refined accordingly and delivered twice - **ultimately training a total of 65 engineers**. Upon completion of the course, participants will be able to use their existing skills in a post-conflict setting to can make informed decisions on whether to repair a building, dismantle it or carry out further detailed analysis.

Project design has drawn upon RedR UK's existing structural detailing and damage assessment training, which has been delivered extensively across the Middle East. The course will be tailored to the Ukraine context through cooperation with local and international experts, ensuring that it is appropriate for the current types of damages seen from this conflict.

To date, RedR UK and Ramboll UK have conducted a desk review alongside a sector-wide learning needs assessment to better understand the needs and capacity gaps of engineers and other technical specialists in Ukraine. This will ensure that the training helps to fill core skills caps of local actors.

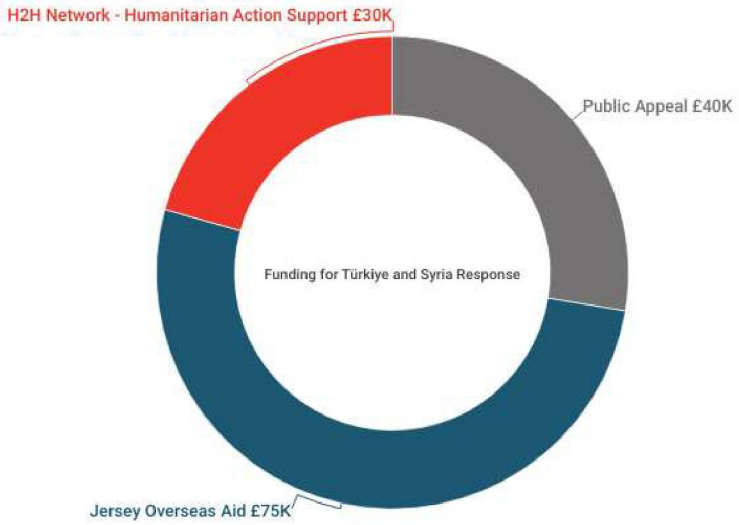
RedR UK and Ramboll UK are currently developing the content for the training, which will be delivered in the second half of 2023.



TÜRKIYE AND SYRIA EARTHQUAKES

The earthquakes of 6 February 2023 in south and central Türkiye and north and western Syria killed over 60,000 people and made over 1.5 million people homeless. Many of those affected by the earthquakes were Syrian refugees who were already displaced before enduring further crisis.

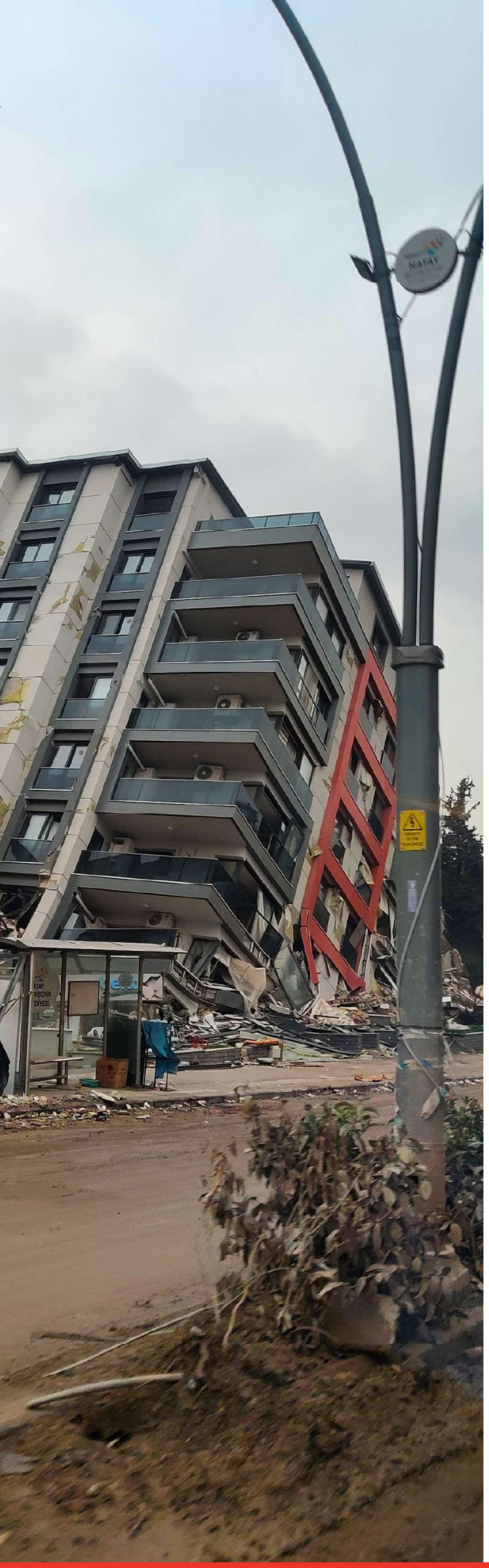
RedR UK began a rapid response, building on our existing structural damage assessment programmes in the region.



We're in contact with **3000** engineers on the ground.

We're coordinating a pool of around **100** structural and seismic specialists, providing additional technical expertise.

We've trained **500** engineers on the ground on rapid damage assessments, including **25** in advanced skills to support and train others on the ground.



Due to our extensive experience in the region, RedR UK already had connections with a number of key actors. As such, we had an important role to play in supporting effective stakeholder coordination - which ultimately helped to facilitate a quick response that saved lives.

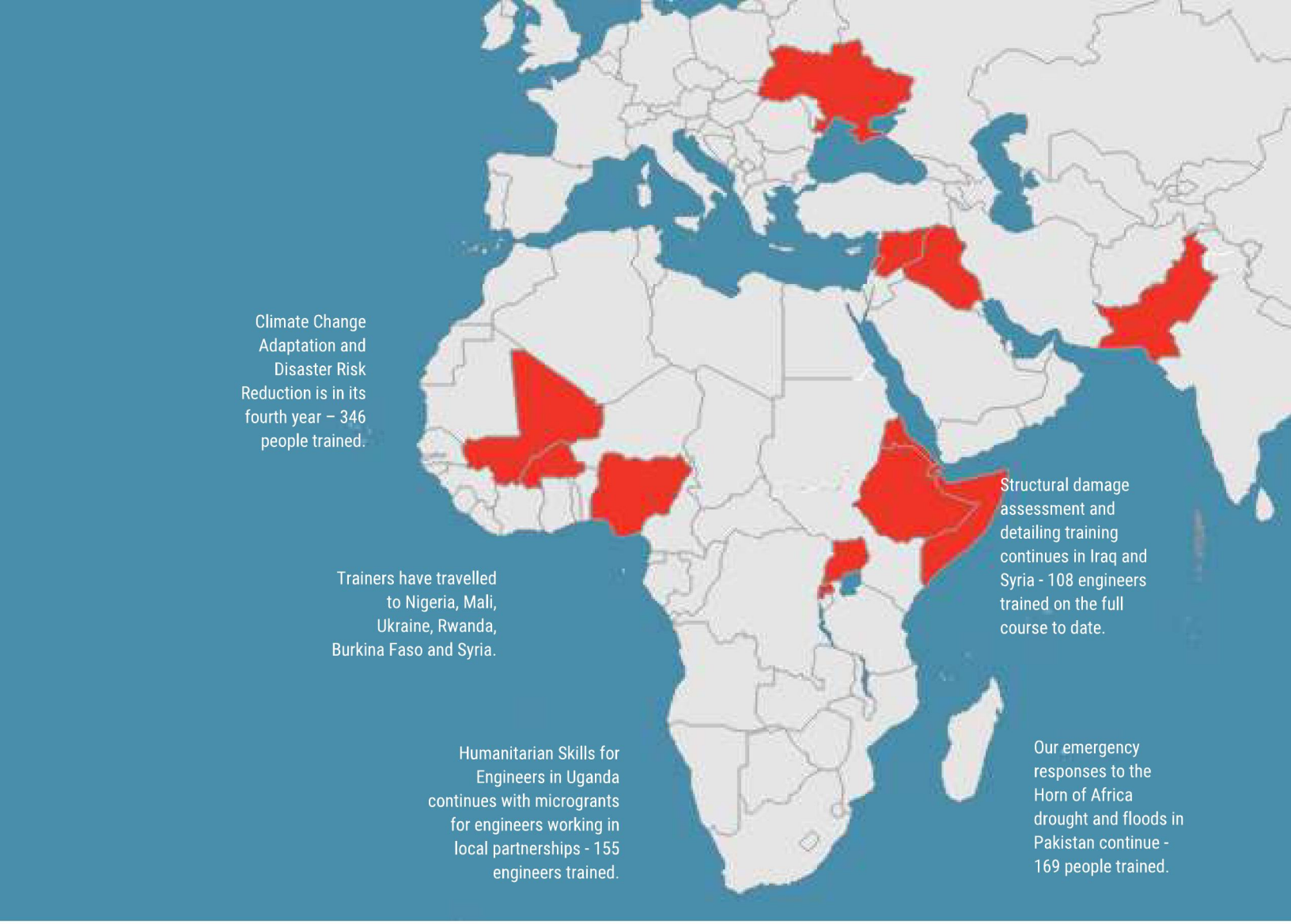
RedR UK delivered highly technical and contextualised training support on topics including damage assessments, structural evaluations and repairs, debris management, protection and community engagement.

We are also fostering coordination across the sector, working with the Shelter & Non-Food Items and Early Recovery and Livelihood Clusters in Türkiye and Northwest Syria, as well as the Damage Assessment and Rehabilitation Working Groups, helping to promote longer-term recovery from the earthquake. We are also liaising with Engineering Syndicates in Northwest Syria and national authorities in Türkiye, to align and support localised approaches.

This work is taking place in collaboration with engineering partners WSP, Arup, Ramboll and Buro Happold, as well as our local partners such as Violet Syria, who are supporting technical committees in Syria on damage assessments.

In April 2023, RedR UK published learning needs assessment results in English and Arabic, sharing vital insights to support the development of evidence-informed training and strengthen the capacity of those working on the earthquake response. In response to findings, we are developing six additional training modules as well as adapting our existing project planning and coordination materials to be better contextualised to this current response.

Acknowledging the importance of listening to and learning from local partners, RedR UK developed new training to help international actors to better engage and coordinate with local technical experts in Northwest Syria. This training provides a guide towards maintaining sustainable relationships and addresses the importance of localised responses. Currently, RedR UK is renewing and expanding our partnerships with local NGOs that demonstrated exceptional standards during the earthquake response.



Over the course of this year, the thematic focus of RedR UK has extended to essentials of humanitarian practice, programme cycle management, security management, needs assessment, and proposal and report writing.

We trained **714 people through tailor-made programmes.** We conducted 30 projects for organisations such as Global Support and Development, Médecins Sans Frontières Holland, Sphere, IOM, Care International, Norwegian Refugee Council, the German Agency for International Cooperation (GIZ), Plan International, Transaid, SOS Children's Villages of India, People in Need, UNICEF and the World Health Organisation.

Furthermore, RedR UK conducted 18 online, hybrid, and face-to-face open training courses in the UK, Lebanon and Türkiye. Topics ranged from Essentials of Humanitarian Practice to personal safety and security, Hostile Environment and Awareness Training, and groundwater drilling in partnership with Cranfield University. **We trained 228 people through open courses, with 92% assessing training as "excellent".**

The year marked our first international face-to-face training since the COVID-19 outbreak. Our trainers have since travelled to Nigeria, Mali, Ukraine, Rwanda, Burkina Faso and Syria to deliver courses. We look forward to deploying additional trainers where needs arise and we are confident in adding to and enhancing local capacity.

OTHER PROGRAMMES

This year, RedR UK designed two simulation exercises to enable Tearfund to test their emergency response procedures, mechanisms, systems and tools in Africa. This training was attended by Tearfund's national, sub-national, regional and global staff. **100% of participants said they felt better prepared for their role in disaster response.**

For UK-based Transaid, an organisation which operates in countries including Uganda, Tanzania, Zambia, and Ghana, we designed a simulation exercise on crisis management for the Senior Management Team, which was highly rated by participants.

Over the financial year, we have identified and implemented new grant funding of £395,000, far exceeding our target of £272,000.We were awarded a USAID grant of $2.5 million, in partnership with ACAPS. This places RedR UK in a strong position from which to grow impact into the coming financial year and beyond.

In early 2023, RedR UK commissioned a climate change strategy. This involved carrying out a comprehensive learning needs assessment to baseline the current level of skill and understanding in the humanitarian sector. The climate change strategy will inform any future learning programmes to be developed and delivered alongside our popular Climate Change Adaptation and Disaster Risk Response course.

The Climate Change Adaptation and Disaster Risk Response course is a hybrid, 6 week long course that was successfully rolled out in Kenya, Somalia and Uganda. Through this programme, **we have trained over 180 participants.** Furthermore, in Uganda, we were able to support local communities with a small grants program to enable training graduates to implement their new skills and learning in a real-world context. This resulted in the construction of important social and public works projects, including a new pipeline to reduce flooding in a rural area and an improved waste management project in a large town.

MEMBERSHIP

Following agreement at the Extraordinary General Meeting (EGM) in July 2022, the Members' Council was appointed and has been successfully running since. The ' Council facilitates two-way structured communication on the views and interests of members between RedR UK Members, the Board and the Senior Leadership Team.

The Members' Council also provides advice, guidance and support to the Board and Senior Leadership Team on key issues relevant to the humanitarian, development and peace nexus, topical learning and development issues, and membership plans and policies.

The Council consists of eight representatives elected by RedR UK Members and two Trustees elected by Members, who report back to the Membership at the Annual General Meeting. The Members' Council is keen to encourage wider engagement from the Global South as a focus area for the coming year.

Over the past 12 months the Members' Council has updated the application and assessment process for new Members. This will be tested in the coming year with a pilot project aimed at prospective Members.

ASSOCIATE TRAINERS

RedR UK's programmes are supported by 240 highly qualified Associate Trainers, or ATs. Their areas of expertise range from Needs Assessments to Climate Change Adaptation and Camp Coordination and Management. They are skilled learning and development experts, capable of designing and delivering face-to-face, online-facilitated and self-paced trainings. This combination of practical experience in the humanitarian sector and strong training expertise provides the bedrock of RedR UK's work.

ATs go through a rigorous selection and certification process including a written application, interview, training demonstration and reference checks. Once selected, they undergo internal training on our training approach. They have the opportunity to receive coaching from experienced ATs before being added to our pool.

At the beginning of RedR UK's response to the crisis in Ukraine, it quickly became clear that we would need to enhance our capacity both in languages, and in local context expertise - both of which were undertaken with care and urgency.

In the past year, we conducted two rounds of AT recruitment to increase our local effectiveness, successfully recruiting 24 ATs out of over 250 applications. This has enabled us to develop and deliver trainings in Ukrainian, Romanian and Polish. Our most recent recruiting efforts have focused on deepening our Climate Change expertise. We selected six candidates out of a pool of over 300 applicants.

Going into this year, our focus is on reconnecting with our AT Community. We will be inviting ATs to become RedR Members and are planning a comprehensive update of AT profiles, including new skills, language, experiences, and geographic specialisations. This is essential to highlight their experience and expertise to secure future grant applications and project bids.

Several of our ATs, particularly those in the Global South, have shown interest in engaging more with the RedR UK network. We plan to leverage this interest and further invest in and engage with ATs by providing professional development opportunities. This is particularly important given the continually growing demand for new training modalities and use of novel e-learning techniques.

FUNDRAISING AND ENGAGEMENT

RedR UK has focused on diversifying our income streams and securing new funding sources over the course of the year. Several corporate partners, including Arup and Ramboll, have committed to strategic partnerships beyond a financial contribution. As well as financial support, our corporate partners are highly committed to helping strengthen our programs and reach.

The Go Red for RedR UK 2022 campaign was a success thanks to the collective engagement and efforts of our corporate partners, who raised £7,766. We celebrated their support by handing out trophies for the winning office, best champion and best fundraising ideas.

AXA staff showed their support this year by completing the Yorkshire Three Peaks Challenge - climbing the highest peaks in Yorkshire within 24 hours. **They raised £16,000, which was generously matched by AXA to total £32,000.** AXA has also shown their ongoing commitment to the humanitarian sector by fully funding our Climate Change Adaptation and Disaster Risk Reduction programme for a fourth year in a row - for which we are enormously grateful.

In November, we hosted our Annual Reception, thanking our patrons, major donors and corporate partners alongside Her Royal Highness The Princess Royal, President of RedR UK. At the headquarters of the Institution of Civil Engineers, donors and partners heard about how their support contributes to RedR UK's humanitarian efforts worldwide, particularly our humanitarian response in Ukraine. Our Interim CEO, Sally Sudworth, delivered a speech concerning the frequent rise of disasters around the world, and the need for training of local actors, who are the first to respond but often lack capacity and are subsequently side-lined in the international system.

We have made significant strides in improving our communications, helping to share the compelling aspects of our work and engage more meaningfully with our supporters. We have seen an increase in donations from individuals, particularly in response to emergency appeals. We also relaunched our legacy campaign in June 2023.

Challenges remain in sustaining fundraising efforts in the long term - particularly due to the economic impact of the pandemic and ongoing rises in the cost of living, which continues to affect donor behaviour. We will strive to innovate and adapt our fundraising strategies to ensure our continued success.

40 YEARS WORKING WITH INTERNATIONAL AGENCIES ACROSS THE WORLD

CORPORATE PARTNERS

INSTITUTIONAL PATRONS

STRUCTURE, GOVERNANCE, AND MANAGEMENT

RedR UK is a company limited by a guarantee, governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

RedR UK is part of the RedR International family. RedR International is the umbrella body of RedR organisations globally. RedR UK has two nominees on the General Assembly of RedR International and one on the board of RedR USA.

The Board of Trustees governs the organisation in line with its memorandum and articles of association, vision, aims and charitable objectives, as well as providing overall policy direction. Trustees meet at least quarterly as a full board and are responsible for compliance with all the legal and statutory requirements of a UK charity and of a registered company.

RedR UK has taken out Charity Trustees Liability insurance to indemnify all its Trustees, existing and retired, and the directors of its subsidiary company, RedR UK Trading limited.

This liability insurance indemnifies any Trustee and director of RedR UK Trading Limited for any proceedings commenced against them as a result of their service with the charity and the company. All Trustees give their time freely, with none receiving renumeration in the year. Upon admission to the board, the Trustees receive an induction on RedR UK.

Details of Trustees expenses are disclosed in note 5 to the accounts. The Board has a governance manual that stipulates the provisions for appointments to the Board of Trustees, their term limits, nominations and appointments to the positions of Chair, and terms of reference for subcommittees which include:

- Governance Committee
- Remuneration Committee
- Income Generation Committee
- Finance and Risk Committee

Each Trustee has taken responsibility for monitoring the charity's activities in specific operational areas. Constant attention is paid to the collective skill set of Trustees to ensure that the Board has the necessary skills required to contribute fully to the charity's development. Members of the Board are directors of the charitable company (the company) and its Trustees for the purposes of charity law.

Throughout this report, they are collectively referred to as the Trustees. The Trustees are responsible as a body for governance, policy making, monitoring of implementation, general conduct, overall performance and for reporting to the membership at general meetings.

The Trustees delegate operational management of the organisation to the Chief Executive Officer (CEO).

TRUSTEES 2022/23

NAME	POSITION	YEAR APPOINTED
SOPHIE GILLIBERT	CHAIR	2020
SEBASTIAN WOOD[1]*	VICE CHAIR	2018
HEATHER MCKINLAY*	TREASURER, VICE CHAIR	2020, 2023
JACK JONES		2019
MELANIE SALLIS[2]		2020
IAN SMOUT[3]		2008
BEN WEBSTER		2022
ROBERT BUCKLEY		2022
RICHARD BARTLETT		2022
ELIZABETH BROWN		2022
SAMWEL CHERUIYOT		2023

REFERENCE AND ADMINISTRATIVE DETAILS

*also senior independent director (SID)
1 Vice Chair and SID transferred to Heather McKinlay
2 Resigned October 2022
3 Resigned December 2022

Company no. 38929653
Charity no. 1079752

Registered address
91-94 Lower Marsh
London SE1 7AB

Postal address
8 Fitzroy Street
London W1T 4BJ

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

Auditors
Moore Kingston Smith LLP
9 Appold Street
London EC2A 2AP

Principal Staff
Bernadette Sexton - Chief Executive Officer beginning July 2023
Sally Sudworth - Interim Chief Executive (CEO)
Honorary Officers
Sophie Gillibert - Chair
Heather McKinlay - Vice Chair and Treasurer

RESERVES POLICY

Good management of RedR UK's finances and other assets enables it to succeed in delivering its charitable aims. RedR UK is committed to the prudent use of funds and therefore requires reserves to ensure it can fund its operations, fund any unexpected expenditure or any shortfalls in income. Reserves enable us to carry on running operations despite future uncertainties. The rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

RedR UK's reserve policy is to ensure that reserves are maintained to meet all statutory requirements and obligations should a decision be taken by RedR UK to wind down its operations. The focus in this financial year has been to improve cashflow and build reserves. At 31 March 2023 the balance of reserves is £165,969 of which £89,377 was restricted and £76,592 unrestricted (2022 £137,404 £87,188 restricted and £50,216 unrestricted) which equates to 5 weeks of running costs. Our aim is to increase this to 12 weeks of running costs.

PUBLIC BENEFIT

In shaping our objectives and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance: 'Public Benefit: running a charity (PB2).' Our strategy in 2022-23 for increasing the capacity of humanitarian actors resulted in the activities described in our learning and development programmes.

The ultimate beneficiaries of RedR UK's learning and development programmes, are those directly affected by disasters and other humanitarian crises demonstrating the provision of public benefit is at our core.

PAY POLICY FOR SENIOR STAFF

The Trustees consider the senior leadership team, comprising the CEO, Programmes Director, Head of Fundraising and Communications, Head of Finance and Director of Operations, as key management personnel of the charity.

RedR UK has a Remuneration Committee that regularly reviews external benchmarking data for staff salaries in the sector to maintain oversight of remuneration for key management personnel. In making recommendations and decisions, the committee have regard to the overall RedR UK pay policy, affordability, and the need to be able to recruit, retain and motivate high-quality staff.

RISK MANAGEMENT

The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. A detailed risk register is maintained and updated by the CEO. The relevant risks are considered by the appropriate Board Committee and discussed by the Board as appropriate. When a significant risk arises, such as COVID-19, the Finance and Risk Committee may choose to monitor the risk register more regularly. High and emerging risks are reported and discussed at the board.

Our Finance and Risk Committee continues to meet more regularly than the required quarterly meetings to maintain a close overview of risks and finances.

SAFEGUARDING AND ETHICAL PRINCIPLES

The safety and security of our staff, volunteers, trainers or others under RedR's duty of care is of utmost importance to us. RedR has implemented a due diligence process for all Associate Trainers. Staff and Trustees have been screened against the Specially Designated Nationals (SDN) list maintained by the Office of Foreign Assets Control (OFAC) of the U.S. Treasury, SAM.gov and the United Nations Security Council Consolidated List as required by ADS 303 mab, Section M14.

