

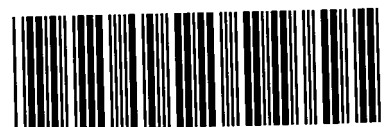


# Raleigh 2013

**Raleigh International Trust**  
**Annual Report and Financial Statements**  
**Year ended 31 December 2013**

Company Registration: 03059479  
Charity Registration: 1047653  
Scottish Charity Registration: SC040023

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*Cover page: Construction of the sanitation block at the village youth centre, Usevya, Tanzania, in November 2013*

## **Legal and Administrative Details**

### **Legal Status**

Raleigh International Trust ("Raleigh") is a registered UK charity No. 1047653 and a company limited by guarantee (Registration No. 03059479). Raleigh is also a registered charity in Scotland charity No. SC040023. The governing document is the Memorandum and Articles of Association.

### **Registered office**

Third Floor, Dean Bradley House, 52 Horseferry Road, London SW1P 2AF

### **Directors and Trustees**

The directors of the charitable company are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

Trustees who held office during the year were:

Marie Staunton CBE (Chairman)	(appointed 1 January 2013)
Eddie Botsio	(resigned 20 June 2013)
Andrew Clay	
James Cochrane	(resigned 5 December 2013)
Margaret Dane	
Jeremy Fish	
Amy Holmes	
Angela Jhanji	(appointed 5 December 2013)
Polly McGivern	
Kishor Mistry	(resigned 20 June 2013)
Patricia O'Hayer	(appointed 1 January 2013)
Mavis Owusu-Gyamfi	(appointed 5 December 2013)
Sam Parker	(appointed 5 December 2013)
Richard Spencer	(appointed 5 December 2013)
James Stacey	
Chris Wilton	(resigned 1 January 2013)
Fiona Woolf CBE	

### **Trustee induction and training**

New Trustees are inducted through a series of meetings with staff and managers at Raleigh. During the course of their term, the Trustees are offered the opportunity of gaining experience of Raleigh's work in the field.

### **Organisation**

The Board of Trustees is the main policy making body and employs a full-time Chief Executive who is also Chief Executive of the subsidiary companies - Raleigh Enterprises Limited and Operation Raleigh Limited. The various activities of Raleigh are carried out by Senior Managers responsible for Programmes and Policy; Recruitment, Delivery and Communications; Finance and Corporate Services; Alumni and Business Development; Safety and International Operational Support; all of whom report to the Chief Executive.

**Chief Executive**

Stacey Adams

**Company Secretary**

Keith Mitchell

**Bankers**

National Westminster Bank, 2<sup>nd</sup> floor, Argyll House, 246 Regent Street, London, W1B 3PB

**Solicitors**

Nabarro LLP, Lacon House, 84 Theobald's Road, London WC1X 8RW

Fasken Martineau LLP, 17 Hanover Square, London W1S 1HU

Tolhurst Fisher, Marlborough House, Victoria Road South, Chelmsford, Essex CM11 1LN

**Auditors**

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

**Insurance Brokers**

JLT Corporate Risks, St James House, 7 Charlotte Street, Manchester, M1 4DZ

**Related parties**

Raleigh Enterprises Limited, which is wholly owned by Raleigh, undertakes commercial projects and activities to further Raleigh's objectives. Operation Raleigh Limited, also a wholly-owned subsidiary of Raleigh, is a non-operating company.

## **REPORT OF THE BOARD OF TRUSTEES**

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2013. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice, "Accounting and Reporting by Charities" which was issued in March 2005.

## **OUR AIMS, GOALS AND OBJECTIVES**

### **AIMS**

Raleigh International harnesses the passion and energy of young people to affect positive change in sustainable development. We focus on providing access to safe water and sanitation, protecting vulnerable environments and building resilient communities.

Our work is delivered through young people and is a collaboration between local communities, partners and volunteers from a wide range of backgrounds, nationalities and life stages. We operate in partnership with communities, non-governmental organisations and governments in Borneo, Costa Rica, Nicaragua, India and Tanzania. Since our foundation as a charity in 1984, Raleigh volunteers have become a global community of more than 36,000 people committed to building a sustainable future.

Our work is based on the following core beliefs:

- We believe that the world is living beyond its economic and environmental means and this needs to change
- We believe that all countries have the right to develop but need to innovate to do it sustainably
- We believe that the passion, energy and creativity of young people can achieve change
- We believe that by working together communities and young people are inspired to build a better future

2013 was a transition year for Raleigh moving from the 2011-2013 Strategy: *Transforming people and empowering communities to develop sustainably* to the 2013-2016 Strategy: ***Driving Sustainable Development through Youth Action***. There are two goals and 5 strategic objectives in this Strategy.

In this report we start to report against our new strategic goals and objectives.

In 2013, we developed our Theory of Change which showed how Raleigh's work at the activity level in country delivers through the thematic programmes to the longer term delivery of the charitable objectives:

- Advancement of education and global citizenship
- Relief of those in need by reason of disadvantage
- Advancement of environmental protection and sustainable community development

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set. The Trustees have complied with the duty in Section 4 of the Charities Act 2011 to have due regard for the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

## **STRATEGIC GOALS**

### **Goal One: Increase Environmental Sustainability and Community Resilience**

This Goal covers our work in the following programmatic areas:

- Increase access to safe water & sanitation
- Increase the effective use of natural resources
- Improve community resilience

### **Examples of our work in the words of our volunteers:**

#### **Raleigh Tanzania**

*"Part of our water and sanitation campaign has included mobile awareness raising, enabling us to teach over 3,500 school children about the importance of clean and safe water. We created a mural at Mgongo Primary School to reinforce our lessons and even managed to involve the students with the painting followed by a short demonstration on correct hand washing. Awareness raising at the local churches and mosques in Mgongo, as well as the local businesses, has proved to be a success, with tippy taps being built all over the village. There are also informative hand-drawn flyers and tippy tap construction manuals available for the villagers after we have left."*

#### **Raleigh Nicaragua**

*"The last week in El Cebollal Abajo was full of celebrations and achievements. Finally the moment we had all been waiting for: the taps were in place! Seeing the faces of the community and our families as the clean water came out was a wonderful moment and everyone felt a great sense of achievement. We had our last school visit and action day and spent time discussing with the community and the water and sanitation committee all about how to maintain and use the water system. The committee helped us to design posters and everyone was excited to find out about the new system in their community."*

#### **Raleigh India**

*"Each Integrated Farming Development day involved the passing on of knowledge we received at Raleigh's project partner MYRADA's training days. The concept was to teach, and make farmers more aware about the dangers of chemical fertilisers and pesticides to the livelihoods of people, animals and farming land. The day was really about teaching them alternative organic methods which would also have more financial gain and be a more sustainable way of farming as a whole. We received lots of good feedback and the farmers were asking lots of interesting questions as they seem to have really caught on to the benefits that this could have on their farming land and their pockets. As they left we also provided them with a pre made booklet with details of all the solutions and vermicomposting and how they could be made and used. There was also a contact number provided for MYRADA so if the farmers want to know more, they are able to do so even after we leave."*

### **Activities and Outputs in 2013**

Raleigh volunteers completed a range of community based projects in Central America, Malaysian Borneo, Southern India, and Tanzania. Programmes across all countries focused on providing access to safe water and sanitation, protecting vulnerable environments, and building resilient communities.