We are committed to improving our safeguarding continually. RedR UK has implemented a Prevention of Sexual Abuse, Exploitation and Abuse (PSEA) Policy and a Safeguarding Policy. Our Code of Conduct translates these principles into practical guidance that empowers RedR UK, its staff, volunteers, Trustees, its business partners and their employees to realise these aspirations. In 23/24 RedR UK aims to promote safeguarding training consistently across all aspects of our work and communicate policies, procedures and mandatory annual staff training on Safeguarding, Whistleblowing, safer recruitment practices, including background checks, references and interview questions.

STATEMENT OF RESPONSIBILITIES OF THE BOARD OF TRUSTEES

The Trustees (who are also directors of RedR UK for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations. The Board of Trustees presents its report and the audited financial statements for the financial year including the period of the 1st of April 2022 to the 31st of March 2023.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) and the following Charities SORP (FRS102). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit 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.
- Make judgments accounting estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on a going concern basis unless it is appropriate to presume that the charity will continue in operation.
- Observe the methods and principles in the Charities SORP.

In so far as the Trustees are aware:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain charities transactions and 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on Charity's website in accordance with the legislation in the United Kingdom governing the preparation and dissemination or financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of charity's website is the responsibility of the Trustees. The Trustees responsibility also extends to the ongoing integrity of the financial statements contained therein. The charitable company qualifies as small under section 383 of the Companies Act 2006 and so no strategic report

has been prepared, which is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulation 2013.
Approved by the board of Trustees and signed on its behalf by Sophie Gillibert, Chair of the Board of Trustees.

Dated: 21 February 2024

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF REDR UK

Opinion
We have audited the financial statements of RedR UK ('the company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF REDR UK

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 30, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion

Use of our report

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC1A 2AP

Date: 23/02/2024

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

For the year ended 31 March 2023

	Note	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Income					
Donations and legacies	2	72,751	326,129	**398,880**	**375,024**
Investment income		-	3,949	**3,949**	**3,875**
Charitable activities	3				
Improving competence		960,273	354,373	**1,314,646**	**961,890**
Total income		1,033,024	684,451	**1,717,475**	**1,340,789**
Expenditure					
Raising funds					
Fundraising		8,357	269,674	**278,031**	**203,458**
Publicity		-	31,660	**31,660**	**27,564**
Total costs of raising funds		8,357	301,334	**309,691**	**231,022**
Charitable activities					
Improving competence		1,022,478	351,927	**1,374,405**	**1,107,140**
Total expenditure	4	1,030,835	653,261	**1,684,096**	**1,338,162**
Net (losses)/gains on investments			(4,814)	**(4,814)**	**10,451**
Net (expenditure)/income		2,189	26,376	**28,565**	**13,078**
Transfers between funds		-	-	**-**	**-**
Net movement in funds		**2,189**	**26,376**	**28,565**	**13,078**
Balance brought forward at 1 April 2022		87,188	50,216	**137,404**	**124,326**
Balance carried forward at 31 March 2023	13	**89,377**	**76,592**	**165,969**	**137,404**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The notes on pages 38 to 53 form part of these financial statements

Balance sheet

As at 31 March 2023

	Note	2023 £	2023 £	2022 £
Fixed assets				
Tangible fixed assets	8		5,943	1,768
Investments	9		127,442	132,256
			133,385	134,024
Current assets				
Debtors	10	153,372		73,260
Cash at bank and in hand		334,614		360,801
		487,986		434,061
Creditors: amounts falling due within one year	11	(425,402)		(390,681)
Net current assets			62,584	43,380
Creditors: amounts falling due in more than one year	11		(30,000)	(40,000)
Net assets	12		165,969	137,404
Funds	13			
Restricted funds			89,377	87,188
Unrestricted funds				
Designated funds			-	-
General funds			76,592	50,216
Total funds			165,969	137,404

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

Approved by the Board of Trustees and authorised for issue on 21 February 2024
and signed on its behalf by

Heather McKinlay - Treasurer

Sophie Gillibert - Chair of the Board of Trustees

Company registration number: 3929653

The notes on pages 38 to 53 form part of these financial statements

Cash flow statement

For the year ending 31 March 2023

	2023	2022
Cash flow from operating activities	£	£
Net cash (used in)/ provided by operating activities	(24,582)	201,603
Cash flow from investing activities		
Investment income and interest received	3,949	3,875
Purchase of fixed assets	(5,554)	(1,944)
	(1,605)	1,931
Type text here		
Net (decrease)/increase in cash and cash equivalents	(26,187)	203,534
Cash and cash equivalents at beginning of year	360,801	157,267
Cash and cash equivalents at end of year	334,614	360,801

Reconciliation of net income to net cash flow from operating activities

	2023	2022
	£	£
Net (expenditure)/income	28,565	13,078
Adjustments for:		
Depreciation charges	1,379	176
losses/(gains on investments	4,814	(10,451)
Investment income	(3,949)	(3,875)
(Increase)/Decrease in debtors	(80,112)	64,997
Increase in creditors less than one year	34,721	147,678
(Decrease) in creditors greater than one year	(10,000)	(10,000)
Net cash (used in)/ provided by operating activities	(24,582)	201,603

Analysis of changes in net debt

	As At 1st April 2022	Cashflows	As At 31st March 2023
Cash at bank and in hand	360,801	(26,187)	334,614
Loans falling due less than 1 year	(10,000)		(10,000)
Loans falling due greater than 1 year	(40,000)	10,000	(30,000)
Movement in net debt	310,801	(16,187)	294,614

Notes to the financial statements

For the year ended 31 March 2023

Company Status

member is limited to £1 per member.

1. Accounting policies

RedR UK, (the "charitable company"), is a registered charity that seeks to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 91-94 Lower Marsh, London, SE1 7AB. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

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

These financial statements are prepared in pounds sterling, which is the functional currency of the charitable company. Monetary amounts in the financial statements are rounded to the nearest pound (£).

For the year ended 31 March 2023

a. **Basis of preparation of financial statements (continued)**

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The Trustees have considered the pipeline of contracts and bids in process along with current projects under contract in considering the organisation as a going concern. The implementation of a new staffing structure and the way the programmes are delivered has also helped to inform their decision.

The Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are described in the following paragraphs.

b) Income

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

When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred accordingly. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in the incoming resources until these conditions have been met.

Grants are recognised in line with the expenditure on the programme relating to the grant, such that income from the grant is deferred in the accounts until this point.

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies (continued)

c) Expenditure

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

Expenditure includes attributable VAT which cannot be recovered.

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

Charitable costs relate to providing relief personnel through the charitable company's recruitment service and improving competence through training in the UK and overseas and its technical support service.

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

d) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

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

e) Pension costs

The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level (minimum 3% net of tax) while the charity contributes up to 5% of earnings to the plan. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.

f) Foreign currency translation

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

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies (continued)

g) Tangible fixed assets and depreciation

Individual assets costing £500 or more are capitalised at cost.

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

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

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

h) Leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the minimum lease term.

i) Financial instruments

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

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

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

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

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

Notes to the financial statements

For the year ended 31 March 2023

2. Voluntary income

For the year ended 31 March 2023

	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Trusts		23,000	**23,000**	**10,000**
Individual giving	72,751	101,036	**173,787**	**235,821**
Patrons and corporate supporters		93,350	**93,350**	**114,697**
Legacies		17,196	**17,196**	**650**
Events		63,257	**63,257**	**9,673**
Other		28,290	**28,290**	**4,183**
Total	72,751	326,129	**398,880**	**375,024**

For the year ended 31 March 2022

	Restricted £	Unrestricted £	2022 Total £	2021 Total £
Trusts	-	10,000	**10,000**	**13,000**
Individual giving	66,079	169,742	**235,821**	**157,135**
Patrons and corporate supporters	-	114,697	**114,697**	**136,847**
Legacies	-	650	**650**	**100**
Events	-	9,673	**9,673**	**5,150**
Other	-	4,183	**4,183**	**2,762**
Total	66,079	308,945	**375,024**	**314,994**

Notes to the financial statements

For the year ended 31 March 2023

3. Charitable activities

For the year ended 31 March 2023

	Restricted £	Unrestricted £	2023 Total £	2022 Total £
Grants				
CDR	45,000	-	**45,000**	**92,357**
Lloyd's of London	-	-	**-**	**13,348**
ACP	-	-	**-**	**19,456**
The Clothworkers' Foundation	60,000	-	**60,000**	**60,000**
Arup - Bhutan	11,209		**11,209**	**-**
RAE Uganada	46,993	-	**46,993**	**-**
Haiti Souter	6,000	-	**6,000**	**-**
EPS Uganda	-	-	**-**	**20,641**
DEC Ukraine	54,075	-	**54,075**	**-**
MSC	258,935	-	**258,935**	**-**
H2H	53,700	-	**53,700**	**-**
JTiF Ukraine	93,959		**93,959**	**-**
JOAC	99,736	-	**99,736**	**-**
Asia Rolt	-	-	**-**	**17,474**
Haiti Response	-	-	**-**	**29,688**
Vitol Foundatiom	-	-	**-**	**570**
Ramboll Foundation	46,603	-	**46,603**	**22,908**
Training fees	184,063	354,373	**538,436**	**685,448**
	960,273	354,373	**1,314,646**	**961,890**

Notes to the financial statements

For the year ended 31 March 2023

3. Charitable activities

For the year ended 31 March 2022

	Restricted	Unrestricted	2022 Total	2021 Total
	£	£	£	£
Grants				
CDR	92,357	-	**92,357**	**77,000**
Lloyd's of London	13,348	-	**13,348**	**15,103**
ACP	19,456	-	**19,456**	**45,352**
UNICEF	-	-	**-**	**134,967**
The Clothworkers' Foundation	60,000	-	**60,000**	**150,000**
Whitbybird	-	-	**-**	**41,970**
H2H	-	-	**-**	**202,044**
EPS Uganada	20,641	-	**20,641**	**29,289**
Asia Rolt	17,474	-	**17,474**	**4,671**
Haiti Response	29,688	-	**29,688**	**-**
Vitol Foundation	570	-	**570**	**-**
Ramboll Foundation	22,908	-	**22,908**	**-**
Training fees	442,317	243,131	**685,448**	**319,216**
	718,759	**243,131**	**961,890**	**1,019,612**

Notes to the financial statements

For the year ended 31 March 2023

4. Analysis of total expenditure

For the year ended 31 March 2023

	Fundraising	Publicity	Improving Competence	Support	2023 Total	2022 Total
	£	£	£	£	£	£
Staff costs (Note 6)	189,504	17,230	468,202	175,570	**850,506**	**558,437**
Office administration	-	-	3,127	120,641	**123,768**	**175,594**
Training	-	-	594,982	-	**594,982**	**524,995**
Fundraising/PR	26,363	7,351	-	-	**33,714**	**34,602**
Organisation administration	-	-	478	80,331	**80,809**	**40,066**
Communication	-	-	317	-	**317**	**4,468**
Total resources expended	215,867	24,581	1,067,106	376,542	**1,684,096**	**1,338,162**
Support costs allocated	62,164	7,079	307,299	(376,542)	**-**	**-**
Total resources expended	**278,031**	**31,660**	**1,374,405**	**-**	**1,684,096**	**1,338,162**

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

Notes to the financial statements

For the year ended 31 March 2023

4. Analysis of total expenditure (continued)

For the year ended 31 March 2023

Support costs

Included within support costs are governance costs.
Governance costs are comprised of the following:

	2023	2022
	£	£
Staff costs	33,270	20,548
Audit and accountancy Fees	23,615	17,987
Professional fees	571	10,694
Meetings	-	90
Other	2,325	-
	59,781	49,319

Analysis of total expenditure

For the year ended 31 March 2022

	Fundraising	Publicity	Improving Competence	Support	2022 Total	2021 Total
	£	£	£	£	£	£
Staff costs (Note 6)	126,963	18,169	318,063	95,242	558,437	626,685
Office administration	-	-	3,332	172,262	175,594	336,563
Training	-	-	524,995	-	524,995	369,203
Fundraising/PR	31,306	3,296	-	-	34,602	33,225
Organisation administration	169	-	11,300	28,597	40,066	43,599
Communication	-	-	4,468	-	4,468	6,094
Total resources expended	158,438	21,465	862,158	296,101	1,338,162	1,415,369
Support costs alllocated	45,020	6,099	244,982	- 296,101	-	-
Total resources expended	203,458	27,564	1,107,140	-	1,338,162	1,415,369

Notes to the financial statements

For the year ended 31 March 2023

5. Net (expenditure)/ income

This is stated after including:	2023 £	2022 £
Depreciation	1,279	176
Trustees' reimbursed expenses	2,399	-
Operating lease charges: UK property rent	30,000	26,414
Operating lease charges: Overseas property rent	7,221	8,136
Foreign exchange (gain)	(27,478)	(1,160)
Auditors' remuneration:		
Current year statutory audit UK	15,500	11,550
Current year statutory audit Overseas	1,933	1,325
Other services	1,286	1,130

6. Staff costs and numbers

Staff costs were as follows:	2023 £	2022 £
Salaries and wages	759,688	499,776
Social security costs	52,798	32,892
Pension costs	21,117	15,869
Recruitment costs	6,994	4,350
Staff development costs	83	279
Travel, subsistence and other staff costs	9,826	5,271
	850,506	558,437

Employees earning more than £70,000 during the year:

	2,023 No.	2022 No.
£70,000 - £70,999	2	2

Pension contributions in respect of these employees was £2,793 (2022: £3,567).

The key management personnel of RedR UK during the year is comprised of the Chief Executive Officer, the Programmes Director, Head of Fundraising and Communications.
The total employee benefits of the key management personnel were £263,794 (2022: £204,158).

There were no redundancy payments in the year (2022: Nil).

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

	2023 No.	2022 No.
Improving competence	6.3	6.4
Fundraising & publicity	6.5	4.4
Administration	1.0	0.7
Governance	0.5	0.2
Staff employed on overseas programmes:		
Middle East	0.9	1.3
	15.2	13.0

Notes to the financial statements

For the year ended 31 March 2023

7. Taxation

The charitable company benefits from exemptions on income and gains falling within sections 466-493 of the corporation tax act 2010 to the extent that they are derived from charitable activities.

8. Tangible fixed assets

	Computer equipment £	Total £
Cost		
At 1 April 2022	6,104	**6,104**
Additions in year	5,554	**5,554**
Disposals /writeoffs in year	-	**-**
At 31 March 2023	11,658	**11,658**
Depreciation		
At 1 April 2022	4,336	**4,336**
Charge for the year	1,379	**1,379**
Eliminated on disposal / writeoff	-	**-**
At 31 March 2023	5,715	**5,715**
Net Book Value		
At 31 March 2023	**5,943**	**5,943**
At 31 March 2022	1,768	**1,768**

9. Investments

	2023 £	2022 £
Market value at 1 April	**132,256**	**121,805**
Disposal in year	**-**	**-**
Net unrealised investment (losses)/gains	**(4,814)**	**10,451**
Market value at 31 March	**127,442**	**132,256**
Historical cost at 31 March	**82,256**	**82,256**
The investments are comprised of:		
CCLA - COIF Charities Investment Fund	**122,329**	**126,938**
Equity shares	**5,113**	**5,318**
	127,442	**132,256**

Notes to the financial statements

For the year ended 31 March 2023

10. Debtors

	2023 £	2022 £
Accrued income	51,094	19,326
Other debtors	67,153	30,308
Prepayments	35,125	35,342
	153,372	84,976

11. Creditors: Amounts falling due within one year

	2023 £	2022 £
Taxation & social security	12,371	9,243
Other creditors	109,623	73,098
Accruals	67,345	61,227
Deferred income	226,063	237,113
Loan	10,000	10,000
	425,402	390,681

As at 31st March 2023 there are no outstanding pension contributions (2022: £Nil).
Deferred income occurs when training courses which are due to occur after the balance sheet date are invoiced beforehand and and grants where amounts have been received in the period but the criteria for entitlement to the income has not been met.
Natwest Bank PLC hold a fixed and floating charge over the undertaking and all property and assets, both present and future.

11a. Deferred income

	2023 £	2022 £
Deferred income as at 1 April	237,113	54,705
Amount released in the year	(1,024,629)	
Amount deferred in the year	1,013,579	182,408
Deferred income as at 31st March	226,063	237,113

11b. Creditors: Falling due in more than one year

	2023 £	2022 £
Bounce Back Loan	30,000	40,000
	30,000	40,000

The Bounce Back Loan is the UK government-backed Covid-19 support loan to help businesses impacted by the pandemic and is due on 30 March 2027. This unsecured loan was granted on 30 March 2021 and was interest-free for the first 12 months. Thereafter, the loan is repayable over the remaining five years at a rate of 2.5% interest.

Notes to the financial statements

For the year ended 31 March 2023

12. Analysis of net assets between funds

For the year ended 31 March 2023	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Investments	-	-	127,442	**127,442**
Tangible assets	-	-	5,943	**5,943**
Net current assets	89,377	-	(26,793)	**62,584**
Amounts falling due in more than one year	-	-	(30,000)	**(30,000)**
Net assets at 31 March 2023	**89,377**	**-**	76,592	**165,969**

For the year ended 31 March 2022	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Investments	-	-	132,256	**132,256**
Tangible assets	-	-	1,768	1,768
Net current assets	87,188	-	(43,808)	**43,380**
Amounts falling due in more than one year	-	-	(40,000)	**(40,000)**
Net assets at 31 March 2022	**87,188**	**-**	**50,216**	**137,404**

Notes to the financial statements

For the year ended 31 March 2023

13. Funds

For the year ended 31 March 2023

	At 1 April 2022	Income	Expenditure	Transfers	As at 31 March 2023
	£	£	£	£	£
Restricted funds:					
Middle East	5,451	-	-		**5,451**
Europe & Global Initiatives	31,082	960,272	(960,272)		**31,082**
Ukraine Appeal	50,655	21,176	(39,194)		**32,637**
Pakistan Flood Appeal	-	7,296	(7,296)		**-**
Syria & Turkiye Earthquake Appeal	-	44,280	(24,073)		**20,207**
Total restricted funds	**87,188**	**1,033,024**	**(1,030,835)**	**-**	**89,377**
Unrestricted funds					
Designated funds					
Fixed asset funds	-	-	-	-	**-**
Total Designated Funds	-	-	-	-	**-**
General funds	50,216	679,637	(653,261)	**-**	**76,592**
					-
Total unrestricted funds	50,216	679,637	(653,261)	**-**	**76,592**
Total funds	137,404	1,712,661	(1,684,096)	**-**	**165,969**

Notes to the financial statements

For the year ended 31 March 2023

13. Funds

For the year ended 31 March 2022	At 1 April 2021	Income	Expenditure	Transfers	As at 31 March 2022
	£	£	£	£	£
Restricted funds:					
Middle East	5,451	0	-	(5,451)	-
Europe & Global Initiatives	31,080	718,759	(718,757)	6,678	**37,760**
Ukraine Appeal		66,079	(15,424)	(1,227)	**49,428**
					-
Total restricted funds	36,531	784,838	(734,181)	-	**87,188**
Unrestricted funds					
Designated funds					
Fixed asset funds	-	-	-	-	-
Total Designated Funds	-	-	-	-	-
General funds	87,795	566,402	(603,981)	-	**50,216**
					-
Total unrestricted funds	87,795	566,402	(603,981)	-	**50,216**
Total funds	124,326	1,351,240	(1,338,162)	-	**137,404**

Notes to the financial statements

For the year ended 31 March 2023

13. Transfers between funds (continued)

Purposes of restricted funds

The Middle East Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from Trust funds in support of this work.

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

The Ukraine Appeal was set up tp analyse and address the most urgent training needs and capacity gaps of local organisations and responders providing humanitarian assistance in relation to the Ukraine emergency, followed by further and more in-depth training on selected areas of humanitarian response in English, Ukrainian, Polish and Romanian languages.

The Pakistan Flood Appeal and Syria & Turkiye Earthquake appeals were set up to analyse dna address the most urgent training needs and capcity gaps of local organisations responding to those emergencies.

14. Related parties

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

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

Office accommdation is donated by Whitby Wood, Sebastian Wood is a Trustee of the charitable company. The cost of this Office accommodation is recorded as expenditure in the Statement of Financial Activies, with an equal amount recorded as a donation in income.

15. Operating lease commitments

At 31 March 2023, the charity had the following minimum lease payments under non-cancellable operating leases which fall due as follows:

	Land and buildings	
	2023	**2022**
	£	**£**
within one year	-	-
between two and five years	-	-
over five years	-	-
	-	-

16. Capital commitments

There are no capital commitments not provided for in the financial statements (2022:None)

redr uk

people and skills for disaster relief

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8 Fitzroy Street London W1T 4BJ

Registered address
91-94 Lower Marsh London SE1 7AB

redr.org.uk
communications@redr.org.uk

Registered Charity No 1079752 Company No 3929653

REDR UK

England & Wales - Charity number 1079752

Accounts

ANNUAL REPORT AND FINANCIAL STATEMENTS

redr uk
people and skills for disaster relief

COMPANY NUMBER: 3929653 | CHARITY NUMBER: 1079752

2021/22

redr.org.uk

Principles

Humanitarian: We believe in the provision of humanitarian assistance to people wherever it is needed to relieve suffering and sickness.

Professional: Our staff, members and partners are professional people committed to providing high quality training and expertise in disaster relief and rehabilitation.

Impartial: We work with people regardless of race, religion or political affiliation.

Inclusive: We believe that partnerships with individuals, other organisations and communities promote creative and fruitful initiatives.

Impact: We believe that people in communities and aid agencies should be empowered to develop skills for immediate and future disaster response.

Respect: We believe people affected by disasters can and should be empowered to contribute to relief, rehabilitation and development efforts.

OUR VISION is a world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

OUR MISSION is to develop the capacity and resilience of aid workers, communities and organisations in humanitarian, development, and peacebuilding contexts.

OUR PURPOSE is to mitigate the impact of crises on the most vulnerable people, primarily in low and lower-middle-income countries.

OVERVIEW

FROM THE CHAIR AND CEO

We are very pleased to present RedR UK's Annual Report for 2021/22 and we thank the RedR UK Team, Trustees, Members, Associate Trainers and consultants for their extraordinary work and dedication throughout the year.

Reflecting on the past year, we are often struck by the breadth of work RedR UK undertakes within the humanitarian sphere, and it feels good to know that RedR UK plays a huge role in upskilling those working in the aid sector. Those skills, capacity and expertise mean that we are able to help vulnerable people who have a huge range of needs. We thank all those involved, all of whom have worked hard in challenging situations to make that happen, including Associate Trainers, Members, Volunteers, Trustees, Supporters, Partners, and of course, all of RedR UK's staff.

This year, we continued our online and digital transformation, converting some of our flagship courses, such as Essentials of Humanitarian Practice and Security Management for Humanitarians for the online environment. In self-paced e-learning, we successfully created 465 learning modules for Cluster Coordinators and Information Management Officers for all of UNICEF's Cluster leads and Areas of Responsibility. This supported people working in nutrition, water, sanitation and hygiene (WASH), education in emergencies, child protection and gender-based violence. The world has changed, and we have changed with it, bringing our learning and development expertise into digital platforms to foster learning within the aid sector and the reach we now have is broader than ever before.

We've also continued our work on climate change, expanding our Climate Change Adaptation and Disaster Risk Reduction programme to East Africa, as well as continuing this work in both Bangladesh and the Philippines. Our aim is not just to continue this work but to expand into other regions as well as part of a RedR UK climate change strategy.

At RedR UK we have often been involved in developing and / or training on standards for the humanitarian community, such as the Age and Disability Capacity Programme on inclusion standards for older people and people with disabilities. This year we followed that with the creation of our Diversity, Equality and Inclusion in Humanitarian Programming course, focusing on power, privilege and intersectionality, fostering equality and inclusion, embedding gender equality and social inclusion, inclusive mitigation and response to gender-based violence and decolonisation in programmes and leading change. These are big

issues, ones that the humanitarian sector has been trying to address for some time, and we are playing our part to contribute to that long-needed change.

After the invasion of Ukraine in February 2022, we launched an emergency appeal and began training on areas such as essential humanitarian skills, needs assessment, project cycle management and accountability to affected populations. As we begin our year, we are looking to build this into a programme of capacity building expected to continue through 2022, including looking at ways of strengthening engineering capacity and responding in urban emergencies.

In RedR UK, we know that preventing, mitigating and responding to emergencies requires a range of skills and that as the humanitarian sphere changes, new, improved or advanced skills and ongoing continual professional development is needed. In addition, the power and funding in emergencies needs to switch to local capacity far faster than it is currently; progress on localisation since the World Humanitarian Summit has been painfully slow.

So, going forward we want to invest in both of those as part of our plans for membership. We want our Members to be more representative of the Global South, comprised of members from vulnerable countries or regions, and we want the RedR network spirit to grow. What won't change though, is that members, whether they are drawn from the aid sector, humanitarian engineering sector or from the learning and development sector, will all have to pass a robust assessment, either against the Core Humanitarian Competency Framework and / or the Trainer Competency Framework. At RedR UK we're famous for having high standards and being a mark of quality, and our Members and our work continue to demonstrate that well. Whether it is a RedR UK Member deployed to respond to an earthquake, or developing and delivering a course on humanitarian issues, we are proud of RedR UK Members' contribution to alleviating the impact of disasters on the most vulnerable.

JO DE SERRANO & SOPHIE GILLIBERT
CEO AND CHAIR OF THE BOARD OF TRUSTEES
7 September 2022

Year in review

DESCRIPTION	BRIDGING THE GAP HUB	LOCALISATION HUB	TECHNICAL HUB	TOTAL 21/22	TOTAL 20/21
No. of people reached directly	1735	114	869	2,718	5,413
No. of countries in which participants were located	BTG AND LOCALISATION: 58		30	66*	106
No. of events	53	10	65	128	342
% of interventions that include online learning	79%	N/A	100%	90%	97%
% of other non-face-to-face training interventions, such as coaching, mentoring	N/A	N/A	N/A	N/A	13%
% who say skills and knowledge have improved (directly after the event)	87%	92%	89%	89%	92%
% who rated the facilitation of the training as excellent or good	94%	90%	97%	94%	96%
% of participants who are women or non-binary	46%	57%	40%	48%	55%
% of participants who are national staff	55%	63%	91%	70%	65%
% participants who work for national organisations	4%	28%	60%	30%	29%
No. of organisations supported at organisational level (beyond training staff)	1	0	3	4	8

List of countries where participants of our programmes/training/courses are from:

Technical Hub: Philippines, Bangladesh, India, Pakistan, Nepal, Vietnam, UK, Kenya, Uganda, Rwanda, Burundi, South Sudan, Somalia, Tanzania, Ethiopia, Myanmar, Indonesia, Malaysia, Iraq, Syria, Turkey, Haiti, Nigeria, Zimbabwe, Sierra Leone, Togo, South Africa, Ghana, Zambia, Lesotho.

Bridging the Gap and Localisation: UK, Ukraine, Kenya, Jordan, Syria, Iraq, Turkey, Lebanon, Nepal, Myanmar, Laos, Bangladesh, Philippines, Timor Leste, Thailand, Cambodia, Indonesia, Honduras, El Salvador, Guatemala, Nicaragua, Mexico, Ecuador, Peru, Paraguay, Panama, Bolivia, Colombia, Dominican Republic, Burkina Faso, Haiti, Mali, Central African Republic, Nigeria, Sierra Leone, Ghana, Cameroon, Senegal, Rwanda, Guinea, Senegal, Niger, Togo, Benin, Guinea-Bissau, Mozambique, Brazil, Sudan, Egypt, Ethiopia, Malawi, Zambia, Zimbabwe, South Sudan, Tanzania, Uganda, Belgium, Finland.

**Countries in total excluding repeated ones.*

OUR IMPACT

RedR UK is an international NGO and learning provider that develops capacity by increasing the skills, resources, and knowledge of aid workers, organisations, and communities to prepare for and respond effectively to crises within humanitarian, development, and peace-building contexts. Our work builds resilience, primarily in low and lower-middle-income countries worldwide. We have over **40** years of experience responding to natural and man-made disasters.

RedR UK trains thousands of aid workers each year, delivering world-class, in-person and distance learning programmes.

Between April 2021 and March 2022 RedR UK trained **2,718** people across the world. **70%** of them were national staff, which is a great result - our aim is to focus on developing the capacity of local communities. **48%** of participants were women or non-binary.

We are also proud to report that **94%** of participants rated their training as good or excellent and confirmed the training had increased their knowledge and skills. 88% rated the online learning experience as good or excellent, which shows not only our impact but the successful shift RedR has made towards online training since the pandemic.

IN 2021/22, WE TRAINED:

2,718 people

48% were **women or non-binary**

94% of participants rated their training as **GOOD or EXCELLENT**

70% were **national staff**

FOCUS ON TECHNICAL HUB

During 2021/2022, our Technical Hub Programme implemented six main projects, supporting 869 people directly across Asia, Africa, the Middle East and the Caribbean. Due to the ongoing impact of COVID-19, all programming continued to be delivered online, with several initiatives to improve online accessibility trialled, such as giving data bundles to participants in Uganda and using low-bandwidth options for participants in Haiti.

This included the continuation of some of our long-running grant-funded programmes, such as the Climate Change Adaptation and Disaster Risk Reduction (CCADRR) programme, which has been running with funding from AXA XL since 2019. In 2020/21, the programme was significantly expanded, both geographically (running in East Africa for the first time) and thematically (adding a series of advanced modules to build skills in specific areas such as climate risk assessments, and ecosystem-based adaptation). Please, refer to the CCADRR section of this report for more detailed information.

The Engineering Skills project in Uganda is another long-term project. Working with and supporting the Uganda Institution of Professional Engineers (UIPE) and Makerere University through a Training of Trainers model, the aim of the project is to equip engineers in Uganda with the skills and knowledge to work effectively and efficiently within the humanitarian system.

By July 2021, 132 engineers had been supported through the full 6-week programme and another 500 had applied for a space on the course – the huge demand for the training was a testament to its success, and the project will continue into the period of 2022/23, along with the CCADRR programme.

Several other existing programmes came to a conclusion during the year, most notably the Africa Catalyst Project, whereby RedR UK had been supporting the Federation of African Engineering Organisations (FAEO) for over 3 years, with funding from the Royal Academy of Engineering.

Having built strong relationships with FAEO, as well as other Professional Engineering Institutes (PEIs), throughout the project, the collaboration with engineering institutions in Africa will continue into the future, and the Technical Hub have submitted numerous funding bids in partnership with FAEO.

The Rapid Onset Localisation Team (ROLT) project also came to a conclusion in July 2021, by when we recruited the first five members of the Asia ROLT, and developed a series of processes, protocols and training materials for use during emergency responses, based on learning from the 2019 COVID-19 response. These materials and processes were adapted and used during the RedR UK response to the earthquake in Haiti in August 2021. Through funding and partnerships with the H2H Network, RedR UK took a collaborative and localised approach to support the response to the Haiti earthquake.

The programme supported local response in Haiti, developing the skills of 319 response staff in local in areas such as leadership, management, community engagement, protection, mental health and safety and security. We worked with numerous partners on the ground in Haiti, and local trainers, delivering learning materials in French and Haitian Creole, and also supported the growth of training capacity in-country by delivering a Training of Trainers to over 70 local actors. The project will continue in 2022/23, supporting resilience in Haiti with funding from the Souter Foundation.

Finally, a new initiative was piloted in 2021/22, working with Ramboll UK to develop a remote course on structural assessment and disaster-resilient structural detailing for engineers that are working in reconstruction zones in Iraq and Syria. You can read more about this project and its results in the region further down in this report.

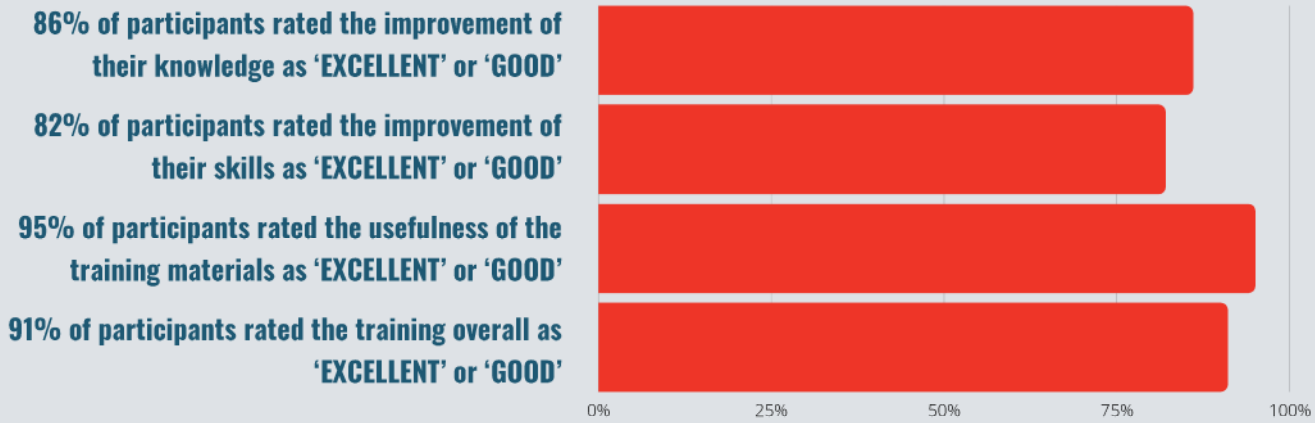
THE RAMBOLL PROJECT

RedR UK, in partnership with Ramboll UK, is in the process of delivering a blended remote training course on structural assessment and disaster-resilient structural detailing for engineers working in reconstruction in Iraq and Syria.

The overarching aim of the Ramboll project is to improve the safety and disaster resilience of buildings in Iraq and Syria by improving the ability of structural engineers to better assess damages and make informed decisions on whether to repair or dismantle a building or seek expert advice. It also aims to enhance the resilience of buildings for future disasters by improving the structural detailing and the quality of construction, and by raising quality control and construction supervision. The impact is mostly within the housing sectors and related public buildings such as schools and health centres.

The course consisted of six modules, each containing one 3-hour online session, coursework and coaching by Ramboll UK engineers. It was provided in English and in Arabic for 24 selected engineers from the region, who now are able to pass on their knowledge to their respective organisations and colleagues.

GENERAL FEEDBACK FROM THE PARTICIPANTS OF THE RAMBOLL PROJECT:



"The technical depth of the course allows the attendees to gain strong fundamentals and also fully supports the application ofthe theory into real-life situations."

Shaun Laksana – One of the lead engineering consultants from Ramboll UK for the project

"I am planning to investigate the schools in the province of the Sulaimani Governorate to help them in identifying the status of their schools. The assessment will give them the locations in their schools which need strengthening before an earthquake. This course really expanded my knowledge and has given me the right tools to scientifically and safely assess these buildings."

Wrya Abdullah - MSc, PhD Lecturer and Researcher University of Sulaimania, Iraq and American University of Iraq Sulaimani, course participant

"I've already shared the learning from the course with my colleagues and have applied it in my job. This course is so important because we live in an area that has suffered from continuous conflict and we need to be able to react quickly and wisely where different premises have been damaged."

Hanan Bamyeh - Construction Engineer at UN Relief and Works Agency (UNRWA), course participant

"It is urgent that engineers develop skills to enable them to complete damage assessments and propose retrofitting techniques. This course has remarkably enhanced these needed skills as it focused on damage assessment, and retrofitting, and shed light on the methodology to design buildings subjected to dynamic loads. Personally, this course has enhanced my skills in blended teaching, which is very important for my career as a lecturer in civil engineering. I also developed my communication and team working skills."

Saif Alzabeebee, PhD, GMICE Lecturer in Civil Engineering Department of Roads and Transport Engineering University of Al-Qadisiyah Al-Qadisiyah, Iraq, course contributor and co-facilitator

"This sort of course is not available anywhere else for NGOs."

Alison Ely - Head of Shelter and WASH Projects People In Need (PIN) Northern Syria

CLIMATE CHANGE AND DISASTER RISK REDUCTION

The Climate Change Adaptation and Disaster Risk Reduction (CCADRR) programme aims to empower local and national actors in climate-vulnerable countries to align climate change adaptation and disaster risk reduction approaches to better prepare for the risks that climate change presents. It builds resilience globally and has been a key programme of RedR UK since 2019, with generous funding from AXA XL.

Over the past year, the programme has been significantly expanded, both geographically (running in East Africa for the first time) and thematically (adding a series of advanced modules to build skills in specific areas such as climate risk assessments, and ecosystem-based adaptation).

Since June 2021, **113** participants have completed the full CCADRR 6-week learning programme, and **214** participants have completed the shorter add-on modules on advanced topics. This included participants from NGOs, governments, private organisations, and community-based organisations, representing 15 countries. The programme received consistently positive feedback from participants, with over 99% of participants rating the course as 'excellent' or 'good'. There has been continued high demand for the programme, with over 440 applications received this year.

The programme has included innovative elements this year, including a more flexible approach to programming, different streams catering to different learner profiles, and new ways of assessing the impact and reach of the programme, through workshops, videos, and a dedicated communication strategy. We have continued to witness its impact, with participants putting their new knowledge and skills into practice, from mapping climate hazards in the Philippines to natural resource management in South Sudan. Advocacy and ensuring the cascading of participants' knowledge continue to be important elements of the project, and participants were also encouraged to share their learning with their communities and colleagues.

Many participants kept in touch with RedR UK and each other after the end of their course, participating in a knowledge-sharing forum, impact workshop, case studies and surveys. **These practices have enabled us to estimate that a total of 7,138 people were reached indirectly through the project.**

"With this project we have the time to create great impact to the communities we are serving."

Foni Sarah Juma Joseph – Food Security and Livelihoods Project Lead World Vision South Sudan, Juba, South Sudan, course participant

"I learned a lot, it inspired me to teach and I can see that my students have also gotten really interested in the topic."

Pamela Acheng - Lecturer Makerere University, Kampala, Uganda, course participant

FOCUS ON

BRIDGING THE GAP HUB

During the year, the Bridging the Gap (BtG) Hub successfully ran **19** open courses, **19** tailored and three funded projects of varying scope and budgets, covering a wide geographic area. We successfully completed our first ever fully asynchronous online learning programme, which started in December 2020 and finished in January 2022. In total, RedR UK designed **465** fully asynchronous interactive e-learning modules in English, French and Spanish languages for UNICEF and the Global Nutrition Cluster (GNC). The e-learning modules are based on competency frameworks for Cluster Coordination and Cluster Information Management developed by RedR UK in 2020 for all UNICEF-led Global Clusters – Nutrition, Education in Emergencies, WASH and Child Protection Area of Responsibility.

In December 2020, we started another large project implemented in partnership with Plan International, ending in August 2021. The project trained and coached Plan staff on the use of their Project Management, Monitoring, Evaluation, Research and Learning (PMERL) system. The programme included self-paced online modules combined with facilitated online interactive sessions designed and delivered by RedR UK.

Sessions were divided by tasks and learner roles. In total, **18** cohorts, each of up to **60** Plan International staff members from over **50** country offices were trained. RedR UK designed the training materials and coordinated the scheduling of the online facilitated sessions for staff based in Asia, the Middle East, Eastern and Southern Africa, West and Central Africa and the Americas. Each cohort had countries from five to six different time zones, demanding agile coordination to accommodate different schedules. In total, we trained **1,264** people. The training was in English, French, Spanish, Portuguese and Arabic.

We embarked on the implementation of another three-year contract with Plan International to continue moderating Plan's Certificate in Management Programme (PCIM). The project trains cohorts of **80** students in the **four** regions where Plan International operates. In 2021/22, one cohort completed the training, and another one began the training cycle completing four of the total six units of learners.

"Congratulations! Really fantastic work! A super response to all your work! And so great that this kind of reaction has been consistent over 18 cohorts!!!!!"

Anne Williams – Learning & Development Manager, Plan International

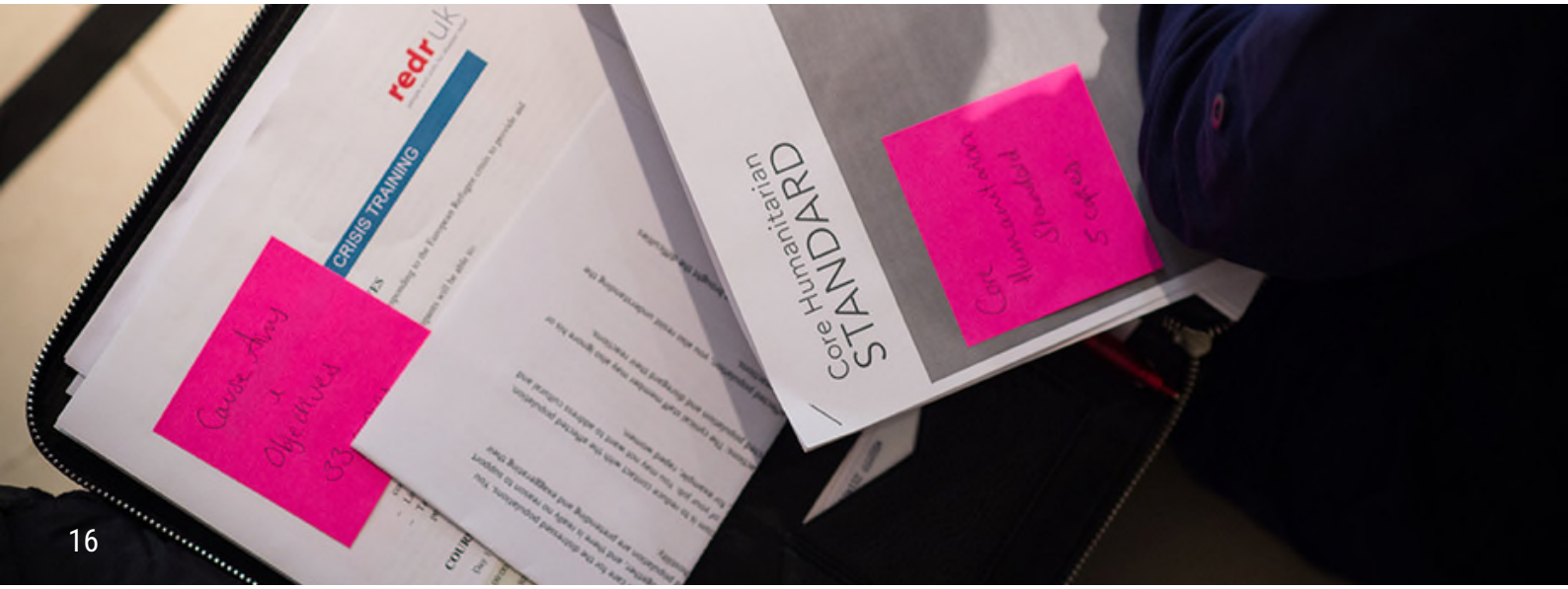
TAILORED SERVICES

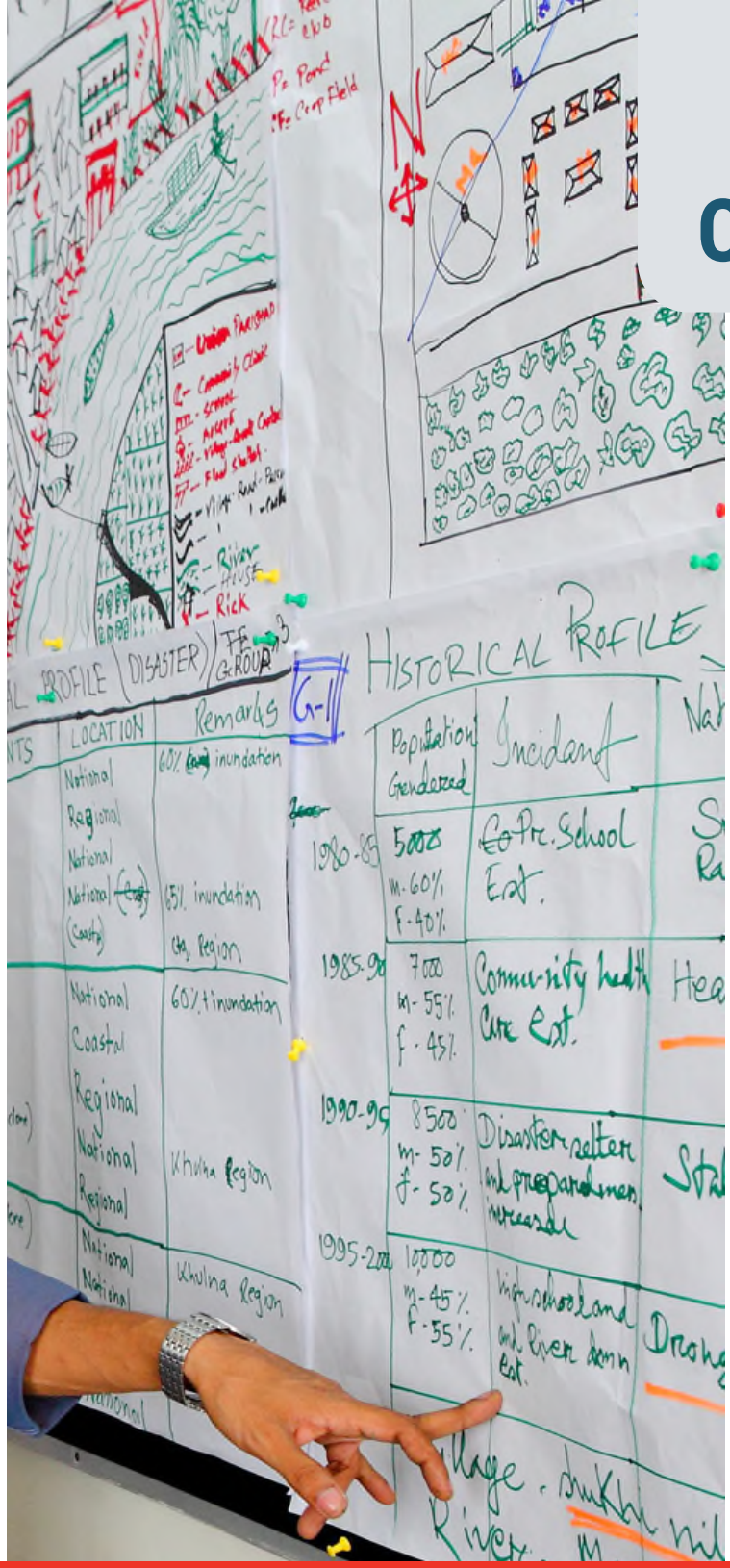
The hub secured funding and coordinated the delivery of **19** small to medium size tailored services. Highlights include: designing and delivering bespoke training for NGOs supporting refugees and displaced persons - Choose Love and Refugee Trauma Initiative (RTI); and delivering training on stress management for staff and students of the University of Dundee. We trained trainers working for several organisations including Sphere, the Food Security Cluster and Halo Trust. The training was delivered in English, Spanish and French. We have also designed a bespoke five-day long Training of Trainers on Emergency Management for SOS Children's Villages International (SOS CVI).