This work could not have been undertaken without close co-operation with grassroots organisations, local government departments and agencies, non-governmental organisations, and with funding from individual and corporate sponsors, charitable trusts and foundations. Programme activities in 2013 included building schools, kindergartens, eco-sanitation units, residential biogas plants, community centres and installing gravity fed water systems in villages that previously did not have running water. Environmental projects included working with national and international agencies on habitat conservation projects and biodiversity research.

### **Specific in-country achievements of 2013 are detailed below:**

#### **Malaysian Borneo:**

In Borneo Raleigh's projects focused on rural poverty alleviation through projects providing access to water and sanitation, environmental sustainability projects focused on conserving biodiversity, and projects to increase access to education for rural communities. Raleigh Borneo worked with partners including PACOS, AFC, Yayasan Sabah and the Sabah Ministry of Youth and Sport among others.

- Increased access to safe water and sanitation by implementing 6 gravity fed water systems and 3 sanitation units in remote villages in Sabah. Some of the tangible benefits for the

communities are in time-saving, in collecting water and a reduction of water borne diseases in these villages

- Built 3 community learning centres which will be used as kindergartens and adult learning centres in remote villages. These centres will allow children who would otherwise miss out on the school readiness support they need before primary education to have it and in turn help remote communities improve community cohesion. The average size of the centres is between 20 to 30 pupils and the project partners have also included training local teachers as part of this overall project. Raleigh Borneo has now built 23 community learning centres
- Completed environmental projects ranging from rebuilding research camps in Danum Valley to returning to Imbak Canyon after a two year absence to build a suspension bridge needed to increase access for biodiversity research in this unique rainforest location
- Completed 2 biodiversity surveys which will lead to the protection and better management of priority conservation areas. This included seeing the return of wild orangutan to the area and also capturing on camera the extremely rare clouded leopard
- Carried out a variety of infrastructure development projects to aid conservation and research into some of the world's most complex and diverse ecosystems
- Volunteers pushed their physical limit and learnt leadership skills whilst trekking through and living self-sufficiently in dense jungle.

#### **In Costa Rica and Nicaragua:**

We continued to work with a variety of partners in both Costa Rica & Nicaragua, including cooperatives, NGOs, local development associations and the Costa Rica National Park System. Raleigh worked on a number of projects across both our ICS and expedition programmes.

- In Nicaragua, our ICS volunteers had an integrated focus working across six activity areas: action research, awareness raising, peer to peer education, infrastructure, training and resource development
- Groups focused on Raleigh Nicaragua's Natural Resource Management project, Water and Sanitation and Livelihoods
- 3 community centres were built with the aim to strengthen community social cohesion and participation
- 54 raised coffee beds were built with a local cooperative to increase sustainable livelihoods
- 2 gravity fed water systems were constructed providing safe access to water for community members
- 103 eco latrines were built alongside awareness raising and peer to peer education in the communities on the importance of safe hygiene and sanitation to decrease disease and improve overall well-being
- We aimed to create young global citizens with a growing understanding of sustainable development.

#### **In India:**

In 2013 Raleigh ran only the ICS programme in India which had two focus areas: access to clean water and sanitation, and livelihoods. We worked in partnership with local NGO's MYKAPS, MYRADA and CTRD to deliver the following successes to the rural poor in southern India:

- Over 2013, 504 volunteers from India and the UK lived and worked with local rural communities
- Every group carried out action research in their community through the participatory rural appraisal method in order to have a full understanding of the community dynamics and needs
- At least 36 awareness raising sessions were completed. These included the delivery of over 20 health camps seeing 9,175 people and 6 vet camps associated with livelihoods where 639 cow owners attended and 2,678 animals were seen, as well as delivering peer

education sessions in schools, women's groups, and youth groups covering their priority topics

- The information gathered from the action research was compiled into research reports which will strengthen our project partners' future planning and community development
- All groups also took part in community infrastructure development providing 361 leech pit toilets, 20 eco-sanitation units, 1 menses house benefitting 133 people, 5 bio bins, 112 vermicomposting units, 72 cattle sheds, and 103 azolla pits for community members among other activities.

#### **In Tanzania:**

In January 2013, Raleigh International opened operations in Tanzania. The first expedition was delivered in the spring 2013 and was joined by ICS programme starting in the summer.

- 431 volunteers from 23 countries took part in both ICS and Expedition programmes in Tanzania
- We worked in 21 different communities across 8 regions
- Raleigh volunteers focused on providing access to safe water and sanitation in rural Tanzanian communities
- Activities have included constructing 1 water system giving access to safe water to a community, constructing over 150 tippy taps and delivering awareness raising sessions on the importance of hand-washing and sanitation alongside the tippy tap development and building 13 sanitation blocks
- ICS groups completed action research and presented to key community stakeholders and decision makers
- 400 families were provided with and trained on how to build rocket stoves to decrease the time spent collecting firewood and improve their wellbeing
- We continued successfully working with the Ministry of Information, Youth, Culture and Sport
- Some of our environmental projects included creating fire breaks, forest protection, and measures to prevent human and animal conflict

#### **Goal Two: Inspire Young Leaders**

This Goal covers:

- Building a youth leadership culture
- Creating national youth societies

In 2013, Raleigh continued the development of young people through both its expedition and its International Citizen Service (ICS) programmes. The numbers of young people continued to rise, both from the UK, internationally and most significantly from the countries where programmes are run.

	From the UK	From host country	Not UK nor host country	Total number of young volunteers in 2013
Expeditions	495	124	188	807
ICS	<u>400</u>	<u>290</u>	<u>Not applicable</u>	<u>690</u>
Total	<u>895</u>	<u>414</u>	<u>188</u>	<u>1,497</u>

In each of Raleigh's countries, we continue to support the development of local youth civil society organisations; with the best progress being made in Costa Rica and Nicaragua where young volunteers run Latino expeditions of community service in rural areas under Raleigh's oversight.

As part of the Department for International Development (DFID) funded International Citizen Service programme each returning volunteer is required to take part in Action at Home. This applies both to UK volunteers and those in country. On the ICS programme 690 volunteers aged 8- 25 were recruited from



the UK and within countries of activity (India, Nicaragua and Tanzania). The volunteers were supported by 135 team leaders, of which 56 came from the host countries.

In 2013 807 volunteers aged 17-24 joined Raleigh's expedition programme, 13% higher than 2012, mainly due to high application numbers in summer. Summer has now overtaken spring as the most popular season and is attracting huge diversity in terms of nationality and socio-economic grouping. We launched our first expedition in Tanzania in 2013 spring and 206 young volunteers have participated in expeditions there throughout the year.

The international outreach of Raleigh's expedition programme continues to be strong. 30% of full-funding volunteers were from non-UK / non-host country origins, covering 21 different countries including Belgium, Netherlands, Germany, Denmark, Spain, China, Jordan, Australia, New Zealand, US and Canada. In addition to these international participants a further 124 volunteers joined from the host countries (Malaysia, Costa Rica, Nicaragua and Tanzania), and 12 from international youth agencies based in Bermuda and Australia, bringing the total participation of volunteers outside the UK to 39% and the total number of countries represented to 25.