We designed a bespoke series of online workshops and simulations for the Red Cross Red Crescent Movement to review and improve their standard operating procedures (SOPs) for activation of the Surge Information Management Support (SIMS). We facilitated a disaster relief workshop for the University of Bath and delivered security management training for a local NGO in Kenya. In October 2021, we designed and delivered a bespoke five-day face-to-face training WASH in Emergencies for UK's Fire and Rescue-ISAR/ Emergency Medical Team, sponsored by UK FCDO.

The training drew on RedR UK's existing materials but adapted the content to the specific learning needs of the group. **100%** of participants rated the training as excellent. **100%** of participants rated the improvement in skills and knowledge as a direct impact of the training as excellent. The training will run again next year, and we have been requested to design a second phase of the training.

We designed and delivered bespoke online training on Project Cycle Management for WASH cluster partners in Ukraine. The training was delivered in English and Russian. The experience has proved to be indispensable in the wake of the humanitarian emergency that unfolded after the escalation of the war in Ukraine, at the end of February 2022. In March 2022, RedR UK launched an emergency appeal and began a larger-scale humanitarian response programme training responders in **Ukraine** and neighbouring countries in multiple languages.





OPEN PROGRAMME

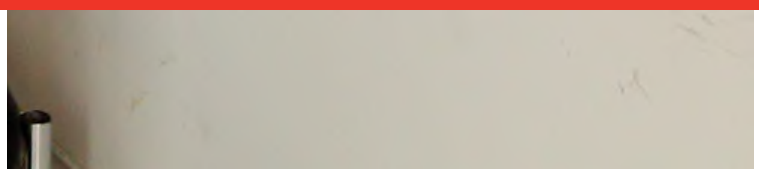
We conducted a Learning Needs Assessment (LNA) to understand how the humanitarian learning landscape has changed because of the COVID-19 pandemic. The data was analysed and a report was published to contribute to the sector's awareness. Based on the LNA findings, we updated the content and converted additional eight courses for online or blended delivery thus expanding our portfolio of open online and blended courses, which now includes our flagship courses such as Essentials of Humanitarian Practice (EHP), and Security Management for Humanitarians (SMH), So You Think You Want to be An Aid Worker (SYT), Training of Trainers (ToT) for beginners and experienced trainers; Monitoring and Evaluation, Needs Assessment; Leadership and Management (L&M), Proposal and Report Writing, and New Gender, Diversity and Inclusion (DEI) in humanitarian programming.

COVID-19 and movement restrictions meant we were not able to resume face-to-face learning and most of the open programmes were delivered online.

"A first-class course with fantastic support from all levels"

"It was a well-planned, organised and delivered course. The trainers were extremely knowledgeable and engaging and clear experts in their field. Their ability to bring their personal experience into the training helped aid learning."

Feedback from participants



FOCUS ON

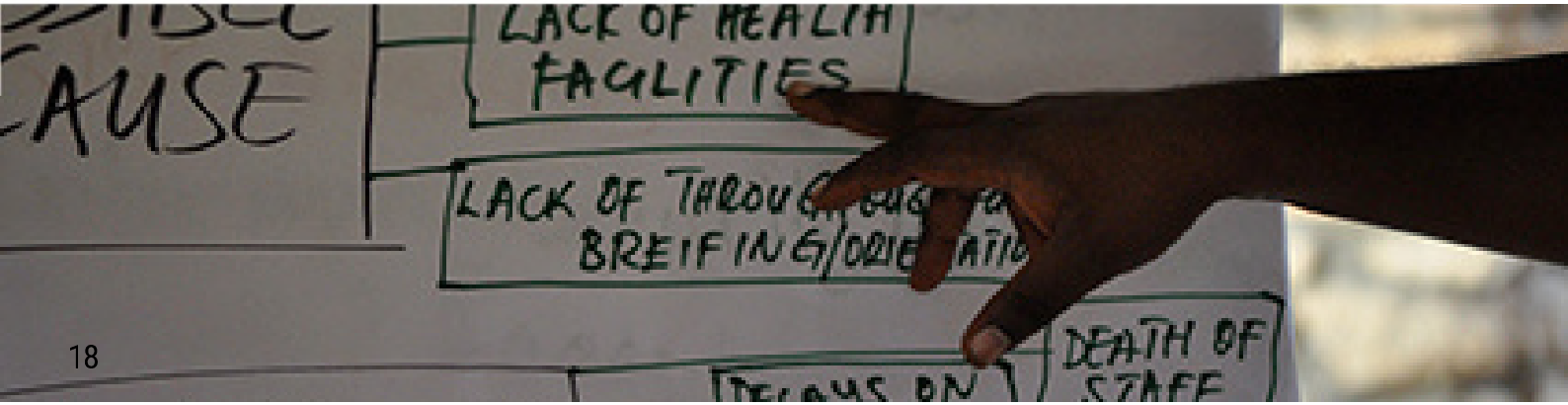
LOCALISATION HUB

The localisation hub organised a total of **10** training courses for **114** individuals working for humanitarian organisations in the Middle East and North Africa (MENA). The courses were delivered face-to-face in Lebanon, Turkey and Jordan. Topics covered included: Project Cycle Management, Management and Leadership, Training of Trainers, Proposal and Report Writing, Security Management, Monitoring and Evaluation.

To increase the reach of local and national staff, the courses were offered at a subsidised fee thanks to the generous support of our long-standing partners funding the programme in the region. All participants of RedR UK training were offered an HPass Badge, a digital indicator of achievement, and a way for participants to demonstrate their skills and experience. RedR UK is an HPass certified organisation meaning that we comply with humanitarian learning standards, which was evidenced in participant feedback and positive reviews.

The year was challenging both for the Localisation and BTG Hubs. For the Localisation Hub, delays in the arrival of funds meant we could not retain staff at a required level and achievements have been modest.

The BtG Hub operated at one person's capacity through most of the year with key staff on leave (sick or maternity). RedR UK continues to retain an office in Amman and is currently recruiting staff to support the ongoing programmes and new fundraising efforts for RedR UK in the region.



FOCUS ON MEMBERSHIP

In recognition of the key role which Associate Trainers (AT) play in RedR UK, the Board of Trustees agreed in November 2021 to accept the Membership Working Group's recommendation that RedR UK membership should be extended to ATs, thus conferring equal status on both Register Members and Associate Trainers as Members of the organisation. An invitation was sent to all **266** ATs who were not already Members and by March 2022, a total of **36** had signed up to become Members - with a further **30** signing up since that time. In addition, extraordinary efforts were made to contact Members and we were able to update information for a further **90** Members.

At the AGM in October 2021, the Board presented proposals on the governance of RedR, changes to the Make-up of the Board of Trustees and set up a Members' Council. There was a wide-ranging discussion at the AGM and the Board agreed to develop modified proposals for consideration at an Extraordinary General Meeting (EGM). The EGM took place in June 2022 and agreed to the revised changes.

The Membership Working Group (MWG) continued to meet regularly in 2021/22 and played an important role in advising and assisting the Board on the initiatives described above. The MWG also worked on preparing a membership survey, a new programme of events and updating procedures for Membership applications, which should be finalised in 2022/23.

"I like the idea of being a part of a network of sharing lessons learned. Even when you have got experience, you should always be ready to learn, to be open and curious, and to change your point of view"

Anthony Kergosien
RedR Member and Country Director for Action Against Hunger in Iraq

FOCUS ON COMMUNICATIONS AND MARKETING

The impacts of the pandemic reinforced the need for a good digital presence which we achieved via the RedR UK website, social media channels and newsletter. An overview of the results in these platforms from April 2021 to March 2022 can be observed on the next page.

These numbers represent the engagement of our different audiences according to each digital platform we use, excluding paid advertising. Our engagement rates are above the median stated by the RivalIQ's 2022 Social Media Industry Benchmark Report (Facebook: 0.064% and Twitter: 0.037%). In terms of Facebook Donations, we received £100 from individual campaigns (such as a birthday celebration asking for contacts to donate).

We also produced a total of 22 blog posts, with the intent of expanding our news, views and impact, talking mostly about the different training and programmes we run and sharing some successful case studies.

With a new communications strategy being rolled out in 2021/22, we expect both our following and engagement to increase.

For the next year, the goal is to increase our online presence and also reactivate Instagram and Youtube offering new content for these platforms. The Communications and Marketing department will also work more closely with Programmes and Fundraising to spot the best opportunities to promote our work, increase our fundraising opportunities, and also support with creative materials, such as digital courses promotion adverts and newsletters. We will open a direct channel on Microsoft Teams to facilitate the requests for Communications.

A full review of our website, updating the current content, adding new pages and using Search Engine Optimisation (SEO) will also be one of the focuses for the next year, as it is essential that we maintain high levels and standards on the communication of the work we do and the impact it has on vulnerable communities.

SOCIAL MEDIA CHANNELS

FACEBOOK

FANS: 10,132
NEW FANS: 190
TOTAL POSTS: 285
PAGE CONTENT CLICKS: 1,554
PAGE IMPRESSIONS: 138,049
PAGE ENGAGEMENT: 1,238
PAGE ENGAGEMENT RATE: 2.479%
PAGE REACTIONS: 1,104
POST SHARES: 95
PAGE VIDEO VIEWS: 563
POST COMMENTS IN TOTAL: 22

LINKEDIN

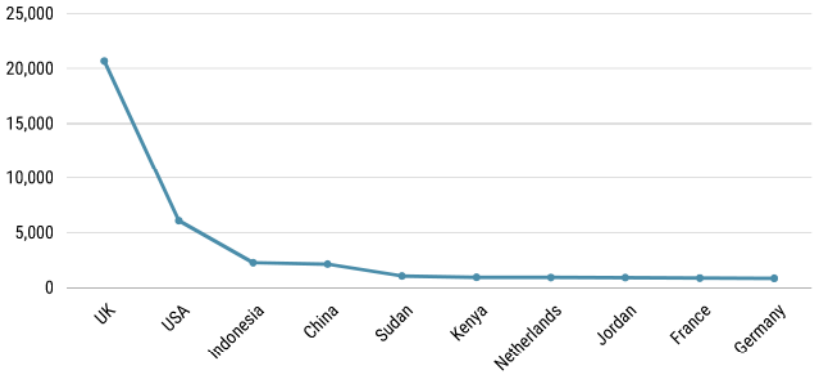
FOLLOWERS: 11,349
POSTS: 294
PAGE CLICKS: 7,860
PAGE COMMENTS: 58
PAGE ENGAGEMENT: 1,638
PAGE ENGAGEMENT RATE: 3.8%
PAGE IMPRESSIONS: 193,892
PAGE REACH: 111,488
PAGE REACTIONS: 1,360
PAGE SHARES: 220

TWITTER

FOLLOWERS: 6,841
TWEETS: 282
MENTIONS: 169
REPLIES: 16
RETWEETS: 166
POST LIKES: 569
POST LINK CLICKS: 146
POST IMPRESSIONS: 59,113
POST ENGAGEMENT RATE: 1.2%

WEBSITE

NUMBER OF USERS PER COUNTRY:



USERS (TOTAL): 54,675

NEW USERS: 54,459

FEMALE: 51.4% | MALE: 48.6%

PAGE VIEWS: 224,154

BLOG POSTS PUBLISHED: 22

SESSIONS: 76,346

NEW VISITOR: 85.9%
RETURNING VISITOR: 14.1%

GLOBAL NEWSLETTER

APRIL	JUNE	SEPTEMBER	DECEMBER	MARCH
2,560 OPENS	2,697 OPENS	2,027 OPENS	2,545 OPENS	2,406 OPENS
245 CLICKS	312 CLICKS	150 CLICKS	180 CLICKS	130 CLICKS
MAY	**JULY**	**OCTOBER**	**JANUARY**	
1,914 OPENS	1,998 OPENS	2,102 OPENS	2,424 OPENS	
191 CLICKS	265 CLICKS	314 CLICKS	170 CLICKS	
MAY (CORRECTION)	**AUGUST**	**NOVEMBER**	**FEBRUARY**	
1,809 OPENS	1,998 OPENS	2,087 OPENS	2,416 OPENS	
148 CLICKS	181 CLICKS	165 CLICKS	271 CLICKS	

AUDIENCE SIZE: 11,218 CONTACTS

**All data was gathered on June/2022*

FOCUS ON FUNDRAISING

Our Fundraising team kept its focus on promoting our work and new ways for people to support us. With the relaxation of pandemic restrictions, some events were able to take place in person again. For the next year, the activities will be increased to achieve great results. We raised a total of almost **£40,000** from our challenge and special events supporters.

We follow the Code of Fundraising Practice, as established by the Fundraising Regulator. The Code of Fundraising Practice sets the standards that apply to fundraising carried out by all charitable institutions and third-party fundraisers in the UK. No complaints were received during the referred period relating to any of the fundraising practices implemented by our Fundraising Team.

SUMMARY OF EVENTS AND QUANTITIES RAISED DURING THE YEAR:

CHALLENGE EVENTS:

WALK FOR DISASTER RELIEF – TONY GEE AND WSP TOOK PART IN RAISING OVER **£500**
LONDON MARATHON – 5 RUNNERS – RAISED **£7,657**
GREAT NORTH RUN – 3 RUNNERS – RAISED **£600**
WEARRED – RAISED **£3,497**
FOOTBALL TOURNAMENT – 8 TEAMS TOOK PART - RAISED **£1,050**
ATKINS GRADUATE CHALLENGE – OVER 300 GRADUATED - RAISED **£19,373**
CHRISTMAS RAFFLES – TONY GEE AND HEWSONS CONSULTING – RAISED OVER **£1,000**

SPECIAL EVENTS:

ISTRUCTE SURREY REGIONAL AWARDS - **£455**
ISTRUCTE LANCASHIRE AND CHESHIRE AWARDS - **£610**
CIGPE ANNUAL DINNER - **£960**
ISTRUCTE STRUCTURAL AWARDS - **£1,235**
TECH FEST - **£1,255**
TUNNELING FESTIVAL - **£1,245**

£39,437 RAISED

ANNUAL RECEPTION

On the 11th of November 2021, we hosted our annual reception to thank our corporate partners and supporters in the presence of HRH The Princess Royal, President of RedR UK. At the headquarters of the Institution of Civil Engineers (ICE), our donors learned more about how their support is contributing to RedR's humanitarian efforts around the world.

During the event, which happened during the UK hosting COP26 summit in Glasgow, our CEO, Jo de Serrano, delivered a speech concerning the growing need for humanitarian assistance and protection, particularly in the light of climate change.

The Princess Royal also spoke to the audience about the demand and importance of humanitarian emergency response, and the relevance and need to have the financial resources available to provide immediate aid when a disaster strikes.

HUMANITARIAN ENGINEERING WORKSHOP FOR REDR UK CORPORATE PARTNERS

On the 26th of January 2022, we organised a humanitarian engineering workshop for our Patrons and corporate partners. The aim of the event was to update everyone on our key humanitarian engineering-focused projects, past, present and hoped for, and invite everyone to take an active part in the conversation on ways we can work more closely together to deliver the humanitarian engineering projects of the future. The event was a major success, with high participation, engagement and positive feedback. We are planning to organise similar workshops on a bi-annual basis.

THANK YOU

#WearRed2021

WEAR RED

WearRed is our biggest annual fundraising campaign aiming to engage with our corporate partners and raise money for our cause. Due to the pandemic and resulting restrictions, WearRed 2021 was delivered fully online. The total raised was **£3,497**.

From the 6th to the 10th of September, we hosted daily lunchtime webinars covering topics ranging from inclusivity to humanitarian engineering. We had brilliant guest speakers from our Patrons, who shared their expertise and knowledge, as can be seen below:

- Arup: WearRed webinar Insights Into Creating Sustainable Business hosted by Natasha Connolly – Associate Director in Sustainability, Phil Walsh – Global Sustainable Development Programme Manager, Annie Gibbons – Associate in Energy and Climate Change and Tom Norton – Human Factors Consultant.
- Tony Gee: WearRed webinar Be The Change hosted by Francesca De Petris – Sustainability Principal and Rebecca Woodhouse – Design Engineer.
- WSP: WearRed webinar Let's Talk About Inclusivity hosted by Abigail Frost - Diversity & Inclusion Manager and Jane Grant – UK Director of Diversity & Inclusion.
- All the webinars can be accessed on our YouTube channel.

WALK FOR DISASTER RELIEF

WSP and Tony Gee employees took part in our brand new walking challenge – Walk for Disaster Relief, recording their steps as they went to raise money for RedR UK.

The campaign was focused on highlighting the crisis and the lengths that Rohingya refugees go through to reach safety in their journey fleeing Myanmar since 2017. As a result, participants managed to raise **£573** for our cause.

FOOTBALL TOURNAMENT

On the 27th of November 2021, we organised a Football Tournament for our corporate supporters in Bristol. Companies that took part were Mott MacDonald, Jacobs, WSP, Buro Happold, Arup, RedR UK and Tony Gee.

The winner was Arup (Jonh) team, followed by Arup (Dennis) in second place and WSP in third. It was a great opportunity for everyone involved to network and show their support for RedR UK in a different way.

Thanks to this event we managed to raise **£1,050.**

OUR PARTNERS

40 YEARS' EXPERIENCE WORKING WITH INTERNATIONAL AGENCIES ACROSS THE WORLD

World Vision
ACTION AGAINST HUNGER
PLAN INTERNATIONAL
Souter CHARITABLE TRUST
UK FIRE & RESCUE ISAR
WFP
OXFAM
INTERNATIONAL RESCUE COMMITTEE
refugee trauma initiative
University of Dundee
Foreign, Commonwealth & Development Office
MEDECINS SANS FRONTIERES DOCTORS WITHOUT BORDERS
UIPE
RAMBØLL FONDEN
h—h
unicef
Sphere
BritishRedCross
Makerere University
College of Engineering, Design, Art and Technology

CORPORATE PATRONS

ARUP
wsp
MOTT MACDONALD
Tony Gee
ATKINS

INSTITUTIONAL PATRONS

IET
IChemE
Institution of MECHANICAL ENGINEERS
The Institution of Structural Engineers
ice
ace
THE WORSHIPFUL COMPANY OF ENGINEERS
New Civil Engineer
ROYAL ACADEMY OF ENGINEERING

FUNDER OF OUR CCDARR PROGRAMME

AXA
XL Insurance Reinsurance

CORPORATE SUPPORTERS

ALEXANDER ASSOCIATES
whitby wood
RAMBOLL
AECOM
CampbellReith consulting engineers
ARCADIS
clancy consulting
hewson
CONNEELY GROUP Drylining & Facades
SH

Structure, Governance and Management

RedR UK is a company limited by a guarantee, governed by its Memorandum and Articles of Association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. **Of the 1915 members, the total number of such guarantees on 31 March 2022 was 639.**

RedR UK is part of the RedR International family. RedR International is the umbrella body of RedR organisations globally. RedR UK has two nominees on the General Assembly of RedR International and one on the Board of RedR USA. Page 15 of The Board of Trustees governs the organisation in line with its Memorandum and Articles of Association, vision, aims and charitable objectives, as well as providing overall policy direction. Trustees meet at least quarterly as a full Board and are responsible for compliance with all the legal and statutory requirements of a UK charity and of a registered company.

RedR UK has taken out Charity Trustees Liability Insurance to indemnify all its Trustees, existing and retired, and the directors of its subsidiary company, RedR UK Trading Limited, for any proceedings commenced against them as a result of their service with the charity and the company. All Trustees give their time freely, with none receiving remuneration in the year. Upon admission to the Board, the Trustees receive an induction on RedR UK.

Details of Trustees' expenses are disclosed in note 5 to the accounts. The Board has a Governance Manual that stipulates the provisions for appointments to the Board of Trustees, their term limits, nominations and appointments to the positions of Chair, and Terms of Reference for subcommittees, which include:

- Governance Committee
- Remuneration Committee
- Networks and Fundraising Committee
- Finance, Audit and Risk Committee

Each Trustee has taken responsibility for monitoring the charity's activities in specific operational areas and constant attention is paid to the skills mix of Trustees to ensure that the Board of Trustees has the necessary skills required to contribute fully to the charity's development. Members of the Board are directors of the charitable company (the company) and its Trustees for the purpose of charity law.

Throughout this report, they are collectively referred to as the Trustees. The Trustees are responsible as a body for governance, policy-making, monitoring of implementation, general conduct, overall performance, and for reporting to the membership at general meetings.

The Trustees delegate operational management of the organisation to the Chief Executive Officer (CEO).

Trustees 2021-2022

The Trustees who served during the year April 2021 to March 2022 were as follows:

NAME	OFFICE	APPOINTED
SOPHIE GILLIBERT	CHAIR	2020
SEBASTIAN WOOD	VICE CHAIR*	2018
HEATHER MCKINLAY	TREASURER	2020
JACK JONES		2019
LINDA RICHARDSON[1]		2017
MELANIE SALLIS		2020
IAN SMOUT		2008
BEN WEBSTER		2022
PAUL SHERLOCK[2]		2012
ISOBEL BYRNE-HILL[3]		2017
PROFESSOR PARNEET PAUL[4]		2017

*Also Senior Independent Director (SID)
[1]Resigned on 31 August 2021
[2]Resigned on 20 October 2021
[3]Resigned on 20 October 2021
[4]Resigned on 29 June 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Company number 3929653
Charity number 1079752

Registered office
91-94 Lower Marsh
London - SE1 7AB

Principal Office
91-94 Lower Marsh
London - SE1 7AB

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

Auditors
Moore Kingston Smith LLP
9 Appold Street
London - EC2A 2AP

Principal Staff
Jo de Serrano – Chief Executive Officer (CEO)
Honorary Officers
Sophie Gillibert – Chair
Sebastian Wood – Vice Chair
Heather McKinlay– Treasurer

Reserves Policy

Good management of RedR UK's finances and other assets enables it to succeed in delivering its charitable aims. RedR UK is committed to the prudent use of funds and therefore requires reserves to ensure it can fund its operations, fund any unexpected expenditure or any shortfalls in income. Reserves enable us to carry on running operations despite future uncertainties. The Rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

RedR UK's reserve policy is to ensure that reserves are maintained to meet all statutory requirements and obligations, should a decision be taken by RedR UK to wind down its operations, although this policy remains suspended while cash flow recovers. Currently, our temporary target is 12 weeks' coverage of expenses. As of 31 March 2022, the balance of reserves is £137,404 (2021: £124,326).