Raleigh International actively encourages young people from the UK with limited financial means to apply for one of our bursaries. 37 young people who wouldn't have been able to join an expedition otherwise received the Raleigh bursary award. A further 46 young people, mainly those living in supported housing or 'at risk of reoffending' backgrounds were supported with full bursaries through Raleigh's Youth Agency Partnership Programme. (See below for further details). Participants from the host country of the expedition also receive financial assistance to join an expedition. In total 27% of all young people taking part in 2013 expeditions received a bursary.

As volunteer managers are also subsidised to join an expedition (257 volunteer managers in 2013), the proportion of all participants receiving financial assistance in 2013 amounted to 45%. Volunteer Managers come from a wide range of professions and backgrounds, some from the host country, to support the smooth running of the expedition either based on the project sites or at Raleigh permanent offices.

Overall in 2013 Raleigh worked with 1,889 volunteers from 25 countries.

#### **Returned ICS Volunteers and their action at home:**

##### ***Omar Antonio in Nicaragua***

*"I did my action at home in my hometown Masaya and in different vulnerable areas around Masaya like the Masaya Lagoon, Nindirí, and Masaya Volcano National park.*

*My action at home was a group of activities starting on September 16, which will have continuity throughout the year. In order to mitigate the contamination of the lagoon and raise awareness in the population about the mismanagement of solid waste, we held the clean-up day with our partner, the Masaya Volcano National Park, who helped with logistics and transport. To make this work we had the support of 25 people of different ages, who worked from 8am until 12pm. With the hard work of the volunteers, it was possible to collect 20 bags equivalent to 2 tons of trash, mostly plastics and different types of hospital waste.*

*The activity helped create awareness amongst everyone involved about the impact on the environment because of mismanagement of solid waste, which is a big achievement as the level of contamination in the lagoon is massive. Volunteers involved are aware of these issues and they have become partakers of change, to the point of taking their own initiatives, such as a campaign, called "Do not use straw, it is unnecessary".*

### **Veronica ICS volunteer in India**

*"Veronica delivered a presentation/workshop with children in her hometown with the dual focus of raising awareness of Raleigh ICS and how volunteering can benefit young peoples' futures. She divided the session into two parts: the first, to outline the values and aims of Raleigh International whilst sharing images from her project with a commentary. The second part was about encouraging young people to make a difference in the world. Veronica particularly wanted to make the final year students aware of volunteering and ICS as a considerable alternative to university.*

*Veronica reflected, "The session seemed to have a positive impact because it made the students think about the many opportunities that exist worldwide. I think that the human potential of many people is humiliated and highly discouraged with news that 40% of local young people are unemployed. I wanted to encourage young people to be led by their passion for helping people and caring for the world that they live in."*

Inspiring young people to think about their futures whilst considering how they can help others addresses both development issues and youth unemployment; by allowing young people to be agents of positive social change. As a result, they have the tools to support each other and demand a better future for themselves and others.

### **Youth Outcomes**

#### **Individual Volunteer Outcomes on the Expedition Programme**

One of Raleigh's charitable objectives is the advancement of education and global citizenship. A global citizen is an individual who is aware of their own values and perceptions and respects the diversity of others; recognises that we live in an interdependent world; cares about social justice, sustainable development and the environment; and using their leadership and team skills, takes personal responsibility and action to make the world a better place.

Raleigh has developed a monitoring and evaluation system to measure volunteers' learning relating to global citizenship and feedback about their experience. At the end of each programme volunteers are surveyed on their perceptions of what they have learned across 23 criteria – this is then aggregated into four key themes. Based on the results of 739 responses received in 2013 (spring, summer and autumn expeditions), the volunteers agreed or strongly agreed that the Raleigh expedition had a positive impact on their: Leadership and team working 87.8%; Intercultural awareness 85.3%; Global awareness 85.5%; and Personal aspirations 84.6%

In addition, volunteers gave feedback on their overall Raleigh experience, scored on a 5-point scale. On average, 95.4% of volunteers reported satisfaction or higher with the application & recruitment process; the pre-departure support, information and training. 99.4% were satisfied or better about their in-country and overall experience. 94.0% agreed the projects they contributed to were sustainable; 91.7% agreed they were of value to the community; and 90.8% agreed they were able to make a worthwhile volunteering contribution. Finally, 34% of volunteers agreed that their expectations were 'mostly' met and 59% of volunteers that their expectations were 'exceeded'.

To support these overseas expedition programmes, Raleigh delivered in the UK:

- 13 pre-expedition training events for volunteers;
- 4 outdoor residential assessment programmes (ROARs) for those young people with partnership programme full bursary places;
- 8 assessment and training weekends for volunteer managers;
- 9 pre-expedition training weekends for volunteer managers; and
- 1 returned volunteer training event.

### **Individual Volunteer Outcomes on the ICS Programme**

Raleigh's ICS programme focuses on young people becoming active global citizens and making a difference in today's world. A 'Knowledge, Attitude and Practice' survey looked at participant feedback from the first year of the programme from every organisation in the Consortium. Raleigh consistently scored at or near the top of the Consortium in this survey, continuing to display the strengths of the Raleigh ICS programme thus far.

Raleigh participants reported high levels of satisfaction with their overall ICS experience with 93% being either 'satisfied' (49%) or 'very satisfied' (44%) with their experience. 98% of Raleigh participants said their ICS placement had a positive development impact. 97% of participants reported their 'global perspective' had increased and 98% reported an increase in personal competencies.

### **Youth Agency Partnership Programme**

2013 was a strong year for Raleigh's youth partnership programme, with 46 young people completing a ten-week expedition, (33 in 2012). The young people are recruited and selected 4-5 months in advance of the overseas expedition so as to achieve a balance between keeping them engaged and giving them long enough to fundraise.

We worked closely with partners such as The Amber Foundation, West Yorkshire Youth Offending Team, Romford YMCA and Venture Scotland throughout the year to help them select and support young people who demonstrated a positive and realistic commitment towards the programme. Once the young people have been through an internal selection process at the partner organisation they then join Raleigh's outdoor assessment residential (ROAR).

68 young people took part in a ROAR in 2013, with the aim of helping them to gain experience in typical Raleigh surroundings and for staff to make informed decisions about whether they were ready and committed to progressing to expedition.

Raleigh's induction process and the partners' successful internal selection process have resulted in 85% of young people being allocated a place on expedition. Raleigh and the partner organisation then support the young person in their preparation and fundraising efforts. 60% of the young people then continue onto expedition.

Young people from disadvantaged backgrounds outside of the UK were also supported to take part in a Raleigh expedition. 12 Bermudans from the Raleigh Bermuda society joined spring and summer expeditions. In addition one young person supported through the Bridging the Gap partnership based in Perth, Western Australia, participated in the spring expedition to Borneo.

In 2014 we are already on track to recruit 50 young people for the Youth Agency Partnership Programme through existing and new UK youth agency partnerships.

### **Alumni Programme**

The ICS Action at Home Programme supported 220 people to complete their activity on returning to their community. Over 50 Raleigh International alumni volunteered to assist our work in supporting people in preparation for their overseas programme. Members of the alumni continue to support the work of the organisation through a number of events raising over £20,000 in 2013. We continue to keep our alumni informed of our work through the publication of two *Connections* magazines and regular email updates.

### **International Raleigh Youth Societies**

At the 2013 Raleigh Asia Pacific Conference in Australia, six Raleigh alumni societies from the region who had all signed the Raleigh Global Alliance for Youth Framework came together. The aim of this approach is to continue the journey of understanding each other and sharing best practice across organisations.

Raleigh has societies in Hong Kong, Malaysia, Ghana, Uganda, Bermuda, Singapore, China, Costa Rica, Nicaragua, India and New Zealand. It also works with an affiliated youth organisation in Australia to recruit young people who are not in education or work.

Supporting Raleigh's growth and its sustainability through working with and building the capacity of Raleigh alumni volunteer societies to do local community and conservation work, while recruiting onto overseas expedition where possible, will continue to be a focus for the organisation in the 2013-2016 strategy.

## **STRATEGIC OBJECTIVES**

### **Strategic Objective One: Build on the Raleigh Way**

Raleigh has committed to introducing themed programmatic delivery into all of our work. This requires a change programme to introduce longer term planning, monitoring and evaluation with the required new systems and processes to make it happen.

During 2013 Raleigh undertook the writing of new thematic programmes in order that our work could be considered within the context of the international development sector. Our Country Strategies were reviewed and revised and new planning processes and partnership agreements were drafted.

### **Strategic Objective Two: Grow the Recognition of the Impact of Raleigh's Work**

Following the approval of the new Strategy by the Board over the summer a new Communications Strategy was developed and agreed by the Board. That has required substantial adjustment to the messaging and communication materials for the organisation for all audiences.

A new Monitoring and Evaluation strategy was developed and will go to the Board in 2014.

As part of the development of our Voice of Youth, we ran a weekend of training for alumni to become speakers on issues of sustainable development. One of the speakers (Will Day who lectures at Cambridge University and was a prior head of the Sustainability Commission) spent several hours with our 15 young alumni. One of these alumni Shadi Fathizadeh (UK) along with Yahoska Berrios (Nicaragua alumni) were invited by the UN DESA to support the organisation and implementation of 'Intersessional Meeting between Major Groups and other stakeholders and the Open Working Group on Sustainable Development Goals' in New York on 22<sup>nd</sup> November 2013.

By supporting the event they helped conceptualise:

- Practical approaches to rights-based SDGs (Sustainable Development Goals) that include the 3 dimensions of sustainable development;
- SDGs designed to eliminate poverty, mitigate inequalities and lead to inclusiveness
- Making good governance and multi-stakeholder partnerships the building blocks of the SDGs
- Designing SDGs that foster human and economic development within planetary boundaries (including climate change and natural resources management)

This was a great opportunity for the voice of our alumni to be heard and a chance to talk about the practical ways that youth can positively influence sustainable changes in the lives of people living in poverty. Yahoska and Shadi shared how they addressed the three dimensions of sustainable development in rural communities in Nicaragua and the power of our methodology. The two of them are also a testament of how a friendship and shared passion of 'northern and southern' youth can challenge stereotypes and inspire other youth to make a positive difference.

In April, Raleigh and Progressio organised a joint event at the Houses of Parliament, on the subject of Climate Change in Latin America. It was attended by the Deputy Head of Climate Change at DfID as well as a number of MPs. Raleigh alumnus David Kaye spoke of his experience in Nicaragua with Raleigh ICS.

### **Strategic Objective Three: Raise Funds and Diversify Income**

We aim to continue to diversify the sources of our income, increasing our funding from institutional donors and corporate partnerships over the course of the strategy.

The Board approved new Fundraising and Corporate Engagement Strategies which will be implemented in 2014.

#### **Corporate Partnerships**

In October 2013, we delivered a water and sanitation programme for the Junior Lawyers Division of the Law Society. This was an eighteen day programme delivered for ten participants in Tanzania.

In July three UBS Horizon Winners and one runner-up joined Raleigh five week programmes in Costa Rica and Tanzania. This is part of the UBS under-graduate selection process where the Raleigh International expedition forms part of their training programme.

The Capgemini programme is a series of three graduate leadership development programmes that are delivered in the UK. The two day community impact programmes were facilitated by a Raleigh International associate and were attended by forty five people.

#### **Short Youth Programmes**

In April 2013 an eighteen day pilot programme was delivered in Borneo for Newcastle University Engineering Department. Twenty students and three University staff worked across two communities improving access to reliable and safe water to fifty one households through the installation of gravity fed water systems.

In March 2013 we delivered a seven day field visit to India for five students and two teachers from Queen Elizabeth School. This was part of a prize awarded following a film making competition in 2012, funded through the Citizenship Foundation.

In August we delivered an eighteen day programme in India for twelve participants from Northumberland Youth Services. This was part of the Services Youth Leadership programme that is completed by young people aged between seventeen and twenty five.

#### **Lord Mayor's Appeal**

In November 2013, one of our Trustees Alderman Fiona Woolf CBE became the second woman Lord Mayor of the City of London since 1189 and we became one of her appeal beneficiaries.

In 2013 we participated in many prestigious events including The Lord Mayor's Show, and The Lord Mayor's Christmas Party. These events have given us a welcome opportunity to meet and connect with new potential donors and grant makers, as well as spreading the word about Raleigh's work. The appeal will run until November 2014, and aims to raise over £2 million, 25% of the net proceeds of which will support Raleigh (one of 4 beneficiary charities).

2013 also saw the formation of "The Athenaeum Initiative" – a group of former Trustees and Chief Executives passionate about supporting Raleigh's work. The advice and help of this group has been invaluable in connecting us with new trust donors – to date securing gifts of £90,000.

#### **Strategic Objective Four: Develop Our People**

Every year Raleigh carries out a staff survey. This year we changed the way we commissioned the survey and used Charity Pulse which allowed us to benchmark our results against the 190 organisations that took part in the survey.

91% of staff stated that they understood what Raleigh is trying to achieve (83% is the sector benchmark); 87% said they were proud to work for this charity (71% benchmark); 89% said they felt empowered to take decisions relevant to their role (63% benchmark). One of the concerns reflected in the survey was around salary levels; this led to the carrying out of a benchmarking review using Croner data from their assessment of 246 charities. We benchmarked against equivalent organisations and adjusted a handful of salary levels in response to the findings where appropriate.