Public Benefit

In shaping our objectives and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: running a charity (PB2)'. Our strategy in 2022/23 for increasing the capacity of humanitarian actors resulted in the activities described in the sections that follow.

Although they rarely meet the RedR UK organisation, RedR UK's programmes also provide a public benefit to our ultimate beneficiaries – those directly affected by disasters and other humanitarian crises.

Pay Policy for Senior Staff

The Trustees consider the Senior Leadership Team, comprising the CEO, Programmes Director, Head of Partnerships, and Head of Fundraising and Communications as key management personnel of the charity.

RedR UK has a Remuneration Committee that regularly reviews external benchmarking data for staff salaries in the sector to maintain oversight of remuneration for key management personnel. In making recommendations and decisions, the committee have regard to the overall RedR UK pay policy, affordability, and the need to be able to recruit, retain and motivate high-quality staff.

Risk Management

The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. A detailed risk register is maintained and updated by the CEO, considered by the relevant Board Committee and reviewed by the FARC on a quarterly basis. When a significant risk arises, such as Covid-19 the FARC may choose to monitor the risk register more regularly. High and emerging risks are reported and discussed at the Board.

Our Finance, Audit and Risk Committee has met and will continue to meet, more regularly than the scheduled quarterly meetings to maintain a close overview of risks and finances.

Safeguarding and Ethical Principles

RedR UK has a Safeguarding and a Business Ethics Policy. As a developer and deliverer of safeguarding training to the humanitarian community, we are confident in our safeguarding standards.

RedR UK has a Prevention of Sexual Abuse, Exploitation and Abuse (PSEA) Policy and a Safeguarding Policy. Our Code of Conduct translates these principles into practical guidance that empowers RedR UK, its staff, volunteers, Members, Trainers, Trustees, its business partners and their employees to realise these aspirations.

Statement of Responsibilities of the Board of Trustees

The Trustees (who are also directors of RedR UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. The Board of Trustees presents its report and the audited financial statements for the financial year including the period of 1 April 2021 to 31 March 2022.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and follow the Charities SORP (FRS 102). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit 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.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.
- observe the methods and principles in the Charities SORP.

In so far as the Trustees are aware:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain Charity's transactions and 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 Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
Financial statements are published on Charity's website in accordance with the legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions.

The maintenance and integrity of Charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein. The charitable company qualifies as small under section 383 of The Companies Act 2006 and so no strategic report has been prepared, which is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulation 2013.

Approved by the Board of Trustees and signed on its behalf by Sophie Gillibert, Chair of the Board of Trustees.

25/10/22

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF REDR UK

Opinion

We have audited the financial statements of RedR UK ('the company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ·give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Our Finance, Audit and Risk Committee has met and will continue to meet, more regularly than the scheduled quarterly meetings to maintain a close overview of risks and finances.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 30 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or

- or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

OUR APPROACH WAS AS FOLLOWS:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

USE OF OUR REPORT

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor) for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Date: 31/10/2022

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

For the year ended 31 March 2022

	Note	Restricted	Designated	Unrestricted	2022 Total	2021 Total
		£	£	£	**£**	**£**
Income						
Donations and legacies	2	66,079	-	308,945	**375,024**	**314,994**
Investment income				3,875	**3,875**	**3,608**
Charitable activities	3					
Improving competence		718,759	-	243,131	**961,890**	**1,019,612**
Total income		784,838	-	555,951	**1,340,789**	**1,338,214**
Expenditure						
Raising funds						
Fundraising		15,424	-	188,034	**203,458**	**146,525**
Publicity		-	-	27,564	**27,564**	**47,682**
Total costs of raising funds		15,424	**-**	215,598	**231,022**	**194,207**
Charitable activities						
Improving competence		718,757	-	388,383	**1,107,140**	**1,221,162**
Total expenditure	4	734,181	-	603,981	**1,338,162**	**1,415,369**
Net gains/(losses) on investments				10,451	**10,451**	**20,061**
Net (expenditure)/income		50,657	-	(37,579)	**13,078**	**(57,094)**
Transfers between funds		-	-	-	**-**	**-**
Net movement in funds		**50,657**	**-**	**(37,579)**	**13,078**	**(57,094)**
Balance brought forward at 1 April 2021		36,531	-	87,795	**124,326**	**181,420**
Balance carried forward at 31 March 2022	13	**87,188**	**-**	**50,216**	**137,404**	**124,326**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Balance sheet

As at 31 March 2022

	Note	2022 £	2022 £	2021 £
Fixed assets				
Tangible fixed assets	8		1,768	-
Investments	9		132,256	121,805
			134,024	121,805
Current assets				
Debtors	10	73,260		138,257
Cash at bank and in hand		360,801		157,267
		434,061		295,524
Creditors: amounts falling due within one year	11	(390,681)		(243,003)
Net current assets			43,380	52,521
Creditors: amounts falling due in more than one year	11		(40,000)	(50,000)
Net assets	12		137,404	124,326
Funds	13			
Restricted funds			87,188	36,531
Unrestricted funds				
Designated funds			-	-
General funds			50,216	87,795
Total funds			137,404	124,326

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

Approved by the Board of Trustees and authorised for issue on 7th September 2022
and signed on its behalf by

Heather McKinlay - Treasurer

Sophie Gillibert - Chair of the Board of Trustees

Company registration number: 3929653

Cash flow statement

For the year ending 31 March 2022

Cash flow from operating activities	**2022 £**	**2021 £**
Net cash (used in)/ provided by operating activities	**201,603**	**(93,139)**
Cash flow from investing activities		
Investment income and interest received	**3,875**	**3,608**
Purchase of fixed assets	**(1,944)**	**1,444**
Disposal of investments	**-**	**-**
	1,931	**5,052**
Net (decrease)/increase in cash and cash equivalents	**203,534**	**(88,087)**
Cash and cash equivalents at beginning of year	**157,267**	**245,354**
Cash and cash equivalents at end of year	**360,801**	**157,267**

Reconciliation of net income to net cash flow from operating activities

	2022 £	**2021 £**
Net (expenditure)/income	**13,078**	**(57,094)**
Adjustments for:		
Depreciation charges	**176**	**2,108**
(Gains)/losses on investments	**(10,451)**	**(20,061)**
Investment income	**(3,875)**	**(3,608)**
Decrease/(increase) in debtors	**64,997**	**59,824**
(Decrease)/Increase in creditors less than one year	**147,678**	**(124,308)**
decrease in creditors greater than one year	**(10,000)**	**50,000**
Net cash (used in)/ provided by operating activities	**201,603**	**(93,139)**

Analysis of changes in net debt

	As At 1st April 2021	**Cashflows**	**As At 31st March 2022**
Cash at bank	157,267	203,534	360,801
Loans falling due less than 1 year	-	(10,000)	(10,000)
Loans falling due greater than 1 year	(50,000)	10,000	(40,000)
Movement in net debt	**107,267**	**203,534**	**310,801**

Notes to the financial statements

For the year ended 31 March 2022

Company Status

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

1. Accounting policies

RedR UK, (the "charitable company"), is a registered charity that seeks to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 91-94 Lower Marsh, London, SE1 7AB. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

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

These financial statements are prepared in pounds sterling, which is the functional currency of the charitable company. Monetary amounts in the financial statements are rounded to the nearest pound (£).

Notes to the financial statements

For the year ended 31 March 2022

a. **Basis of preparation of financial statements (continued)**

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The Trustees consider that there are no material uncertainties about RedR UK's ability to continue as a going concern and have based this on detailed budgets and forecasts that have been produced on a conservative basis. Following a number of loss-making years, the charity embarked on a significant cost cutting and reshaping exercise in the financial year ended 31 March 2020 which has had a continuing positive impact in the following financial years. RedR UK is well-placed to continue to provide remote capacity strengthening with the training resources that it converted online during the COVID-19 pandemic in 2020/21, and has also recommenced working face to face. Substantial grants have already been awarded for the current financial year ending 31 March 2023 from IOM, AXA, the Ramboll Foundation, JOAC, HLA, RAE and JTIF, totalling £655k. RedR UK continues to monitor expenditure closely and has kept its cost base at a low level in the current financial year, including through establishing an agile network of resource that allows the charity to scale up or down as required. RedR UK also continues to take advantage of free accommodation provided by Whitby Wood.

The Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are described in the following paragraphs.

b) Income

Fundraising income is recognised when there is entitlement to the funds, the receipt is probable and

When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred accordingly. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in the incoming resources until these conditions have been met.
Grants are recognised in line with the expenditure on the programme relating to the grant, such that income from the grant is deferred in the accounts until this point.

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies (continued)

c) Expenditure

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

Expenditure includes attributable VAT which cannot be recovered.

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

Charitable costs relate to providing relief personnel through the charitable company's recruitment service and improving competence through training in the UK and overseas and its technical support service.

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

d) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

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

e) Pension costs

The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level (minimum 3% net of tax) while the charity contributes up to 5% of earnings to the plan. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.

f) Foreign currency translation

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

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies (continued)

g) Tangible fixed assets and depreciation

Individual assets costing £500 or more are capitalised at cost.

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

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

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

h) Leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the minimum lease term.

i) Financial instruments

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

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

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

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

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

Notes to the financial statements

For the year ended 31 March 2022

2. Voluntary income

For the year ended 31 March 2022

	Restricted £	Designated £	Unrestricted £	2022 Total £	2021 Total £
Trusts	-	-	10,000	**10,000**	**13,000**
Individual giving	66,079	-	169,742	**235,821**	**157,135**
Patrons and corporate supporters	-	-	114,697	**114,697**	**136,847**
Legacies	-	-	650	**650**	**100**
Events	-	-	9,673	**9,673**	**5,150**
Other	-	-	4,183	**4,183**	**2,762**
Total	66,079	-	308,945	**375,024**	**314,994**

For the year ended 31 March 2021

	Restricted £	Designated £	Unrestricted £	2021 Total £	2020 Total £
Trusts	-	-	13,000	**13,000**	**8,000**
Individual giving		-	157,135	**157,135**	**223,445**
Patrons and corporate supporters	-	-	136,847	**136,847**	**186,144**
Legacies	-	-	100	**100**	**9,823**
Events	-	-	5,150	**5,150**	**96,050**
Other	-	-	2,762	**2,762**	**3,655**
Total	-	-	314,994	**314,994**	**527,117**

Notes to the financial statements

For the year ended 31 March 2022

3. Charitable activities

For the year ended 31 March 2022

	Restricted £	Designated £	Unrestricted £	2022 Total £	2021 Total £
Grants					
CDR	92,357	-	-	**92,357**	**77,000**
Lloyd's of London	13,348	-	-	**13,348**	**15,103**
ACP	19,456	-	-	**19,456**	**45,352**
UNICEF	-	-	-	**-**	**134,967**
The Clothworkers' Foundation	60,000	-	-	**60,000**	**150,000**
Whitbybird	-	-	-	**-**	**41,970**
H2H	-	-	-	**-**	**202,044**
EPS Uganada	20,641	-	-	**20,641**	**29,289**
Asia Rolt	17,474	-	-	**17,474**	**4,671**
Haiti Response	29,688	-	-	**29,688**	**-**
Vitol Foundation	570	-	-	**570**	**-**
Ramboll Foundation	22,908	-	-	**22,908**	**-**
Training fees	442,317	-	243,131	**685,448**	**319,216**
	718,759	-	243,131	**961,890**	**1,019,612**

Notes to the financial statements

For the year ended 31 March 2022

3. Charitable activities

For the year ended 31 March 2021

	Restricted	Designated	Unrestricted	2021 Total	2020 Total
	£	£	£	£	£
Grants					
CCQL					**3,518**
CDR	77,000	-	-	**77,000**	**51,423**
JFU	-	-	-	**-**	**10,450**
Nap		-	-	**-**	**23,221**
Lloyd's of London	15,103	-	-	**15,103**	**31,549**
OFDA-USAID	45,352	-	-	**45,352**	**-**
ACP	-	-	-	**-**	**-**
Echo SIM	-	-	-	**-**	**(37,422)**
Royal Commission	-	-	-	**-**	**30,000**
AICS-Euro		-	-	**-**	**30,585**
WHH(WFP)	134,967	-	-	**134,967**	**25,345**
UNICEF	150,000	-	-	**150,000**	**68,722**
The Clothworkers' Foundation	-	-	-	**-**	**60,000**
FNC	41,970	-	-	**41,970**	**7,999**
UCF	202,044	-	-	**202,044**	**-**
Govt of Belgium (BTG)	29,289	-	-	**29,289**	**-**
Other	4,671	-	-	**4,671**	**-**
Training fees	217,413	-	101,803	**319,216**	**838,831**
	917,809	**-**	**101,803**	**1,019,612**	**1,144,221**

Notes to the financial statements

For the year ended 31 March 2022

4. Analysis of total expenditure

For the year ended 31 March 2022

	Fundraising	Publicity	Improving Competence	Support	2022 Total	2021 Total
	£	£	£	£	£	£
Staff costs (Note 6)	126,963	18,169	318,063	95,242	**558,437**	**626,685**
Office administration	-	-	3,332	172,262	**175,594**	**336,563**
Training	-	-	524,995	-	**524,995**	**369,203**
Fundraising/PR	31,306	3,296	-	-	**34,602**	**33,225**
Organisation administration	169	-	11,300	28,597	**40,066**	**43,599**
Communication	-	-	4,468	-	**4,468**	**6,094**
Total resources expended	158,438	21,465	862,158	296,101	**1,338,162**	**1,415,369**
Support costs	45,020	6,099	244,982	296,101	**-**	**-**
Total resources expended	**203,458**	**27,564**	**1,107,140**	**-**	**1,338,162**	**1,415,369**

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

Notes to the financial statements

For the year ended 31 March 2022

4. Analysis of total expenditure (continued)

For the year ended 31 March 2022

Support costs

Included within support costs are governance costs.
Governance costs are comprised of the following:

	2022	2021
	£	£
Staff costs	**20,548**	**11,339**
Audit and accountancy Fees	**17,987**	**25,829**
Professional fees	**10,694**	**4,102**
Meetings	**90**	**-**
	49,319	**41,270**

Analysis of total expenditure

For the year ended 31 March 2021

	Fundraising	Publicity	Improving Competence	Support	2021 Total	2020 Total
	£	£	£	£	£	£
Staff costs (Note 6)	109,809	14,097	482,226	20,553	**626,685**	**1,277,507**
Office administration	-	-	130,507	206,056	**336,563**	**348,692**
Training	-	-	369,203	-	**369,203**	**705,554**
Fundraising/PR	8,743	24,482	-	-	**33,225**	**69,536**
Organisation administration	-	-	-	43,599	**43,599**	**14,142**
Communication	-	-	6,094	-	**6,094**	**-**
Total resources expended	118,552	38,579	988,030	270,208	**1,415,369**	**2,415,431**
Support costs	27,973.00	9,103.00	233,132.00	- 270,208.00	**-**	**-**
Total resources expended	**146,525.00**	**47,682.00**	**1,221,162.00**	**-**	**1,415,369.00**	**2,415,431.00**

Notes to the financial statements

For the year ended 31 March 2022

5. Net (expenditure)/ income

This is stated after charging:	2022 £	2021 £
Depreciation	**176**	**2,108**
Trustees' reimbursed expenses	**-**	**-**
Operating lease charges: UK property rent	**26,414**	**69,000**
Operating lease charges: Overseas property rent	**8,136**	**32,760**
Foreign exchange (gain)/loss	**(1,160)**	**26,542**
Auditors' remuneration:		
Current year statutory audit UK	**11,550**	**11,450**
Current year statutory audit Overseas	**1,325**	**8,707**
Other services	**1,130**	**579**

No Trustees made claims for reimbursement of expenses during the year 2022 (2021: Nil). No trustees received any remuneration in the year (2021-none).

6. Staff costs and numbers

Staff costs were as follows:	2022 £	2021 £
Salaries and wages	**499,776**	**548,352**
Social security costs	**32,892**	**40,757**
Pension costs	**15,869**	**19,062**
Redundancy		**3,658**
Recruitment costs	**4,350**	**1,707**
Staff development costs	**279**	**470**
Travel, subsistence and other staff costs	**5,271**	**12,679**
	558,437	**626,685**

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

	2022 No.	2021 No.
£60,001 - £70,000	**-**	**1**
£70,001 - £80,000	**2**	**1**

Pension contributions in respect of these employees was £3,567 (2021: £3,000).

The key management personnel of RedR UK during the year is comprised of the Chief Executive Officer, the Programmes Director, Head of Partnerships and Head of Fundraising and Communications. The total employee benefits of the key management personnel were £218,766 (2021: 194,206).

There were no redundancy payments in the year (2021: £3,658).

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

	2022 No.	2021 No.
Improving competence	6.4	7.6
Fundraising & publicity	4.4	3
Administration	0.7	0.9
Governance	0.2	0.2
Staff employed on overseas programmes:		
Sudan	0.0	14.2
Middle East	1.3	2.0
	13.0	**27.9**

Notes to the financial statements

For the year ended 31 March 2022

7. Taxation

The charitable company benefits from exemptions on income and gains falling within sections 466-493 of the corporation tax act 2010 to the extent that they are derived from charitable activities.

8. Tangible fixed assets

	Office Refurbishment	Computer equipment	Total
	£	£	£
Cost			
At 1 April 2021	-	4,160	**4,160**
Additions in year	-	1,944	**1,944**
Disposals /writeoffs in year	-	-	**-**
At 31 March 2022	**-**	6,104	**6,104**
Depreciation			
At 1 April 2021	-	4,160	**4,160**
Charge for the year	-	176	**176**
Eliminated on disposal / writeoff	-	-	**-**
At 31 March 2022	**-**	4,336	**4,336**
Net Book Value			
At 31 March 2022	**-**	**1,768**	**1,768**
At 31 March 2021	-	-	**-**

9. Investments

	2022	2021
	£	£
Market value at 1 April	**121,805**	**101,744**
Disposal in year	**-**	**-**
Net unrealised investment gains/(losses)	**10,451**	**20,061**
Market value at 31 March	**132,256**	**121,805**
Historical cost at 31 March	**82,256**	**82,256**
The investments are comprised of:		
CCLA - COIF Charities Investment Fund	**126,938**	**116,812**
Equity shares	**5,318**	**4,993**
	132,256	**121,805**

Notes to the financial statements

For the year ended 31 March 2022

10. Debtors

	2022	2021
	£	£
Accrued income	**7,610**	**17,182**
Other debtors	**30,308**	**77,844**
Prepayments	**35,342**	**43,231**
	73,260	**138,257**

11. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Taxation & social security	**9,243**	**9,780**
Other creditors	**73,098**	**119,099**
Accruals	**61,227**	**59,419**
Deferred income	**237,113**	**54,705**
Loan	**10,000**	**-**
	390,681	**243,003**

As at 31st March 2022 there are no outstanding pension contributions (2021: £Nil).

Deferred income occurs when training courses which are due to occur after the balance sheet date are invoiced beforehand.

Natwest Bank PLC hold a fixed and floating charge over the undertaking and all property and assets, both present and future.

11a. Deferred income

	2022	2021
	£	£
Deferred income as at 1 April	**54,705**	**125,451**
Amount deferred /(released) in the year	**182,408**	**(70,746)**
Deferred income as at 31st March	**237,113**	**54,705**

11b Creditors: Falling due in more than one year

	2022	2021
	£	£
Bounce Back Loan	**40,000**	**50,000**
	40,000	**50,000**

The Bounce Back Loan is the UK government-backed Covid-19 support loan to help businesses impacted by the pandemic and is due on 30 March 2027. This unsecured loan was granted on 30 March 2021 and was interest-free for the first 12 months. Thereafter, the loan is repayable over the remaining five years at a rate of 2.5% interest.

Notes to the financial statements

For the year ended 31 March 2022

12. Analysis of net assets between funds

For the year ended 31 March 2022	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Investments	-	-	132,256	**132,256**
Tangible assets	-	-	1,768	**1,768**
Net current assets	87,188	-	(43,808)	**43,380**
Amounts falling due in more than one year		-	(40,000)	**(40,000)**
Net assets at 31 March 2022	**87,188**	**-**	50,216	**137,404**

For the year ended 31 March 2021	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Investments	-	-	121,805	**121,805**
Tangible assets	-	-	-	-
Net current assets	36,531	-	15,990	**52,521**
Amounts falling due in more than one year	-	-	(50,000)	**(50,000)**
Net assets at 31 March 2021	**36,531**	**-**	**87,795**	**124,326**

Notes to the financial statements

For the year ended 31 March 2022

13. Funds

For the year ended 31 March 2022

	At 1 April 2021	Income	Expenditure	Transfers	As at 31 March 2022
	£	£	£	£	**£**
Restricted funds:					
Middle East	5,451	-	-		**5,451**
Europe & Global Initiatives	31,080	718,759	(718,757)		**31,082**
Ukraine Appeal		66,079	(15,424)		**50,655**
Total restricted funds	36,531	784,838	(734,181)	-	**87,188**
Unrestricted funds					
Designated funds					
Fixed asset funds	-	-	-	-	**-**
Total Designated Funds	-	-	-	-	**-**
General funds	87,795	566,402	(603,981)	-	**50,216**
					-
Total unrestricted funds	87,795	566,402	(603,981)	-	**50,216**
Total funds	124,326	1,351,240	(1,338,162)	-	**137,404**

Notes to the financial statements

For the year ended 31 March 2022

13. Funds

For the year ended 31 March 2021	At 1 April 2020	Income	Expenditure	Transfers	**As at 31 March 2021**
	£	£	£	£	**£**
Restricted funds:					
Sudan	36,139	100,000	(130,688)	(5,451)	**-**
Middle East	-	115,608	(116,835)	6,678	**5,451**
Europe & Global Initiatives	130,910	702,201	(800,804)	(1,227)	**31,080**
Mission Ready	7,775	-	-	(7,775)	**-**
Total restricted funds	174,824	917,809	(1,048,327)	(7,775)	**36,531**
Unrestricted funds					
Designated funds					
Fixed asset funds	3,552	-	-	(3,552)	**-**
Total Designated Funds	3,552	-	-	(3,552)	**-**
General funds	3,044	440,466	(367,042)	11,327	**87,795**
					-
Total unrestricted funds	6,596	440,466	(367,042)	7,775	**87,795**
Total funds	181,420	1,358,275	(1,415,369)	-	**124,326**

Notes to the financial statements

For the year ended 31 March 2022

13. Transfers between funds (continued)

Purposes of restricted funds

The Middle East Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from Trust funds in support of this work.

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

The Ukraine Appeal was set up tp analyse and address the most urgent training needs and capacity gaps of local organisations and responders providing humanitarian assistance in relation to the Ukraine emergency, followed by further and more in-depth training on selected areas of humanitarian response in English, Ukrainian, Polish and Romanian languages.

14. Related parties

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

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

RedR US is established as a 501c entity. Jo de Serrano, CEO of RedR UK currently sits on the board but as there is no control, the results of that entity are not amalgamated within these financial statements. Management of RedR US funds is now undertaken by RedR Australia.

Office accommdation is donated by Whitby Wood, Sebastian Wood is a Trustee of the charitable company. The cost of this Office accommodation is recorded as expenditure in the Statement of Financial Activies, with an equal amount recorded as a donation in income.