#### **Strategic Objective Five: Develop the structures, systems and processes that deliver our work and that underpin growth**

In 2013 we made the following progress:

- introduced Key Performance Indicators
- recruited a new Chair and six new Trustees to the Board including our first youth Trustee
- reviewed our finance system and developed a new chart of accounts
- upgraded our finance system and laid the foundations to roll it out across the international network
- recruited more staff in each of our countries to expand the knowledge and experience in our countries
- restructured our senior management team and brought in new skills and experience to support the delivery of the new strategy

#### **Safety**

Raleigh is committed to operating safe but challenging programmes overseas and continues to develop and refine its UK and overseas operations by seeking feedback from participants, partners and the wider sector. There is a robust system to monitor health and safety and adapt accordingly. Throughout 2013 Raleigh continued to operate its Safety Management System to the highest standard. Safety procedures include detailed pre-expedition risk assessments, contingency planning, including regular testing of crisis management and casualty evacuation plans in the UK and overseas. In addition, Raleigh requires medical screening for everyone involved in our programmes and conducts individual medical assessments prior to departure where necessary. Comprehensive insurance and effective support from specialist agencies is provided, and qualified medical staff are recruited and deployed on each programme. A 24 hour communication system within each country and to Head Office is maintained at all times.

Since its introduction in 2009, we have has operated all our activities against the British Standard (BS)8848 (Provision of visits, fieldwork, expeditions, and adventurous activities outside the United Kingdom). Raleigh uses Youth Explorers' Trust (YET) as a competent, external and independent "other party" assessor of our conformity to BS8848. The assessment includes a sampling process for verification, as all activities are subject to self-assessment in accordance with the standard. YET is not acting, of itself, as the arbiter of the quality of provision but assesses provision by Raleigh against the standard to give assurance of good management practice. We will continue to review its systems and procedures against the British Standard BS8848.

## **PLANS FOR 2014**

2014 will see the continued implementation of our new strategy (2013-2016) which aims to continue the journey of ensuring that our work delivers impact towards our strategic Goals.

Through the delivery of this ICS programme Raleigh will continue to enhance our impact, diversity and sustainability thereby supporting the achievement of the new 2013-2016 Strategic Goals. There will be more young people involved and we will be exploring new opportunities to develop a programme which contributes to community resilience by increasing youth engagement in economic development.

Overall in 2014 over 2,000 volunteers will continue to seek sustainability solutions on water and sanitation, conservation and rural livelihoods.

## **FUNDING**

Raleigh would like to thank the many charitable trusts, foundations, companies and individuals that supported our work in 2013. In particular:

Chi Chung  
CHK Charities Limited  
Coke Malaysia and the Coca Cola Foundation  
Dudley and Geoffrey Cox Charitable Trust  
Fondacion Les Paquerettes  
Garfield Weston Foundation  
Giulia Hetzenauer  
James Weir Foundation  
John Ellerman Foundation  
Lara's Foundation  
Myles Robinson Memorial trust  
N Smith Charitable Settlement  
Nestle Malaysia  
R G Hills Charitable Trust  
The Alchemy Foundation  
The Allan and Nesta Ferguson Charitable Trust  
The Balcombe Charitable Trust  
The Cumber Family Charitable Trust  
The Dowager Countess Eleanor Peel  
The Eranda Foundation  
The Evan Cornish Foundation  
The Gannochy Trust  
The Hedley Foundation  
The Hugh Fraser Foundation  
The Jessie Spencer Trust  
The Johnnie Johnson Trust  
The Kirby Laing Foundation  
The P F Charitable Trust  
The Peacock Charitable Trust  
The Robertson Trust  
The Ronald Miller Foundation  
The Rothley Trust  
The Schroder Charity Trust  
The Souter Charitable Trust  
The W M Sword Charitable Trust  
Tom Boon  
W.A. Cargill Charitable Trust

And to all the individual volunteers and alumni who have donated funds towards Raleigh's work.

### **Corporate Donors**

Raleigh works with companies in the UK and overseas assisting them to achieve their corporate social responsibility (CSR) objectives whilst enabling Raleigh to raise charitable funds.

Thank you to the following companies and organisations for working with Raleigh on programmes or for making charitable donations:

CapGemini  
Coca Cola  
Google  
Junior Lawyers Division of the Law Society  
Nestle UK  
Newcastle University  
Nomad  
Northumberland Youth Service  
UBS

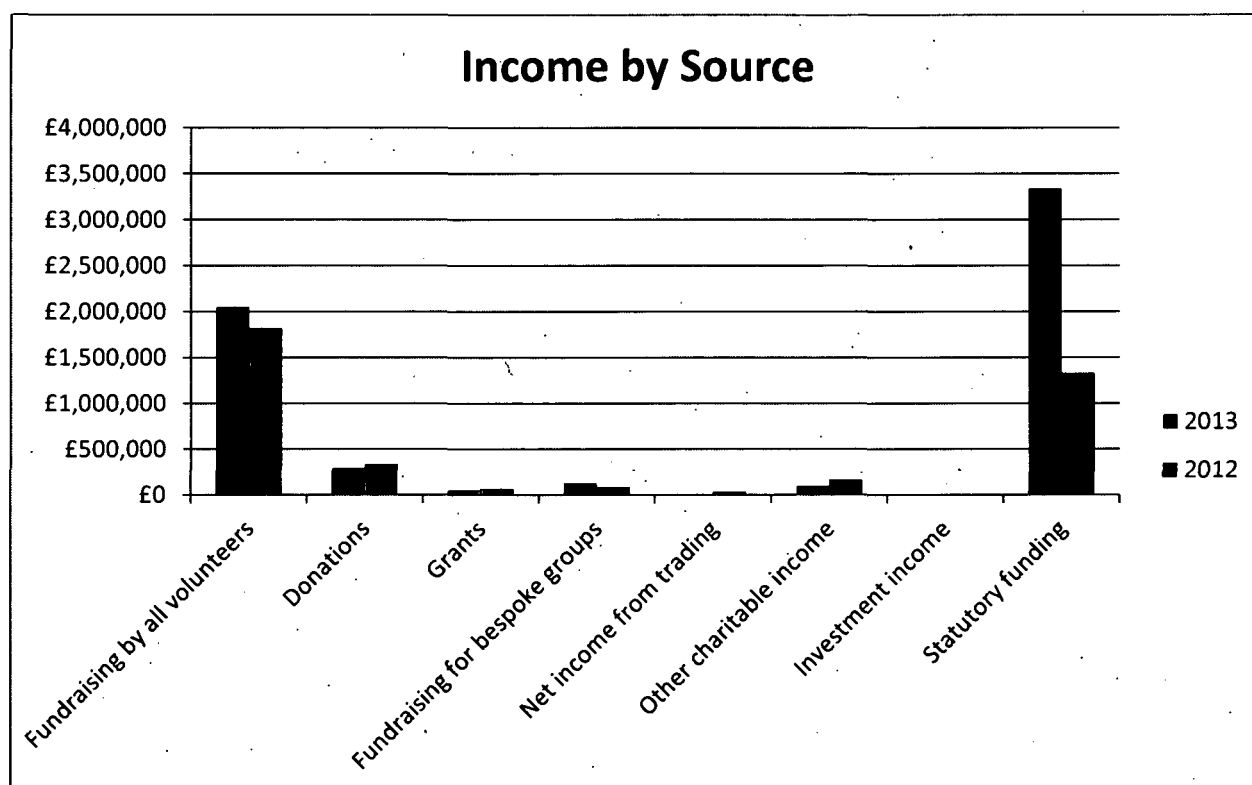
Raleigh has also benefited from the contribution of time and expertise from professional advisors including:

Ben Rudd  
CMS Cameron McKenna LLP  
DTZ Estate Management Services  
Fasken Martineau  
freuds  
Mayfair Charities  
Navarro Solicitors

### **FINANCIAL REVIEW**

The overall surplus reported for 2013 is £67,112 (2012: £128,809). Gross income for the year increased by 47.5% to £6,049,030 (2012: £4,100,282). This was primarily due to a full year of activity under the contract for International Citizenship Service (ICS), as a member of the consortium delivering the contract with Department for International Development (DfID). There was an increase in income from volunteer fundraising (2013: £2,057,274 versus 2012: £1,826,063) reflecting a recovery from the drop in 2012 due to lower participant numbers in summer 2012 as many chose to stay in the UK for the Diamond Jubilee events and London Olympics.

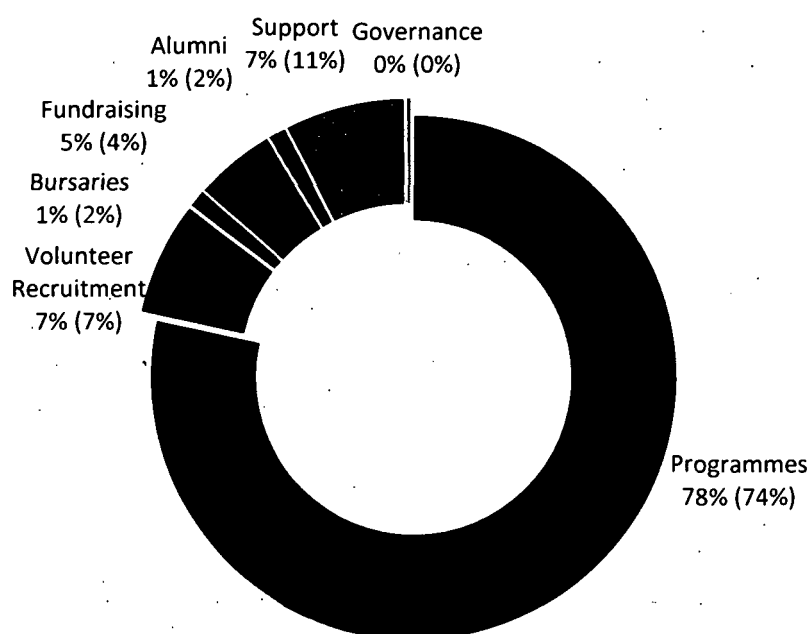




Expenditure for the year of £5,981,918 increased by 51% on 2012 (£3,971,473) owing to additional staffing and in-country activity, as well as set up costs in Tanzania, required to deliver the ICS programme. Resource allocated to programmes increased to £4,798,106 (2012: £2,987,016).

## 2013 Expenditure

(2012 comparison in brackets)



### **Reserves Policy**

The Trustees seek to maintain free reserves at a level to enable Raleigh to conclude the existing expeditions and complete the existing contracts within a planned and orderly reduction of activity.

The Trustees have agreed that a level of free reserves between £600,000 and £750,000 is appropriate presently. At 31 December 2013, the balance of total unrestricted reserves stood at £784,294, while free reserves (excluding £229,465 represented by the net book value of fixed assets) stood at an overall balance of £554,829 (2012: £467,273). This is below the agreed level of reserves at present and the Trustees have set a budgeted surplus for 2014 which would increase the level of reserves to be within the policy set out above.

### **Risk Management**

Raleigh's trustees and management have an ongoing policy of reviewing, identifying and mitigating the operational, financial and strategic risks to which the charity is exposed in the UK and around the world.

A risk register is maintained, which identifies all significant risks and proposes actions to be taken to reduce the charity's exposure as appropriate. The Senior Management Team reviews the risk register regularly during the year, which is formally presented to the Trustees on a semi-annual basis.

Risks are appraised through a combination of likelihood of occurrence and potential impact, with actions agreed that will reduce residual risk to an acceptable level.

Trustee indemnity insurance is purchased at a premium of £2,800 (2102: £2,800).

### **AUDITORS**

The auditors, Kingston Smith LLP, are deemed to be re-appointed under Section 487 (2) of the Companies Act 2006.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also directors of Raleigh International Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

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

## **SMALL COMPANIES RULES**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.



**Marie Staunton CBE**  
**On behalf of the Trustees**

Date: 22 May 2014

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF RALEIGH INTERNATIONAL TRUST**

We have audited the financial statements of Raleigh International Trust for the year ended 31 December 2013 which comprise the Group Statement of Financial Activities (the Group Summary Income and Expenditure Account), the Group and Parent Charitable Company Balance Sheets and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

**Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, 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.

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the Annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2013 and of the group's 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.


### Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept proper, adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.



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

Date: 27/5/2014

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Kingston Smith LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

**Consolidated Statement of Financial Activities (Including Income and Expenditure Account)**

	Note	Unrestricted funds £	Restricted funds £	Year ended 31 Dec 13 £	Year ended 31 Dec 12 £
<b>Incoming resources from generated funds</b>					
<u>Voluntary Income</u>					
Donations		52,111	244,343	296,454	338,021
Fundraising by all volunteers		2,057,274	-	2,057,274	1,826,063
Fundraising for bespoke group expeditions		132,659	-	132,659	89,328
Grants		2,025	54,773	56,798	72,430
<u>Activities for generating funds</u>					
Gross income from trading subsidiaries	3	62,553	-	62,553	270,707
Other income: charitable operations		99,139	-	99,139	170,437
Investment income: bank interest		834	-	834	697
<u>Incoming resources from charitable activities</u>		3,343,319	-	3,343,319	1,332,599
		<u>5,749,914</u>	<u>299,116</u>	<u>6,049,030</u>	<u>4,100,282</u>
<b>Resources expended</b>					
<u>Cost of generating funds</u>					
Fundraising costs	2	315,466	-	315,466	169,416
Commercial trading operations	2, 3	51,350	-	51,350	230,276
Charitable expenditure	2	5,281,210	321,252	5,602,462	3,558,338
Governance	2	12,640	-	12,640	13,443
		<u>5,660,666</u>	<u>321,252</u>	<u>5,981,918</u>	<u>3,971,473</u>
<b>Net incoming resources / movement in funds</b>	4	89,248	(22,136)	67,112	128,809
Fund balances brought forward at 1 January 2013		695,045	107,788	802,833	674,024
<b>Fund balances carried forward at 31 December 2013</b>	11, 12	<u>784,294</u>	<u>85,652</u>	<u>869,946</u>	<u>802,833</u>

The group has neither discontinued any of its operations nor acquired new operations. All amounts relate to continuing activities. The notes on pages 23 to 31 form part of these financial statements.