15. Operating lease commitments

At 31 March 2022, the charity had the following minimum lease payments under non-cancellable operating leases which fall due as follows:

	Land and buildings	
	2022	**2021**
	£	**£**
within one year	-	**16,258**
between two and five years	-	-
over five years	-	-
	-	**16,258**

16. Capital commitments

There are no capital commitments not provided for in the financial statements (2021:None)

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2021/22 ANNUAL REPORT AND FINANCIAL STATEMENTS

REDR UK

England & Wales - Charity number 1079752

Accounts

redr uk

people and skills for disaster relief

Annual Report and Financial Statements 2020/21

COMPANY NUMBER: 3929653

CHARITY NUMBER: 1079752

redr uk
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Annual Report and Financial Statements 2020/21

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Overview from the Chair and CEO

We are very pleased to present RedR UK's Annual Report for 2020/21 and we thank the RedR UK Team, Trustees, Members, Associate Trainers and consultants for their extraordinary work and dedication throughout the year. We would not have achieved what we did last year without our incredible supporters, patrons, donors and partners also. This year we also counted on amazing support from a number of volunteers, working in project management, HR, IT, finance and governance, as well as on the update of Engineering in Emergencies. Combined, this has enabled RedR UK to not only weather the storm caused by the COVID-19 pandemic, but to actively address it by training 3,902 people in over 100 countries to prevent, mitigate and respond to COVID-19 challenges, as well as an additional 1,511 people on non-COVID-19 projects.

This year there have been many firsts.

- With support from the WhitbyBird Foundation, we trained 751 people from within the UK. This response reflected a need to provide accessible guidance and training to ethnic minorities, diaspora communities and young people.
- We converted our flagship Climate Change Adaptation and Disaster Risk Reduction course for online delivery and continued to facilitate training for 179 participants from the Philippines and Bangladesh throughout a particularly devastating typhoon season, including Super Cyclone Amphan in Bangladesh, and Typhoon Goni in the Philippines.
- We developed and delivered training uniquely for online delivery for the first time ever. From 3% in online delivery in 19/20, this increased to 97% in 20/21.
- We held our first online Patron's Graduate Programme where Atkins graduates raised over £13,000 for RedR UK completely online.
- We launched our first ever fully asynchronous online learning programme, implemented in partnership with UNICEF for all UNICEF-led Clusters and Areas of Responsibility.

The COVID-19 pandemic has advanced the localisation agenda more in the past 18 months than it had advanced in the preceding years, dating back to the World Humanitarian Summit and the Grand Bargain in May 2016. As international staff were repatriated by their headquarters from country offices, the remaining 'local' staff continued managing projects, and not only managing them as business as usual, but managing a maelstrom of information and activities needed to ensure the health and wellbeing of their staff, volunteers, contractors and beneficiaries. Headquarters needed to facilitate work remotely and needed guidance and training for their staff on how to do this effectively. We are proud that we played our part in facilitating this shift, training people located in 106 countries worldwide and offering courses uniquely targeted at responding to the COVID-19 emergency, such as remote management.

The gains made during the COVID-19 response should not be lost and the shift to more localised response must now be expedited. There are exciting times ahead, and RedR UK has a role to play in advancing localisation and being part of the solution.

Sophie Gillibert

Chair of the Board of Trustees, RedR UK

Jo de Serrano OBE DUniv

CEO, RedR UK

Focus on Membership and Localisation

In October 2020, we established a working group to review RedR UK's Membership structure and objectives.

Since the World Humanitarian Summit in 2016, the humanitarian system has pivoted towards developing competence of the aid sector's workforce and strengthening the capacity of those resident in countries affected by emergencies rather than on deploying international aid workers overseas, a model which RedR UK has focused on for many years. However, many of RedR UK's Members joined when international staff were deployed by RedR UK to humanitarian emergencies worldwide. Approximately 85% of our Members are from the UK and EU, with only 15% considered to be local experts. To support the localisation agenda, we want to develop a new purpose for 'international' register members and invest more heavily in those located in countries affected by disaster. As such, we have a new Membership Vision for RedR UK:

RedR UK's members are the essence and lifeblood of RedR UK and when working together RedR UK's members equal more than the sum of their parts.

RedR UK's strength derives from its specification and adherence to high standards, combined with a requirement for impeccable behavioural integrity. RedR UK's role is inextricably linked to the Core Humanitarian Standard on Quality and Accountability (CHS); RedR UK expects members, affiliates and trainees to uphold the CHS to improve the quality and effectiveness of assistance they provide.

RedR UK helps members, both new to the humanitarian system and those already present to attain those standards and to have a positive impact on affected communities worldwide. Membership is active and rooted in experience and should be drawn from and/or support local level response. Development, certification and maintenance of members' skills is what keeps RedR UK highly relevant, ensuring that communities and people affected by crisis are at the centre of humanitarian action.

Members work individually and in teams in support of each other and RedR UK, so that collectively we can help affected communities. Members' experience feeds into RedR UK projects, helping to keep these relevant, up-to-date and practical and helps demonstrate the impact of RedR UK worldwide.

Being a member is the fundamental essence of RedR UK.

In Chris Herlinger/ACT's, With Courage, In Hope - the tsunami five years after, Jan Egeland said

"Because if you're not a professional in this game, you have no right to descend on someone in their moment of crisis and do on-the-job training. Saving human lives is no place for amateurs. Why is that? Because the poor, dispossessed and disaster-prone should have at least one basic right left to them: to be protected from incompetence."[1]

We want to level the playing field and enable a humanitarian system which judges a person's capacity to respond through the competencies, skills, knowledge and experience they possess, and we want to facilitate exchange of information so that best practice is driven from local to international and vice versa.

This is a system where aid workers are assessed against core humanitarian competencies and learning pathways for humanitarian professions are developed to increase capacity and professionalisation throughout the sector. In this way, and with guidance on competency framework adoption, employers can apply an approved set of humanitarian competency indicators and facilitate objective recruitment.

Our Associate Trainers (ATs) are a fundamental part of RedR UK's capacity strengthening capability, each having passed RedR UK's robust assessment process for inclusion on our AT roster. Last year our ATs trained over 5,413 people in 106 countries with 93% rating the facilitation as being excellent or good. They worked hand in hand with RedR UK staff to pivot our training into the online space and were essential in mobilising our first ever UK response and our COVID-19 MENA training. In fact, our ATs were facilitating training on climate change adaptation and disaster risk reduction for aid workers in the Philippines whilst a typhoon passed overhead. Our Associate Trainers are invaluable, and we want them to be part of RedR UK's Membership too. Old and new RedR UK register members will work together in support of localising humanitarian response, facilitating inclusion, influence and decision-making capacity of local actors.

[1] From With Courage, In Hope – the tsunami https://issuu.com/actalliance/docs/with-courage-in-hope

Focus on Engineering in Emergencies

In 1995, RedR UK published the first edition of Engineering in Emergencies (EiE); a people centred, risk-informed, rights-based resource that strengthens resilience by putting affected people at the centre of any consideration and action. EiE equipped engineers with the knowledge they need to work effectively in humanitarian crises providing communities with key infrastructure (shelter, water supplies, sanitation, access roads and other vital facilities) following disasters, to recognised, internationally accepted standards such as SPHERE. The second edition, published in 2002 was aimed not just at relief engineers but any engineer working within or wanting to work within a humanitarian setting.

EiE was written by Jan Davis, a chartered engineer with experience in both emergency relief and long-term development who has worked for Oxfam as an emergency water engineer and for RedR UK as a Senior Training Officer responsible for delivering RedR UK's training programme, and Robert Lambert, an engineer with over 15 years' experience in Africa and elsewhere. He has extensive experience in selecting, preparing, training and debriefing a wide range of professionals for humanitarian relief work. Robert was previously Director of RedR UK.

In 2020, we decided to update Engineering in Emergencies, working alongside the publisher, Practical Action and the original authors, Jan Davis and Robert Lambert. This update will address multiple refreshes of humanitarian architecture since 2002, such as the humanitarian reform agenda, transformative agenda or the Grand Bargains 1.0 and 2.0. In addition, engineering organisations and individuals are also providing substantial contributions for free, without which this update of EiE would not be possible. In 2021/22, we will be looking for funding to translate Engineering in Emergencies into Spanish, French and Arabic, as well as to make the publication open source.

In addition to the third edition of Engineering in Emergencies, we have been awarded funding from the Ramboll Foundation to deliver a programme of structural assessment and disaster resilient structural detailing to engineers working in reconstruction in Iraq and Syria. The course will be implemented with the in-kind support from engineers of Ramboll UK and consists of six modules each containing one 3-hr facilitated online session, coursework and coaching by Ramboll UK engineers. It will be implemented in the FY2021/22.

Other engineering related programmes include the Africa Catalyst Project and the Humanitarian Skills for Engineers Project, both funded by the Royal Academy of Engineering. The former consists of institutional development and strengthening of the Federation of African Engineering Organisations (FAEO), an umbrella body for Professional Engineering Institutes (PEIs) across Africa, and the latter trains engineers in Uganda in humanitarian principles & standards, disaster risk reduction, urban humanitarianism, and the application of engineering skills to urgent humanitarian needs. The project in Uganda is jointly implemented with the Uganda Institute of Professional Engineers and the College of Engineering, Design, Art and Technology (Makerere University).

Furthermore, RedR UK developed in 2020 an in-depth course on Shelter in Urban Emergencies for local humanitarians in Colombia working in relation to the Venezuelan migrant crisis. It was delivered remotely in Spanish language supported by the UK Shelter Centre and was highly successful. Unable to run our Developing Groundwater course in 2020, we are well on track to delivering this course once again in 2021 with robust biosecurity procedures in place.

Finally, in 2020 RedR UK has been awarded the World Bank funded Project "Toward Resilient, Green, Quality Construction Industry" in Bhutan with Arup being the lead organisation.

Year in Review

Table 1: Key Statistics

	Bridging the Gap Hub	Localisation Hub	Technical Hub	Total 20/21	Total 19/20
No. of people reached directly	1,555	3,211	647	5,413	3,061
No. of countries in which participants were located	106				This data not collected
No. of events	143	160	39	342	191
% of interventions that include online learning	100%	99%	77%	97%	3%
% of other non-face-to-face training interventions, such as coaching, mentoring	24%	1%	23%	13%	39%
% who say skills and knowledge have improved (directly after the event)	90%	92%	94%	92%	93%
% who rated the facilitation of the training as excellent or good	98%	95%	99%	96%	93%
% of participants who are women or non-binary	61%	54%	49%	55%	46%
% of participants who are national staff	60%	62%	88%	65%	70%
% participants who work for national organisations	25%	24%	65%	29%	24%
No. of organisations supported at organisational level (beyond training staff)	4	1	3	8	This data not collected

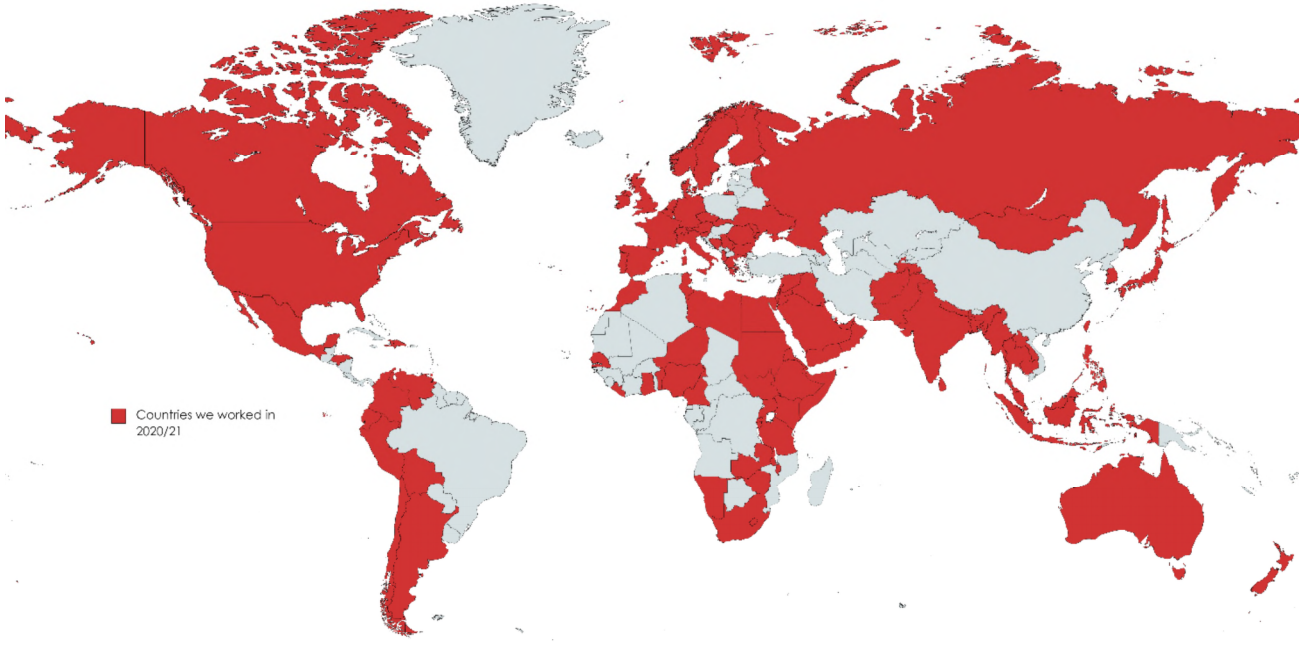


Figure 2: Countries we worked in 2020/21

Our Bridging the Gap Hub Programme

During the year, the BtG hub ran 54 open and 89 tailored courses worldwide.

In 2020, RedR UK also successfully launched its first ever fully asynchronous online learning programme. Asynchronous learning is student-centred, used predominantly in online learning and means that learning can occur in different times and places for each learner. Implemented in partnership with UNICEF, it aims to provide sustainable and equitable access to capacity development in UNICEF-led cluster coordination mechanisms through which to improve the delivery of impactful response to the COVID-19 pandemic and other emergencies. The e-learning modules are based on Competency Frameworks for Cluster Coordination and Cluster Information Management designed by RedR UK in 2020 for all UNICEF-led Clusters (Nutrition, Education in Emergencies, WASH and Child Protection Area of Responsibility). In partnership with the Global Nutrition Cluster Technical Alliance (GNC TA), RedR UK also developed the Competency Framework for Nutrition in Humanitarian Contexts. We were also awarded a contract with Plan International to support in the deployment of Plan International's new global online Monitoring & Evaluation system. This online Planning, Monitoring, Evaluation and Reporting (PMER) system ("AmpImpact") is hosted on Salesforce, and supports Plan International country offices in collecting, storing, analysing and reporting on their programme and influencing data. RedR UK trainers coach and support learners to deepen their understanding and activate their learning via hands-on task practice and feedback. The project started on 1 December 2020 and ended in July 2021. By 31st March 2021, we had trained 35 people from 16 different countries and the target is to reach 1,335 Plan International employees in over 50 countries by the end of July 2021. The training is provided in five different languages - English, French, Arabic, Spanish, and Portuguese.

We have secured another three-year contract with Plan International to continue moderating Plan's Certificate in Management Programme (PCIM). The project trains cohorts of 80 students in the four regions where Plan International operates.

The BtG hub successfully advocated to the UK Government to invest in online programme design and delivery of Conflict, Stability and Security Fund (CSSF) and Prosperity Fund (PF) Programme Management training. We oversaw development and successful delivery of five online courses. As a result, RedR UK is now well positioned for a continued partnership with the new team at FCDO and the UK Government's new supplier.

Tailored services: The hub secured funding and coordinated delivery of 15 small to medium size tailored services. Highlights include designing a tracking tool and a three-day training on Safeguarding for in-person delivery for global focal people of Relief International. We were invited by the West Bank Protection Consortium to facilitate a strategic workshop in December 2020 which was attended by over 50 people representing consortium members, donors and partners. We also reviewed and adapted two training courses on Protection from Sexual Exploitation and Abuse (PSEA) for the International Organization for Migration (IOM) for in-person delivery.

We have worked with the International Rescue Committee (IRC) Syria to strengthen their and their national partner capacities to prepare for and respond effectively to emergencies in Syria. Specifically, we have reviewed competencies of IRC extended senior management team (ESMT) against requirements for effective emergency preparedness and response to identify areas of strength and learning needs. We have evaluated IRC emergency preparedness, contingency planning and response tools and processes. We have then designed and delivered a bespoke training for IRC Syria team to address learning gaps prioritised through the competency assessment. Finally, we have designed and facilitated a simulation exercise to strengthen the team's preparedness and response capacities.

We have designed and delivered bespoke online training for several international and national NGOs and UN agencies including Food and Agriculture Organisation (FAO), Sphere Project, Choose Love/Help Refugees, Local Trust, Australian Council for Educational Research UK and Disaster Emergency Committee (DEC).

Open programme: We have launched a portfolio of online interactive courses under the RedR UK Open Programmes – So You Think You Want to Be an Aid Worker (SYT), Training of Trainers (for beginners and experienced trainers); Monitoring and Evaluation, Needs Assessment; and secured partnership with RedR Australia for conversion of our existing Security Management for Humanitarians (SMH) course for online training.

Spotlight on – COVID-19 in the UK Response

In response to COVID-19 pandemic, RedR UK launched the first UK project in its history. With funding from the WhitbyBird Foundation, we designed online interactive courses on Culturally Appropriate Hygiene Promotion, COVID-19 Myth Busting and Stress Management. The project targeted those working in the community in response to the COVID-19 pandemic in the UK. Over the course of two months, we ran 48 online courses and trained 751 people from over 100 different organisations and groups including the NHS, National Female Genital Mutilation centre, youth and women groups, British Red Cross, Médecins Sans Frontières, Refugee Action, Saferworld, South London Refugee Association, Save the Children, UK-MED, UK Mental Health, Water Aid, the BBC, Cancer Research UK, Church of England, Muslim Charities Forum and Voluntary Services Overseas (VSO) to list a few. 72% of participants identified themselves as women or non-binary. 95% rated the courses as 'excellent' or 'good'. 87% rated improvement in their knowledge and skills as 'excellent' or 'good'. 46% of those registered reported that they heard about the courses from a colleague, employer or by word of mouth. We interpret this as a testimony of the quality of the courses. Key messages for each module were translated into Arabic, Bengali and Urdu.

Our Localisation Hub Programme

RedR UK received funding from the H2H network, JTI Foundation and the Clothworker's Foundation to support RedR UK COVID-19 response in low or lower medium income countries and in low bandwidth/internet countries. The programme aimed to strengthen the ability of COVID-19 responders to promote effective disease control and prevention, improve psychosocial support to staff and communities and respond effectively in both rural and urban settings.

Unfortunately, during the project period face-to-face courses as previously provided in Sudan were not possible, initially due to the COVID-19 restrictions by the Sudanese government, but also due to restrictions put in place as a result of violence and protest, the floods and also flood and Tigray-crisis related responses drawing on all available human resources from the aid community.

Nevertheless, we designed and delivered 11 online modules prioritised based on the Learning Needs Assessment conducted in May 2020 and a follow-up in August 2020:

1) Module 1 Culture and Context Specific Hygiene Promotion During the COVID-19 Pandemic
2) Module 2 Managing COVID-19 Myths and Rumours
3) Module 3 Managing Stress During the COVID-19 Pandemic
4) Module 4 Risk Communication and Community Engagement During COVID-19
5) Module 5 Gender and Inclusion in the COVID-19 Response
6) Module 6 Training Essentials
7) Module 7 Remote Management
8) Module 8 Mental Health in Workplace During COVID-19
9) Module 9 Risk Communication and Community Engagement During COVID-19 (Advanced level)
10) Module 10 Online Training Skills (Advanced level)
11) Module 11 Gender Based Violence and COVID-19: focus on women and girls.

To cater for different access requirements, in particular in Sudan, we also developed an animated video on Gender and Inclusion: COVID-19. The videos were streamed on RedR UK's social media in English with Arabic sub-titles.

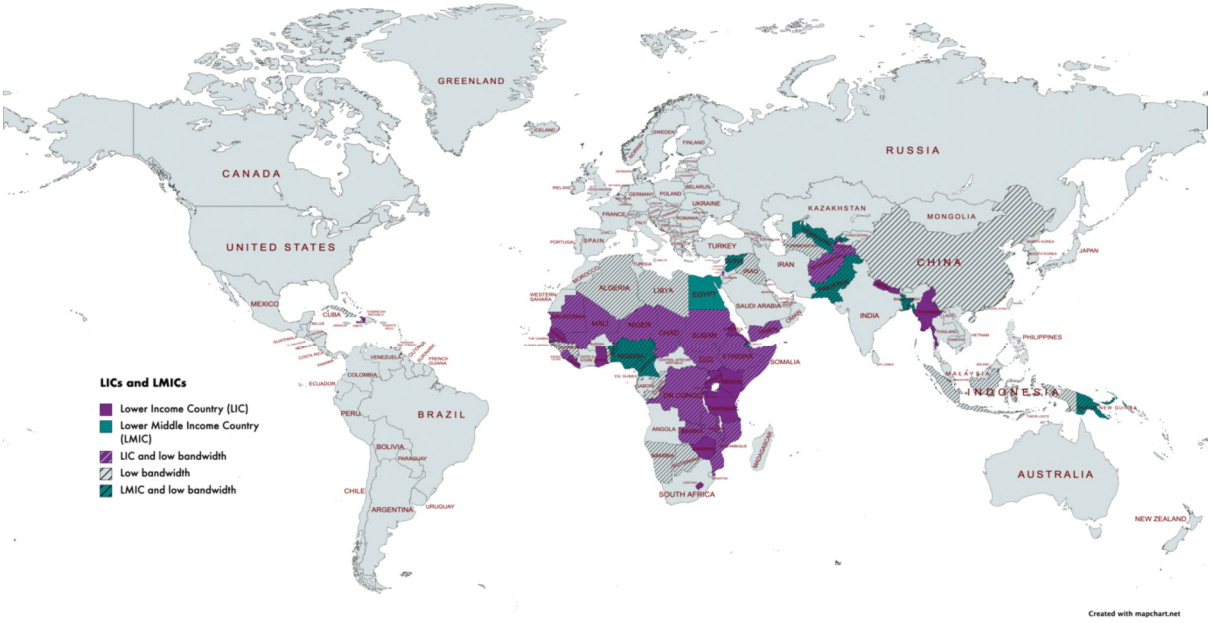
In addition to the 11 online modules for public participation, four blended, two-day training courses for healthcare professionals in Idlib and Azaz, both Northern Syria, were delivered remotely via Zoom and coordinated in-country with RedR UK's local partner, Violet Syria.

Two bespoke online courses on Training of Trainers (TOT) were designed and delivered in Arabic to 55 Violet Syria staff responding to COVID-19 in North-West Syria. Trained staff then went on to train 272 non-medical

staff in Azaz and Idlib (North-West Syria) via seven online courses. Training focused on psychological first aid and COVID-19 prevention.

All participants of RedR UK training were offered an HPass Badge, a digital indicator of achievement, and a way for participants to demonstrate their skills and experience. RedR UK is an HPass certified organisation meaning that we comply with humanitarian learning standards, which was evidenced in participant feedback and positive reviews.

The transition from face-to-face training to online delivery was based on feedback from our learning needs assessment which demonstrated that trainees preferred interaction with trainers as opposed to self-paced online training. The training developed and delivered by RedR UK's tried and trusted Associate Trainers resulted in positive feedback for the learning events undertaken, with ratings in excess of 89%. In addition, the reach of these courses spread further than anticipated, broadening the impact of this training.



Spotlight on - Rapid Onset Localisation Team (ROLT)

Local actors are the first to respond in the aftermath of a disaster, but they often lack capacity and are subsequently side-lined by the international system. In addition, progress on localisation has been patchy due to poor management capacity, lack of financial resources and governance problems. Many localisation initiatives fail to consider existing capacities and create unequal power relationships whereby local actors struggle to have a voice within humanitarian coordination mechanisms. RedR UK has found that in the immediate aftermath of disasters there is a rush to respond and little time, funds or interest in training and capacity development.

Rapid Onset Localisation Teams (ROLT) are teams of regional and local humanitarian experts and trainers who provide just-in-time tailored capacity development, advice and support to local actors responding to unfolding crises or preparing to respond to expected humanitarian emergencies. ROLTs will improve local actors' understanding, assessment, programming and management capacity and promote, assist, and facilitate the involvement of local actors in humanitarian coordination mechanisms, their access to funding and effective and efficient cooperation with international actors.

Our experience in capacity building and learning needs assessments shows that tailored capacity development and support along with bite-sized training for local actors during or in preparation for emergencies not only improves their response and capacity but also facilitates their dialogue and engagement with the international humanitarian system. This strengthens and amplifies their voice, making improved and effective localisation more likely.

The programme will be global in its reach, but this pilot project funded by H2H Get Ready Fund allowed RedR UK to establish a pilot ROLT in the Asia region consisting of 5 humanitarian experts from the region, many of whom are RedR members. These have been onboarded and trained in mentoring, coaching, identifying needs

in an emergency, and engaging with local actors. The funds also allowed RedR UK to refine the ROLT strategy in discussion with other RedR organisations, donors and H2H members and develop the related RedR UK deployment, administrative, logistics and security procedures. Furthermore, the project allowed the creation of 5 short training modules contextualised to the Asia region for the use by ROLT and others. Other projects and future funding will also contribute to these regionally contextualised trainings and resource material that will be available online and open source, and available in several languages.

The ROLT increases the inclusion and representation of national and local NGOs in the international humanitarian system at the national and global level through increased knowledge, capabilities, leadership capacity and organisational integration. This work builds upon gains already achieved by others within the international humanitarian system and is coordinated with existing systemic capacity efforts and programming. Local staff and organisations will be at the forefront of effective and sustainable humanitarian response, engaging efficiently, transparently, and inclusively in coordination with other actors.

Our Technical Hub Programme

During 2020/2021, our Technical Hub Programme implemented five main projects, supporting 647 people directly across 50 countries, as well as strengthening the capacity of three engineering organisations in Africa. Due to COVID-19, all programming switched to online, with no face-to-face events held over the course of the year.

1. The Climate Change Adaptation and Disaster Risk Reduction Project, supporting climate-vulnerable communities in the Philippines and Bangladesh to build resilience to climate change and disaster risks. An impact video from Bangladesh was produced, available here.
2. The Humanitarian Skills for Engineers Project, strengthening the existing capacity of engineers in Uganda so that they are able to utilise their technical skills in a humanitarian or disaster setting. This project also included a Training of Trainers element, and organisational capacity support to the Ugandan Institution of Professional Engineers, and the College of Engineering, Art, Design and Technology (CEDAT, at Makerere University).
3. The Africa Catalyst Project, supporting and strengthening the capacity of the Federation of African Engineering Organisations (FAEO), an umbrella body for engineering institutions in Africa. A long-term project running since 2018, this year saw increased focus on supporting the FAEO to support other Professional Engineering Institutes (PEIs) across Africa, including running a series of online training workshops and trainings.
4. The Rapid Onset Localisation Team (ROLT) project funded by H2H Get Ready fund, which was implemented for the localisation hub (see Spotlight on – ROLT, above).
5. The Lloyds Charities Trust Funded training on Shelter in Urban Emergencies for local humanitarians in Colombia working in relation to the Venezuelan migrant crisis (see Spotlight on Colombia Shelter, below).

Spotlight on Colombia Shelter

This project was conceived in response to the ongoing refugee and migrant crisis in South America. Since 2014, there has been an 8,000 per cent increase in the number of Venezuelans seeking refugee status, 1.7 million of whom have traversed the hazardous border regions into Colombia. Known as *'caminantes'* (Spanish for walkers), those who are forced to make the journey on foot face even greater risks from exploitation, extortion, and violence.

A perceived lack of open, free, capacity development initiatives was identified, and informed the development of this project. The project need was intensified due to the outbreak of the COVID-19 pandemic, which had significant repercussions on the crisis, as well as broader health, safety and economic implications for the region. As a result of COVID-19, the border between Venezuela and Colombia has remained officially closed since March 2020, forcing refugees to try their luck at informal crossing points or trochas that act as magnets for criminal activity.

Following a Learning Needs Assessment carried out in the summer of 2020, the following areas were prioritised for capacity development:

1. Shelter in Urban Emergencies

Host countries such as Colombia need assistance to provide adequate shelter for those arriving from across the border. 32% of migrants in Colombia have no access to housing, making them particularly vulnerable to the consequences of poverty.

2. Introduction to Protection

The majority of migrants and refugees from Venezuela are families including children, the elderly, and pregnant women. Even upon arrival in their host countries, informal status and lack of documentation can spell danger for refugees and migrants. Humanitarian protection is essential to ensure that vulnerable groups can arrive and remain safely in Colombia.

3. Responding to Gender-based Violence (GBV)

Women and girls are particularly vulnerable to the dangers that accompany displacement. According to a report by the Bogotá-based Ideas for Peace Foundation (FIP), sex trafficking of Venezuelan migrants and refugees is rife in the northern borderlands of Colombia, where criminal and armed groups are present. While 13 per cent of women have reported suffering some form of violence during their journey into Colombia, the International Organization for Migration acknowledges this figure is likely far higher due to the under-reporting of violence against women.

In response, RedR UK developed a 6-week Shelter in Urban Emergencies course, and two shorter protection-based modules, all online and all in Spanish. In total, over 350 people applied for a place on a course and all sessions were oversubscribed, meaning many unfortunately did not get a chance to participate. The high demand for places was also demonstrative of the need for these types of capacity building interventions. In total, 8 sessions were run of the protection modules, with a total of 180 participants. All participants who attended the full sessions in a module were awarded the HPASS badge, accredited by RedR UK. The Shelter course was run as a full six-week course to 39 participants. The course consisted of 4 live facilitated sessions, 2 group tasks, 3 individual assignments, and 1 group presentation at the end of the course, to demonstrate their overall learning from the course.

"The formulation of shelter strategies generated a great impact for me and from that I was able to create my own process to implement in my organization."

Participant, Shelter in Urban Emergencies course

"Having key guidelines allows us in our role of guiding our teams in the area of how to approach a situation specific to GBV in case of presentation and the minimum standards to be taken into account to support the person affected by this type of violence."

Participant, Responding to Gender Based Violence session

Fundraising and Communications

It was a challenging year for fundraising for charities around the world, and RedR UK were no exception, switching most of our appeals and events into the online space. We cancelled the majority of the events we had planned to celebrate our 40th birthday, but extend our gratitude to HRH, The Princess Royal for her support in recording a thank you video for our supporters.

In response to the challenges posed by COVID-19, we found creative and inventive ways of undertaking digital fundraising and we will be using these skills and experience in creating hybrid fundraising events in the future.

We raised almost £103k from our individual supporters, a reduction on previous years, largely due to not posting appeals to our loyal supporters to protect them from COVID-19. Despite that, both our summer and Christmas appeals, aimed at supporting our COVID-19 response, exceeded our expectations and previous years' support and we offer thanks to our incredible supporters.

All of our regular Challenge Events such as the Great North Run, Royal Parks Half Marathon, AXA Fundraising Challenge and the London Marathon were cancelled, also leading to a reduction in income. Instead of physical events, we ran entirely virtual fundraising events, such as the Big 40 Challenge to celebrate our 40th anniversary

and the 2.6 challenge in place of the London Marathon. In addition, we ran a few smaller fundraising events with our corporate partners.

We converted our disaster relief simulations to be run online, receiving incredibly positive feedback, and we can now run these sessions either face to face or virtually for our partners and patrons. Our annual Hands-on Weekend was also managed virtually due to COVID-19 restrictions. It was a great event and successful in terms of content, attendance and participant feedback. Our Atkins Graduate Charity Challenge took place later than usual, was smaller in numbers and conducted virtually and still raised a substantial amount for RedR UK. It worked so well, that we are planning a hybrid Atkins Graduate Charity Challenge for later in 2021. Many engineering and construction awards events, such as the IstructE Structural Awards, British Construction Industry Awards and Tunnelling Festival were also taken online and reduced our fundraising ability.

Support from patrons and corporate partners remained steady throughout the year and we thank them for their continued funding in what was a difficult year for their sectors also. The COVID-19 emergency deepened our relationships with many of our partners and patrons, receiving not only financial support but in-kind support also.

For 2021/22, we have begun to work with Red Pencil to refine our fundraising and communications strategy, to help us maximise our potential in these areas.

Last year we worked with communications agency Hey Honey to continue the roll out of our audience engagement strategy. Our communications were heavily weighted towards the COVID-19 pandemic and the work we were doing to support frontline workers in the UK and MENA regions. Our partnership with Hey Honey came to an end in December 2020 and the communications for RedR UK is now fully in-house and has received positive feedback from our audience, particularly those in the humanitarian sector. Communications highlights of our COVID-19 response were a video created by Hey Honey and a video created by our partner, Violet Syria.

Over the last six months of 2020/21, each RedR UK LinkedIn post appeared 532 times on our followers' feeds and each Twitter post appeared 677 times, resulting in a 3.4% and 0.8% engagement rate against industry averages of 2-5% for LinkedIn and 0.5-1% for Twitter. RedR UK's following may be small, but our communications are making an impact and our engagement is at the higher end of engagement for the sector. With the new communications strategy being rolled out in 2021/22, we expect both our following and engagement to increase.

We follow the Code of Fundraising Practice, as established by the Fundraising Regulator. The Code of Fundraising Practice sets the standards that apply to fundraising carried out by all charitable institutions and third-party fundraisers in the UK. No complaints were received during the year relating to fundraising practices.

What we Have Learnt

As a learning organisation, with lifelong learning as a core value, RedR UK focuses on continually improving and learning lessons from its own programmes, as well as building the capacity of others in this area.

What we have learnt	**What is or what was the fix?**
Online learning now a standard in sector and it is possible to reach a greater number; however, quality, not just quantity is important.	We limited participants in our courses to a maximum of 24 which enabled everybody to engage with the facilitator and other participants.
Aid workers strongly emphasise the preference for interactive types of digital learning which enable connection to both facilitators/trainers and other participants.	The face-to-face experience was recreated through icebreakers, breakout groups, quizzes and surveys. Participants were able to engage on their own terms, able to communicate privately with the Facilitator where they did not feel comfortable responding publicly. This created a more inclusive environment.
Access to reliable internet connection and services is a major consideration	We have trialled giving data bundles to participants in the Humanitarian Skills for Engineers course in Uganda, where connection and bandwidth were a

	particular issue. This had a significant impact on the ability of participants to meaningfully participate in online sessions and could be replicated elsewhere. We offer low bandwidth options, being mindful of bandwidth when activities (particularly on Moodle) are designed.
Subscription and drop-out rates on free-online courses can be high.	We need to select participants carefully, ensuring that course spaces are utilised appropriately and that our training can be of maximum impact.
The is a multitude of online and remote training options and not all of them are suitable for all types of training or contexts.	This requires careful consideration of the circumstances and support of an e-learning technologist.
It was quite challenging for some of our best face-to-face trainers to work with technology when delivering remotely while other trainers adapted to this form of training delivery very well.	To ensure the support to our trainers we always co-hosted all remote sessions. This ensured the trainer could focus on delivering the course effectively and that participants had the best learning experience.

Table 3: Key learning from the year

Financial Review

Following changes within the humanitarian sector, RedR UK funding and several years of related deficit, RedR UK fully restructured in 2019, revised its business model, and changed its management team. This process was substantially completed in March 2020 when the COVID-19 pandemic hit, fast-forwarding further changes within the sector and affecting organisations and communities around the globe. RedR UK was comparatively well prepared to weather the storm having reduced its fixed cost by half during the FY2019/20. It also quite quickly succeeded in obtaining financing for its COVID-19 response and adapting from face-to-face to remote training, capacity development and support to individuals, communities and organisations within the humanitarian and development sectors.

At the beginning of the COVID-19 emergency, when it became clear that face to face training would not be possible, we reviewed our strategy accordingly and began sourcing funding to deliver training online for the duration of the emergency. This, combined with changes made the previous year to the business model including the restructuring, resulted in significant gains compared with the previous financial year. This resulted in a small deficit of £57k, which, given COVID-19 challenges and being unable to deliver face to face training for the entire year, is a substantial improvement.

We secured almost £1 million in new funding and achieved a total income of £1.34 million. While total income and expenditure have reduced compared to previous years, the organisation is now financially stable despite COVID-19, and able to grow from a relatively low fixed cost base. Many of our resources including staff and our carefully selected and vetted pool of Associate Trainers are project-based, meaning that staff growth is limited to contracts in place. As such, the organisation has retained its full capacity to scale up and down as required.

We also made the hard decision to reduce our representation in Sudan. The lack of internet capability, combined with a long public sector closedown meant that maintaining the office whilst the COVID-19 emergency continues was not financially viable. Costs in Sudan have therefore been reduced significantly, with a reduction in staffing and facilities costs.

For the FY 2021/22, RedR UK predicts a total income of £1.88 million against a total expenditure of £1.84 million.

Plans for 2021-22

COVID-19 continues to impact our ability to deliver face to face learning events in the UK; however, a recent award of £195k by the Japan Tobacco Industry Foundation (JTIF) will enable us to convert more of our training into online initiatives, compensating, in part, for this issue.

We are already delivering open online training with Monitoring and Evaluation, Needs Assessments, Training of Trainers and our So You Think You Want to be an Aid Worker courses, and we are converting our Security Management for Humanitarians course alongside RedR Australia for delivery from September 2021. By the end of financial year 21/22, we expect to have a suite of 11 online open courses.

Face to face training has restarted in the MENA region, with national Associate Trainers delivering courses within their countries of residence. We are continually assessing the global impact of COVID-19 and especially the safety and security, health and wellbeing of our staff, Associate Trainers and course attendees, and we will only begin deployments outside of a traveller's country of domicile when;

- we are satisfied that the learning initiative cannot be undertaken as effectively remotely, whereby online delivery contributes to fewer carbon emissions; and
- we are satisfied that the risk to the traveller is low and/or can be mitigated appropriately.

In addition to the funding received from JTIF, we have recently won projects with AXA XL, Ramboll Foundation and the Global Nutrition Cluster totalling £528k. We began working with a specialist Fundraising and Communications consultancy, Red Pencil, to refine our business development, fundraising and communications strategy and its subsequent implementation.

The cuts to FCDO's budgets will no doubt impact on INGO and UN budgets globally; however, a renewed focus on localisation as part of the Inter Agency's Standing Committee's Grand Bargain 2.0 should translate into additional funding in the area of localisation and accountability to affected populations, both areas in which RedR UK has expertise.

RedR UK's Focus on Liquidity

Our work with Red Pencil aims to improve our business development and communications capability and capacity, to facilitate increasing our win rate on proposals and to substantially increase our unrestricted fundraising income. In addition, new software to forecast cashflow has been implemented and automation of our forecast is underway.

We sought to further minimise outgoing costs by vacating our London office. Sebastian Wood of Whitby Wood and Trustee for RedR UK has offered RedR UK free accommodation and open course training facilities until such time as it becomes necessary to have our own premises. At present, staff are working well remotely and with face-to-face training not likely to recommence in the UK until at least September 2021, the need for a physical office in London is low.

As mentioned, we reduced our representation in Sudan. Despite the huge need for our services, access to internet, public sector closures, lockdown and social distancing meant that our Sudan office was unable to provide training, rendering it financially unviable to maintain our presence at the same level. We are still able to undertake capacity strengthening in Sudan, but it will be managed through either our Jordan or UK office.

By the end of the financial year, monthly fixed costs had been reduced to c. £68k. Our budget for ending the financial year 2021/22 includes investment in certain areas; however, decisions on major expenditure, such as staff recruitment or systems implementation, are reviewed and considered monthly. Decisions are based on monthly management accounts and regularly updated cashflow projections, so that senior leadership is well informed on liquidity. We ended financial year 2020/21 with a cash balance of £157k (excluding investments). With our increased focus on liquidity and cost control, we expect our cash balance to increase throughout this current financial year, to meet our temporary reserves policy of £190k (see Reserves Policy section below).

We were also able to capitalise on free support through Advocates for International Development (A4ID), Accountants for International Development (AfID) and REACH Volunteering.

Reserves Policy

Good management of RedR UK's finances and other assets enables it to succeed in delivering its charitable aims. RedR UK is committed to the prudent use of funds and therefore requires reserves to ensure it can fund its operations, fund any unexpected expenditure or any shortfalls in income. Reserves enable us to carry on running operations despite future uncertainties. The Rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

RedR UK's reserve policy is to ensure that reserves are maintained to meet all statutory requirements and obligations, should a decision be taken by RedR UK to wind down its operations, although this policy remains suspended while cash flow recovers. Currently, our temporary target is 12 weeks' coverage of expenses, or approximately £190k.

Public Benefit

In shaping our objectives and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: running a charity (PB2)'. Our strategy in 2020/21 for increasing the capacity of humanitarian actors resulted in the activities described in the sections that follow.

Although they rarely meet the RedR UK organisation, RedR UK's programmes also provide a public benefit to our ultimate beneficiaries – those directly affected by disasters and other humanitarian crises.

Pay Policy for Senior Staff

The Trustees consider the Senior Leadership Team, comprising the CEO, Programmes Director and Head of Partnerships as key management personnel of the charity.

RedR UK has a Remuneration Committee that regularly reviews external benchmarking data for staff salaries in the sector to maintain oversight of remuneration for key management personnel. In making recommendations and decisions, the committee have regard to the overall RedR UK pay policy, affordability, and the need to be able to recruit, retain and motivate high-quality staff.

Risk Management

The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. A detailed risk register is updated by the Finance, Audit and Risk Committee (FARC) ahead of each quarterly Board meeting and as and when a significant risk, such as COVID-19, arises. When a significant risk arises, the FARC may choose to monitor the risk register more regularly. The risk register states the appetite for each risk, estimates the likelihood and impact of the risk, notes the changes since the last review and details the actions that have been taken to manage the risk. This ensures that Trustees are aware of significant risks and can satisfy themselves that control procedures are in place.

Our Finance, Audit and Risk Committee has met, and will continue to meet, more regularly than the scheduled quarterly meetings to maintain a close overview of risks and finances.

Safeguarding and Ethical Policies

RedR UK has a Safeguarding and a Business Ethics Policy, both of which are being reviewed as part of a regular and comprehensive audit of our policies by RedR UK's Board of Trustees. As a developer and deliverer of safeguarding training to the humanitarian community, we are confident in our safeguarding standards.

RedR UK has a Prevention of Sexual Abuse, Exploitation and Abuse (PSEA) Policy and a Safeguarding Policy. Our Code of Conduct translates these principles into practical guidance that empowers RedR UK, its staff, volunteers, Trustees, its business partners and their employees to realise these aspirations.

Structure, Governance and Management

RedR UK is a company limited by guarantee, governed by its Memorandum and Articles of Association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. Of the 1915 members, the total number of such guarantees on 31 March 2021 was 639.

RedR UK is part of the RedR International family. RedR International is the umbrella body of RedR organisations globally. RedR UK has two nominees on the General Assembly of RedR International and one on the Board of RedR USA.

The Board of Trustees governs the organisation in line with its memorandum and articles of association, vision, aims and charitable objectives, as well as providing overall policy direction. Trustees meet at least quarterly as a full Board and are responsible for compliance with all the legal and statutory requirements of a UK charity and of a registered company.

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

All Trustees give their time freely, with none receiving remuneration in the year. Upon admission to the Board, Trustees receive an induction on RedR UK. Details of Trustees' expenses are disclosed in note 5 to the accounts.

The Board has a Governance Manual that stipulates the provisions for appointments to the Board of Trustees, their term limits, nominations and appointments to the positions of Chair, and Terms of Reference for sub-committees, which include:

- Governance Committee
- Remuneration Committee
- Networks and Fundraising Committee
- Finance, Audit and Risk Committee

Each Trustee has taken responsibility for monitoring the charity's activities in specific operational areas and constant attention is paid to the skills mix of the Trustees to ensure that the Board of Trustees has the necessary skills required to contribute fully to the charity's development.

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

The Trustees who served during the year April 2020 to March 2021 were as follows:

Name	**Office**	**Joined**	**Current term**
Sophie Gillibert	Chair	2020	Elected October 2020
Prof. Paul Sherlock	Chair of Membership Working Group	2012	Elected Sep 2018
Ian Smout		2008	Elected Sep 2019
Isobel Byrne Hill		2017	Elected Oct 2020
Prof. Parneet Paul		2017	Elected Oct 2020
Sebastian Wood	Vice Chair Chair of Remuneration Committee	2018	Elected Sep 2018
Jack Jones	Chair of Fundraising Committee	2019	Elected Oct 2020
Linda Richardson	Company Secretary	2017	Resigned Aug 2021
Heather McKinlay	Chair of Finance, Audit and Risk Committee	2020	Co-opted Dec 2020
Mel Sallis		2020	Co-opted Dec 2020
Geoff French		2014	Resigned Oct 2020
Tim Hayward		2015	Resigned Oct 2020
Andrew Lamb		2011	Resigned Oct 2020
Caroline Lassen	Vice Chair	2013	Resigned Dec 2020

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

In 2020-2021, many of our Honorary Vice Presidents came to the end of their term in office and/or decided to step down due to personal circumstances. **Honorary Vice Presidents** during 2020-2021 were:

Prof. Peter Guthrie OBE

Lieutenant General Sir Tyrone Richard Urch, KBE

Mike Woolridge OBE

Richard Groome

Sir Michael Bear (stepped down January 2021)

Rt. Hon. The Baroness Chalker of Wallasey (stepped down January 2021)

Colonel James Howard (stepped down January 2021)

Dr. Scott Steedman CBE (stepped down January 2021)

Wendy Fenton (stepped down January 2021)

Reference and Administrative Details

Company number 3929653

Charity number 1079752

Registered office

91-94 Lower Marsh
London
SE1 7AB

Principal Office

91-94 Lower Marsh
London
SE1 7AB

Principal Staff

Jo de Serrano – Chief Executive Officer

Honorary Officers

Sophie Gillibert – Chair

Sebastian Wood – Vice Chair

Heather McKinlay– Treasurer

Bankers

National Westminster Bank Plc

30 Market Place
Newbury
Berkshire
RG14 5GP

Auditors

Moore Kingston Smith LLP

Devonshire House
60 Goswell Road
London
EC1M 7AD

Statement of Responsibilities of the Board of Trustees

The Trustees (who are also directors of RedR UK for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

The Board of Trustees presents its report and the audited financial statements for the year ended 31 March 2021. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and follow the Charities SORP (FRS 102).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit 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.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.
- observe the methods and principles in the Charities SORP.
- In so far as the Trustees are aware:
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and 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 Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the Charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The charitable company qualifies as small under section 383 of The Companies Act 2006 and so no strategic report has been prepared, which is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulation 2013.