**Consolidated and charity balance sheets at 31 December 2013**

	Note	Group 31 Dec 13 £	31 Dec 12 £	Charity 31 Dec 13 £	31 Dec 12 £
<b>Fixed Assets</b>					
Tangible asset	6	229,465	227,772	229,465	227,772
Investments	7	-	-	16,336	16,336
		<u>229,465</u>	<u>227,772</u>	<u>245,801</u>	<u>244,108</u>
<b>Current Assets</b>					
Stock		15,404	10,515	15,404	10,515
Debtors	8	876,660	538,209	871,604	652,259
Cash at bank and in hand		1,127,386	1,106,117	1,112,442	971,838
		<u>2,019,450</u>	<u>1,654,841</u>	<u>1,999,450</u>	<u>1,634,612</u>
<b>Creditors: amounts falling due within one year</b>	9	(1,378,969)	(1,079,780)	(1,375,305)	(1,075,887)
<b>Net Current Assets</b>		<u>640,481</u>	<u>575,061</u>	<u>624,145</u>	<u>558,725</u>
<b>Net Assets</b>	10	<u>869,946</u>	<u>802,833</u>	<u>869,946</u>	<u>802,833</u>
<b>Reserves</b>					
Unrestricted funds:					
Free reserves	12	554,829	467,273	554,829	467,273
Funds represented by functional fixed assets	12	<u>229,465</u>	<u>227,772</u>	<u>229,465</u>	<u>227,772</u>
General funds		784,294	695,045	784,294	695,045
Restricted funds:	11	85,652	107,788	85,652	107,788
		<u>869,946</u>	<u>802,833</u>	<u>869,946</u>	<u>802,833</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006. The financial statements were approved by the Board and authorised for issue on 22 May 2014 and were signed on their behalf by:



Marie Staunton CE  
Chairman

**Company number 03059479**

The notes on pages 23 to 31 form part of these financial statements.

## Notes forming part of the financial statements for the year ended 31 December 2013

Raleigh International Trust is a charitable company limited by guarantee and has no share capital. On a winding up each person that is either a member at that date or ceased to be a member within one year is liable to contribute a sum not exceeding £10 towards the assets of the charitable company.

### Note 1 - Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the group's financial statements.

#### *Basis of preparation*

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of investments, and in accordance with applicable accounting standards and with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005). The formats of Incoming resources and Resources expended have been reanalysed to better reflect the nature of the charity's operations.

#### *Basis of consolidation*

The consolidated financial statements include the financial statements of the charitable company and subsidiary undertakings. No subsidiary undertakings have been excluded from the consolidation. In accordance with Section 408 of the Companies Act 2006 a separate statement of financial activities dealing with the results of the charity has not been presented. The results of the trading subsidiary are separately identified in the group statement of financial activities.

#### *Fixed assets and depreciation*

Depreciation is provided by the group to write off the cost less estimated residual value of all tangible fixed assets with an initial value in excess of £1,000 whether individually or in combination, by equal instalments over their estimated useful economic lives as follows:

- Office equipment, Vehicles, Expedition equipment      Over 4 years (25% per annum)

#### *Investments*

The investment in the trading subsidiary is shown at cost. The taxable profits of the subsidiary are paid over to the Trust under Gift Aid each year.

#### *Foreign currencies*

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Foreign currency balances are translated into sterling at the rates of exchange prevailing at the balance sheet date.

#### *Leased assets*

Where assets are financed by leasing agreements that give rights approximating to ownership ('finance leases'), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to the profit and loss account.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the profit and loss account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

All other leases are treated as operating leases. Their annual rentals are charged to the profit and loss account on a straight-line basis over the term of the lease.



## **Note 1 - Accounting policies (cont.)**

### *Incoming resources*

Income includes funds raised by fundraising ventures and other donations which have been credited to the group. These are recognised when received by the group, notwithstanding this may not match the period in which the related expenditure is incurred. Whilst this results in volatility in the Statement of Financial Activities, the policy is in accordance with SORP 2005 and ensures that income is not recognised before there is certainty.

In the case of performance related grants or long term contract income, income entitlement is considered to be conditional upon delivery of a specified level of service. Income is therefore recognised to the extent that the charity has delivered the service or activity. The expenditure incurred to date is used as a reasonable estimate or approximation of the charity's performance and so income entitlement. Any such income not recognised in the year will be carried forward as deferred income and is included in liabilities in the balance sheet to reflect the matching of such income with future activities.

All other income is recognised on an accruals basis.

### *Resources expended and basis of allocation of costs*

Expenditure is accounted for on an accruals basis, and includes the following main direct categories, before allocation of support costs, which include costs associated with Governance.

Fundraising - costs associated with raising grants and donations, as well as publicity.

Commercial trading operations – costs for trading subsidiary Raleigh Enterprises Ltd

Charitable expenditure - includes the direct costs of planning, staffing and operating expeditions, in addition to costs of recruiting and selecting participants and volunteer managers for expeditions.

Support costs - CEO's office, HR, as well as other head office finance, administration and facilities. Included within this category are Governance costs, which include external audit, and an allocation of CEO and Director of Finance for organising Trustee Meetings and preparation of annual report. Support costs are allocated across other categories, on the basis of average staff activity during the year.

### *Restricted Funds*

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the statement of financial activities. Expenditure for the purposes specified is applied against the income and any amounts unexpended at the balance sheet date are shown within restricted funds. There are no funds retained in the trading subsidiaries.

### *Bursaries*

Where funds are allocated from Raleigh's resources to support people unable to otherwise participate in expeditions due to financial hardship these are accounted for as gross expenditure and not netted off against general income.

### *Government grants*

Incoming resources are accounted for when receivable. Grants are credited to the Statement of Financial Activities as soon as the conditions of receipts have been satisfied

### *Stock*

Stock is valued at the lower of cost and realisable value.

### *Pensions*

The company operates a defined contribution scheme. Contributions payable are charged to the Income and Expenditure Account in the year they are payable.

**Note 2 - Analysis of total resources expended**

	<b>Staff £</b>	<b>Other Costs £</b>	<b>Support £</b>	<b>31 Dec 2013 £</b>	<b>31 Dec 2012 £</b>
<b>Cost of Generating Funds</b>					
Fundraising costs	147,242	111,090	57,134	315,466	169,416
Commercial trading operations	16,942	34,408	-	51,350	230,276
	<u>164,184</u>	<u>145,498</u>	<u>57,134</u>	<u>366,816</u>	<u>399,692</u>
<b>Charitable Expenditure</b>					
Expeditions & UK projects - unrestricted	881,973	3,272,336	322,545	4,476,854	2,622,296
Expeditions & UK projects - restricted	78,817	211,206	31,229	321,252	364,720
Volunteer recruitment	176,882	195,783	68,104	440,769	340,712
Operations support	161,107	-	55,677	216,784	83,099
Alumni programme	35,773	-	47,130	82,903	77,326
Bursaries	-	63,900	-	63,900	70,185
	<u>1,334,552</u>	<u>3,743,225</u>	<u>524,685</u>	<u>5,602,462</u>	<u>3,558,338</u>
<b>Governance</b>	-	12,640	-	12,640	13,443
<b>Total Resources Expended</b>	<u>1,498,736</u>	<u>3,901,362</u>	<u>581,819</u>	<u>5,981,918</u>	<u>3,971,473</u>
<b>Support Costs</b>					
Finance & Corporate Services				355,623	207,051
Chief Executive Office & Human Resources				226,196	203,755
				<u>581,819</u>	<u>410,806</u>

The total salary costs of £1,839,967 (see note 13) comprise direct staff costs of £1,498,736 plus £341,231 included in support costs.