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

Sophie Gillibert – Chair of the Board of Trustees

23 September 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF REDR UK

Opinion
We have audited the financial statements of RedR UK ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF REDR UK

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF REDR UK

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 28/09/2021

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

For the year ended 31 March 2021

	Note	Restricted £	Designated £	Unrestricted £	2021 Total £	2020 Total £
Income						
Donations and legacies	2		-	314,994	**314,994**	**527,117**
Investment income				3,608	**3,608**	**7,731**
Charitable activities	3					
Improving competence		917,809	-	101,803	**1,019,612**	**1,144,221**
Total income		917,809	-	420,405	**1,338,214**	**1,679,069**
Expenditure						
Raising funds						
Fundraising		-	-	146,525	**146,525**	**383,197**
Publicity		-	-	47,682	**47,682**	**54,215**
Total costs of raising funds		**-**	**-**	194,207	**194,207**	**437,412**
Charitable activities						
Improving competence		1,048,327	-	172,835	**1,221,162**	**1,978,019**
Total expenditure	4	1,048,327	-	367,042	**1,415,369**	**2,415,431**
Net gains/(losses) on investments				20,061	**20,061**	**3,764**
Net (expenditure)/income	5	(130,518)	-	73,424	**(57,094)**	**(732,598)**
Transfers between funds	13	(7,775)	(3,552)	11,327	**-**	**-**
Net movement in funds		**(138,293)**	**(3,552)**	**84,751**	**(57,094)**	**(732,598)**
Balance brought forward at 1 April 2020		174,824	3,552	3,044	**181,420**	**914,018**
Balance carried forward at 31 March 2021	13	**36,531**	**-**	**87,795**	**124,326**	**181,420**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Balance sheet

As at 31 March 2021

	Note	2021 £	2021 £	2020 £
Fixed assets				
Tangible fixed assets	8		-	**3,552**
Investments	9		**121,805**	**101,744**
			121,805	**105,296**
Current assets				
Debtors	10	**138,257**		**198,081**
Cash at bank and in hand		**157,267**		**245,354**
		295,524		**443,435**
Creditors: amounts falling due within one year	11	**(243,003)**		**(367,311)**
Net current assets			**52,521**	**76,124**
Creditors: amounts falling due in more than one year	11		**(50,000)**	**-**
Net assets	12		**124,326**	**181,420**
Funds	13			
Restricted funds			**36,531**	**174,824**
Unrestricted funds				
Designated funds			-	**3,552**
General funds			**87,795**	**3,044**
Total funds			**124,326**	**181,420**

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

Approved by the Board of Trustees and authorised for issue on 23rd September 2021
and signed on its behalf by

Heather McKinlay - Treasurer

Sophie Gillibert - Chair of the Board of Trustees

Company registration number: 3929653

Cash flow statement

For the year ending 31 March 2021

Cash flow from operating activities	2021 £	2020 £
Net cash (used in)/ provided by operating activities	**(93,139)**	**(412,210)**
Cash flow from investing activities		
Investment income and interest received	**3,608**	**7,731**
Disposal of fixed assets	**1,444**	**-**
Disposal of investments	**-**	**90,000**
	5,052	**97,731**
Net (decrease)/increase in cash and cash equivalents	**(88,087)**	**(314,479)**
Cash and cash equivalents at beginning of year	**245,354**	**559,833**
Cash and cash equivalents at end of year	**157,267**	**245,354**

Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net (expenditure)/income	**(57,094)**	**(732,598)**
Adjustments for:		
Depreciation charges	**2,108**	**2,109**
(Gains)/losses on investments	**(20,061)**	**(3,764)**
Investment income	**(3,608)**	**(7,731)**
Decrease/(increase) in debtors	**59,824**	**206,774**
(Decrease)/Increase in creditors less than one year	**(124,308)**	**123,000**
Increase in creditors greater than one year	**50,000**	**-**
Net cash (used in)/ provided by operating activities	**(93,139)**	**(412,210)**

Analysis of changes in net debt

	As At 1st April 2020	Cashflows	As At 31st March 2021
Cash at bank	245,354	(88,087)	157,267
Loans falling due less than 1 year	-	-	-
Loans falling due greater than 1 year	-	(50,000)	(50,000)
Movement in net debt	**245,354**	**(138,087)**	**107,267**

Notes to the financial statements

For the year ended 31 March 2021

a. **Basis of preparation of financial statements (continued)**

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The Trustees consider that there are no material uncertainties about RedR UK's ability to continue as a going concern and have based this on detailed budgets and forecasts that have been produced on a conservative basis. Following a number of loss-making years, the charity embarked on a significant cost cutting and reshaping exercise in the financial year ended 31 March 2020 which had a positive impact in the financial year ended 31 March 2021. Whilst the COVID-19 pandemic put a strain on the amount of income that the charitable company was able to generate from face to face training, this was offset by winning a large grant to provide online training in response to the pandemic. Due to the success of this training and the resultant positive feedback from participants, further substantial grants have already been awarded for the current financial year ending 31 March 2022 from UNICEF, AXA, the Ramboll Foundation and JTIF, totalling £528k. Whilst the pandemic continues, RedR UK is well-placed to provide remote capacity strengthening with the training resources that it converted in 2020/21, and will continue this year to convert courses to online delivery with funding already secured, protecting it from shocks due to inability to run face to face programmes to the previous extent. RedR UK continues to monitor expenditure closely and has made a number of further significant cost savings in the current financial year, including transitioning to work remotely and through taking advantage of free accommodation provided by Whitby Wood.

The Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are described in the following paragraphs.

b) Income

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

When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred accordingly. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in the incoming resources until these conditions have been met.

Grants are recognised in line with the expenditure on the programme relating to the grant, such that income from the grant is deferred in the accounts until this point.

Notes to the financial statements

For the year ended 31 March 2021

Company Status

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

1. Accounting policies

RedR UK, (the "charitable company"), is a registered charity that seeks to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 250a Kennington Lane, London, SE11 5RD. Since the balance sheet date the office has moved to 91-94 Lower Marsh, London, SE1 7AB. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

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

These financial statements are prepared in pounds sterling, which is the functional currency of the charitable company. Monetary amounts in the financial statements are rounded to the nearest pound (£).

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

c) Expenditure

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

Expenditure includes attributable VAT which cannot be recovered.

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

Charitable costs relate to providing relief personnel through the charitable company's recruitment service and improving competence through training in the UK and overseas and its technical support service.

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

d) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

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

e) Pension costs

The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level (minimum 3% net of tax) while the charity contributes up to 5% of earnings to the plan. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.

f) Foreign currency translation

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

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

g) Tangible fixed assets and depreciation

Individual assets costing £1,000 or more are capitalised at cost.

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

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

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

h) Leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the minimum lease term.

i) Financial instruments

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

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

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

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

j) Financial instruments (continued)

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

Notes to the financial statements

For the year ended 31 March 2021

2. Voluntary income

For the year ended 31 March 2021

	Restricted £	Designated £	Unrestricted £	2021 Total £	2020 Total £
Trusts	-	-	13,000	**13,000**	**8,000**
Individual giving	-	-	157,135	**157,135**	**223,445**
Patrons and corporate supporters	-	-	136,847	**136,847**	**186,144**
Legacies	-	-	100	**100**	**9,823**
Events	-	-	5,150	**5,150**	**96,050**
Other	-	-	2,762	**2,762**	**3,655**
Total	-	-	314,994	**314,994**	**527,117**

For the year ended 31 March 2020

	Restricted £	Designated £	Unrestricted £	2020 Total £	2019 Total £
Trusts	-	-	8,000	**8,000**	**260,509**
Individual giving	16,176	-	207,269	**223,445**	**221,116**
Patrons and corporate supporters	-	-	186,144	**186,144**	**239,263**
Legacies	-	-	9,823	**9,823**	**1,636**
Events	-	-	96,050	**96,050**	**158,193**
Other	-	-	3,655	**3,655**	**-**
Total	16,176	-	510,941	**527,117**	**880,717**

Notes to the financial statements

For the year ended 31 March 2021

3. Charitable activities

For the year ended 31 March 2021

	Restricted £	Designated £	Unrestricted £	2021 Total £	2020 Total £
Grants					
CCQL	-	-	-	**-**	**3,518**
CDR	77,000	-	-	**77,000**	**51,423**
JFU	-	-	-	**-**	**10,450**
Nap		-	-	**-**	**23,221**
Lloyd's of London	15,103	-	-	**15,103**	**31,549**
ACP	45,352	-	-	**45,352**	**-**
Echo SIM	-	-	-	**-**	**(37,422)**
Royal Commission	-	-	-	**-**	**30,000**
AICS-Euro	-	-	-	**-**	**30,585**
WHH(WFP)		-	-	**-**	**25,345**
UNICEF	134,967	-	-	**134,967**	**68,722**
The Clothworkers' Foundation	150,000	-	-	**150,000**	**60,000**
FNC	-	-	-	**-**	**7,999**
Whitbybird	41,970	-	-	**41,970**	**-**
H2H	202,044	-	-	**202,044**	**-**
EPS Uganada	29,289	-	-	**29,289**	**-**
Asia Rolt	4,671	-	-	**4,671**	**-**
Training fees	217,413	-	101,803	**319,216**	**838,831**
	917,809	-	101,803	**1,019,612**	**1,144,221**

Notes to the financial statements

For the year ended 31 March 2021

3. Charitable activities

For the year ended 31 March 2020

	Restricted	Designated	Unrestricted	2020 Total	2019 Total
	£	£	£	£	£
Grants					
DfID	-	-	-	-	**30,187**
CCQL	3,518	-	-	**3,518**	**97,552**
CDR	51,423	-	-	**51,423**	**-**
JFU	10,450	-	-	**10,450**	**-**
Nap	23,221	-	-	**23,221**	**-**
Lloyd's of London	31,549	-	-	**31,549**	**-**
OFDA-USAID	-	-	-	**-**	**36,982**
ACP	-	-	-	**-**	**114,150**
Echo SIM	(37,422)	-	-	**(37,422)**	**57,792**
Royal Commission	30,000	-	-	**30,000**	**-**
AICS-Euro	30,585	-	-	**30,585**	**-**
WHH(WFP)	-	-	25,345	**25,345**	**(6,102)**
UNICEF	68,722	-	-	**68,722**	**208,668**
The Clothworkers' Foundatior	60,000	-	-	**60,000**	**40,000**
FNC	-	-	7,999	**7,999**	**-**
UCF	-	-	-	**-**	**59,256**
Govt of Belgium (BTG)	-	-	-	**-**	**170,060**
Other	-	-	-	**-**	**34,092**
Training fees	262,093	-	576,738	**838,831**	**1,325,087**
	534,139	**-**	**610,082**	**1,144,221**	**- 2,167,724**

Notes to the financial statements

For the year ended 31 March 2021

4. Analysis of total expenditure

For the year ended 31 March 2021

	Fundraising £	Publicity £	Improving Competence £		Support £	2021 Total £	2020 Total £
Staff costs (Note 6)	109,809	14,097	482,226		20,553	**626,685**	**1,277,507**
Office administration	-	-	130,507		206,056	**336,563**	**348,692**
Training	-	-	369,203		-	**369,203**	**705,554**
Fundraising/PR	8,743	24,482	-		-	**33,225**	**69,536**
Organisation administration	-	-	-		43,599	**43,599**	**14,142**
Communication	-	-	6,094		-	**6,094**	**-**
Total resources expended	118,552	38,579	988,030	-	270,208	**1,415,369**	**2,415,431**
Support costs	27,973	9,103	233,132		(270,208)	**-**	**-**
Total resources expended	**146,525**	**47,682**	**1,221,162**	**-**	**-**	**1,415,369**	**2,415,431**

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

Notes to the financial statements

For the year ended 31 March 2021

4. Analysis of total expenditure (continued)

For the year ended 31 March 2021

Support costs

Included within support costs are governance costs.
Governance costs are comprised of the following:

	2021	2020
	£	£
Staff costs	**11,339**	**12,818**
Audit and accountancy	**25,829**	**10,500**
Professional fees	**4,102**	**225**
Meetings	**-**	**2,289**
	41,270	**25,832**

Analysis of total expenditure

For the year ended 31 March 2020

	Fundraising	Publicity	Improving Competence		Support	2020 Total	2019 Total
	£	£	£		£	£	£
Staff costs (Note 6)	228,969	29,797	663,922		354,819	**1,277,507**	**1,863,472**
Office administration	-		110,389		238,303	**348,692**	**251,409**
Training	-		705,554		-	**705,554**	**1,192,988**
Fundraising/PR	57,722	10,764	-		1,050	**69,536**	**96,070**
Organisation administration					14,142	**14,142**	**222,780**
Communication						**-**	**-**
Total resources expended	286,691	40,561	1,479,865		608,314	**2,415,431**	**3,626,719**
Support costs	96,506	13,654	498,154	-	608,314	**-**	**-**
Total resources expended	383,197	54,215	1,978,019		-	**2,415,431**	**3,626,719**

Notes to the financial statements

For the year ended 31 March 2021

5. Net (expenditure)/ income

This is stated after charging:	2021 £	2020 £
Depreciation	**2,108**	**2,108**
Trustees' reimbursed expenses	**-**	**1,008**
Operating lease charges: UK property rent	**69,000**	**67,944**
Operating lease charges: Overseas property rent	**32,760**	**31,586**
Foreign exchange (gain)/loss	**26,542**	**29,463**
Auditors' remuneration:		
Current year statutory audit UK	**11,450**	**11,522**
Current year statutory audit Overseas	**8,707**	**5,375**
Other services	**579**	**2,192**

No Trustees made claims for reimbursement of expenses during the year 2021 (2020: three). No trustees received any remuneration in the year (2020-none).

6. Staff costs and numbers

Staff costs were as follows:	2021 £	2020 £
Salaries and wages	**548,352**	**1,002,919**
Social security costs	**40,757**	**87,461**
Pension costs	**19,062**	**30,249**
Redundancy	**3,658**	**56,755**
Recruitment costs	**1,707**	**10,734**
Staff development costs	**470**	**11,353**
Travel, subsistence and other staff costs	**12,679**	**78,037**
	626,685	**1,277,508**

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

	2021 No.	2020 No.
£60,001 - £70,000	**1**	**1**
£70,001 - £80,000	**1**	**-**
More than £80,001	**-**	**-**

Pension contributions in respect of these employees was £3,000 (2020: £Nil).

The key management personnel of RedR UK during the year is comprised of the Chief Executive Officer, the Programmes Director and the Head of Partnerships.
The total employee benefits of the key management personnel were £194,206 (2020: £275,955).

There were £3,658 of redundancy payments in the year (2020: £56,755).

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

	2021 No.	2020 No.
Improving competence	**7.6**	14.9
Fundraising & publicity	**3.0**	5.1
Administration	**0.9**	5.4
Governance	**0.2**	0.2
Staff employed on overseas programmes:		
Sudan	**14.2**	**15.9**
Middle East	**2.0**	**3.2**
	27.9	**44.7**

Notes to the financial statements

For the year ended 31 March 2021

7. Taxation

The charitable company benefits from exemptions on income and gains falling within sections 466-493 of the corporation tax act 2010 to the extent that they are derived from charitable activities.

8. Tangible fixed assets

	Office Refurbishment £	Computer equipment £	Total £
Cost			
At 1 April 2020	133,431	19,329	**152,760**
Additions in year	-	-	**-**
Disposals /writeoffs in year	(133,431)	(15,169)	**(148,600)**
At 31 March 2021	**-**	4,160	**4,160**
Depreciation			
At 1 April 2020	131,265	17,943	**149,208**
Charge for the year	722	1,386	**2,108**
Eliminated on disposal / writeoff	(131,987)	(15,169)	**(147,156)**
At 31 March 2021	**-**	4,160	**4,160**
Net Book Value			
At 31 March 2021	**-**	**-**	**-**
At 31 March 2020	2,166	1,386	**3,552**

9. Fixed asset investments

	2021 £	2020 £
Market value at 1 April	**101,744**	**187,980**
Disposal in year	**-**	**(90,000)**
Net unrealised investment gains/(losses)	**20,061**	**3,764**
Market value at 31 March	**121,805**	**101,744**
Historical cost at 31 March	**82,256**	**82,256**
The investments are comprised of:		
CCLA - COIF Charities Investment Fund	**116,812**	**96,778**
Equity shares	**4,993**	**4,966**
	121,805	**101,744**

Notes to the financial statements

For the year ended 31 March 2021

10. Debtors

	2021	2020
	£	£
Accrued income	17,182	3,518
Advances	-	384
Other debtors	77,844	146,772
Prepayments	43,231	47,407
	138,257	198,081

11. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Taxation & social security	9,780	14,196
Other creditors	119,099	180,994
Accruals	59,419	46,670
Deferred income	54,705	125,451
	243,003	367,311

As at 31st March 2021 there are no outstanding pension contributions (2020: £2,994).

Deferred income occurs when training courses which are due to occur after the balance sheet date are invoiced beforehand.

Natwest Bank PLC hold a fixed and floating charge over the undertaking and all property and assets, both present and future.

11a. Deferred Income

	2021	2020
	£	£
Deferred income as at 1 April	125,451	9,283
Amount deferred / released in the year	(70,746)	116,168
Deferred income as at 31st March	54,705	125,451

11b Creditors: Falling due in more than one year

	2021	2020
	£	£
Bounce Back Loan	50,000	-
	50,000	-

The Bounce Back Loan is the UK government-backed Covid-19 support loan to help businesses impacted by the pandemic, and is due on 30 March 2027. This unsecured loan was granted on 30 March 2021 and is interest-free for the first 12 months. Thereafter, the loan is repayable over the remaining five years at a rate of 2.5% interest.

Notes to the financial statements

For the year ended 31 March 2021

12. Analysis of net assets between funds

For the year ended 31 March 2021	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Investments	-	-	121,805	**121,805**
Net current assets	36,531	-	15,990	**52,521**
Amounts falling due in more than one year	-	-	(50,000)	**(50,000)**
Net assets at 31 March 2021	**36,531**	**-**	**87,795**	**124,326**

For the year ended 31 March 2020	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Tangible fixed assets	-	3,552	-	**3,552**
Investments	-	-	101,744	**101,744**
Net current assets	174,824	-	(98,700)	**76,124**
Net assets at 31 March 2020	**174,824**	**3,552**	**3,044**	**181,420**

Notes to the financial statements

For the year ended 31 March 2021

13. Transfers between funds

For the year ended 31 March 2021

	At 1 April 2020	Income	Expenditure	Transfers	As at 31 March 2021
	£	£	£	£	£
Restricted funds:					
Sudan	36,139	100,000	(130,688)	(5,451)	**-**
Middle East	-	115,608	(116,835)	6,678	**5,451**
Europe & Global Initiatives	130,910	702,201	(800,804)	(1,227)	**31,080**
Mission Ready	7,775	-	-	(7,775)	**-**
Total restricted funds	174,824	917,809	(1,048,327)	(7,775)	**36,531**
Unrestricted funds					
Designated funds					
Fixed asset funds	3,552	-	-	(3,552)	**-**
Total Designated Funds	3,552	-	-	(3,552)	**-**
General funds	3,044	440,466	(367,042)	11,327	**87,795**
					-
Total unrestricted funds	6,596	440,466	(367,042)	7,775	**87,795**
Total funds	181,420	1,358,275	(1,415,369)	-	**124,326**

Notes to the financial statements

For the year ended 31 March 2021

13. Transfers between funds (continued)

For the year ended 31 March 2020	At 1 April 2019	Income	Expenditure	Transfers	**As at 31 March 2020**
	£	£	£	£	**£**
Restricted funds:					
Sudan	9,509	138,175	(111,545)	-	**36,139**
East Africa	-	-	-	-	**-**
Middle East	66,850	102,280	(169,130)	-	**-**
Europe & Global Initiatives	303,086	255,203	(427,379)	-	**130,910**
Mission Ready	10,323	2,873	(5,421)	-	**7,775**
Lloyd's of London	59,017	41,982	(100,999)	-	**-**
Other	6,596	9,803	(16,398)	-	**-**
Total Restricted Funds	455,381	550,316	(830,872)	-	**174,824**
Unrestricted funds					
Designated funds					
Halcrow Trust Fund	37,255	-	-	(37,255)	**-**
Fixed asset funds	5,661	-	-	(2,109)	3,552
Total designated funds	42,916	-	-	(39,364)	**3,552**
General funds	415,721	1,132,518	(1,584,559)	39,364	3,044
					-
Total unrestricted funds	**458,637**	**1,132,518**	**(1,584,559)**	**-**	**6,596**
Total funds	**914,018**	**1,682,834**	**(2,415,431)**	**-**	**181,420**

Notes to the financial statements

For the year ended 31 March 2021

13. Transfers between funds (continued)

Purposes of restricted funds

The Sudan Fund was was used for providing training and addressing technical and coordination competencies. This Fund has been incorporated into our Africa and Middle East fund following the closure of the Sudan Office in December 2020.

The Middle East Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from Trust funds in support of this work.

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

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

Purposes of designated funds

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

14. Related parties

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

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

RedR US is established as a 501c entity. Jo de Serrano, CEO of RedR UK currently sits on the board but as there is no control, the results of that entity are not amalgamated within these financial statements. Management of RedR US funds is now undertaken by RedR Australia.

15. Operating lease commitments

At 31 March 2021, the charity had the following minimum lease payments under non-cancellable operating leases which fall due as follows:

	Land and buildings	
	2021	**2020**
	£	**£**
within one year	**16,258**	**80,684**
between two and five years	-	**16,258**
over five years	-	-
	16,258	**96,942**

16. Capital commitments

There are no capital commitments not provided for in the financial statements (2020:None)

17. Post balance sheet events

Since the balance sheet date the charity has moved office to 91-94 Lower Marsh, London SE1 7AB, which has also become the registered office for the charity. The new office space has been donated rent free for the first year by Whityby Wood who own the space. Sebastian Wood, Trustee, is a director of Whitby Wood.

The Trustees recognise the impact that Covid-19 has continued to have on the charity and the sector as a whole. During 2021 to date, the charity has continued to win and sign new contracts, partly due to the success it had in the prior year in rapidly rolling out online training. Whilst the pandemic continues, RedR UK is well-placed to provide remote capacity strengthening with the training resources that it converted in 2020/21, and will continue this year to convert courses to online delivery with funding already secured, protecting it from shocks due to inability to run face to face programmes to the previous extent. RedR UK continues to monitor expenditure closely and has made a number of further significant cost savings in the current financial year, including transitioning to work remotely and through taking advantage of free accommodation provided by Whitby Wood.