### Note 3 - Results of trading subsidiaries

The results of **Raleigh Enterprises Limited** are summarised below:

	31 Dec 2013 £	31 Dec 2012 £
Income	62,553	270,707
Trading costs	(51,350)	(230,276)
Gift Aid payment to Raleigh International Trust	(11,203)	(40,431)
	<hr/>	<hr/>
Retained profit	-	-
	<hr/>	<hr/>

The assets and liabilities of **Raleigh Enterprises Limited** were:

	31 Dec 2013 £	31 Dec 2012 £
Current Assets	31,203	151,293
Current Liabilities	(14,869)	(134,959)
	<hr/>	<hr/>
Total Net Assets	16,334	16,334
	<hr/>	<hr/>
Aggregate share capital and reserves	16,334	16,334
	<hr/>	<hr/>

The assets and liabilities of **Operation Raleigh Limited** were:

	31 Dec 2013 £	31 Dec 2012 £
Current Assets	2	2
Current Liabilities	-	-
	<hr/>	<hr/>
Total Net Assets	2	2
	<hr/>	<hr/>
Aggregate share capital and reserves	2	2
	<hr/>	<hr/>

#### Note 4 - Net outgoing resources for the period

Net outgoing resources are stated after charging / (crediting):	31 Dec 2013 £	31 Dec 2012 £
Auditors' remuneration:		
Audit – current year	15,000	15,000
Audit – (over) provision from prior year	-	5
Other auditor remuneration	-	960
Depreciation - owned assets	89,730	55,138
(Profit) or loss on disposal of fixed assets	38,023	(13,345)
Operating lease charge – rent	6,845	48,735
Loss / (Gain) on foreign exchange	8,607	(92,855)

#### Note 5 - Taxation

The charitable company is entitled to exemption from UK corporation tax on its charitable activities under S505(i) ICTA 1988. The taxable profits of the charity's subsidiary undertakings are paid under Gift Aid to Raleigh International Trust and hence not taxed.

#### Note 6 - Tangible assets

Group and charity	Office Equipment £	Vehicles £	Expedition Equipment £	Total £
<u>Cost or valuation</u>				
At 1 January 2013	135,616	371,382	71,835	578,833
Additions	10,824	118,622	-	129,446
Disposals	(128,707)	-	(71,835)	(200,542)
At 31 December 2013	17,733	490,004	-	507,737
<u>Depreciation</u>				
At 1 January 2013	87,895	205,749	57,417	351,061
Charge for the year	17,385	65,441	6,904	89,730
Disposals	(98,198)	-	(64,321)	(162,519)
At 31 December 2013	7,082	271,190	-	278,272
<u>Net Book Value</u>				
At 31 December 2013	10,651	218,814	-	229,465
At 31 December 2012	47,721	165,633	14,418	227,772

## Note 7 - Investments

Investment in Subsidiaries	Group		Charity	
	31 Dec 2013 £	31 Dec 2012 £	31 Dec 2013 £	31 Dec 2012 £
<u>Cost or valuation</u>				
At 1 January 2013	-	-	16,336	16,336
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 December 2013	-	-	16,336	16,336

### Investment in Raleigh Enterprises Limited and Operation Raleigh Limited

The charity owns 100% of the issued share capital of Raleigh Enterprises Limited, a company registered in England and Wales involved in the commercial activities relating to Raleigh.

The charity also owns 100% of the issued share capital of Operation Raleigh Limited, a company registered in England and Wales which commenced trading on 1 April 2001, and is now dormant.

## Note 8 - Debtors: due within one year

	Group		Charity	
	31 Dec 2013 £	31 Dec 2012 £	31 Dec 2013 £	31 Dec 2012 £
Trade debtors	674,499	312,449	658,310	295,731
Other debtors	94,501	29,944	94,501	29,944
Amounts due from subsidiary undertakings	-	-	11,133	131,064
Prepayments and accrued income	107,660	195,816	107,660	195,520
	876,660	538,209	871,604	652,259

## Note 9 - Creditors: Amounts falling due within one year

	Group		Charity	
	31 Dec 2013 £	31 Dec 2012 £	31 Dec 2013 £	31 Dec 2012 £
Trade creditors	177,847	261,406	177,847	260,902
Other creditors	1,435	27,509	1,435	27,509
Taxation and social security	163,811	136,995	163,145	136,605
Accruals	50,753	76,930	47,755	73,931
Deferred Income	985,123	576,940	985,123	576,940
	1,378,969	1,079,780	1,375,305	1,075,887

Included in other creditors above is an amount of £115 (2012: £6,167) relating to pension contributions.

**Note 10 - Analysis of Net Assets**

	<b>31 December 2013</b>		
	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Charity</b>			
Tangible fixed assets	229,465	-	229,465
Fixed asset investments	16,336	-	16,336
Net current assets	538,493	85,652	624,145
	<hr/>	<hr/>	<hr/>
	784,294	85,652	869,946
	<hr/>	<hr/>	<hr/>
<b>Group</b>			
Tangible fixed assets	229,465	-	229,465
Fixed asset investments	-	-	-
Net current assets	554,829	85,652	640,481
	<hr/>	<hr/>	<hr/>
<b>Balance at 31 December 2013</b>	<b>784,294</b>	<b>85,652</b>	<b>869,946</b>
	<hr/>	<hr/>	<hr/>

**Note 11 - Restricted funds**

	<b>Balance 1 Jan 2013</b>	<b>Incoming resources for the year</b>	<b>Resources expended for the year</b>	<b>Balance 31 Dec 2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Group and charity</b>				
Bursary Funds for young people	43,464	24,430	(50,263)	17,631
Overseas Projects	52,324	118,589	(129,770)	41,143
Supporting UK Venturers	-	125,297	(115,297)	10,000
Supporting Host Country Venturers	-	30,800	(13,922)	16,878
Giving Nation	12,000	-	(12,000)	-
	<hr/>	<hr/>	<hr/>	<hr/>
	107,788	299,116	(321,252)	85,652
	<hr/>	<hr/>	<hr/>	<hr/>

**Bursary Funds for Youth Agency Partnership Programme** - Donations received for young people to participate in Raleigh expeditions, who would not otherwise be reasonably able to raise funds of their own accord.

**Overseas Projects** - Funds donated specifically for projects run on overseas expeditions.

**Supporting Venturers** – Funds donated to assist young people to join an expedition from specific UK regions or the host country.

**Giving Nation** – The Giving Nation Programme provided funding for a cultural immersion project in India for five young people and two members of staff from Queen Elizabeth School in Barnet. The funding was received in 2012 and the trip took place in early 2013.

## Note 12 - Unrestricted funds

Group and charity	Fund for Functional Fixed Assets £	Free Reserves £	Total £
Balance at 1 January 2013	227,772	467,273	695,045
Net movement in funds during the year	1,693	87,556	89,249
<b>Balance at 31 December 2013</b>	<b>229,465</b>	<b>554,829</b>	<b>784,294</b>

The trustees have taken account of Charity Commission guidance in formulating a reserves policy for the charitable company. In order to identify free reserves, amounts within unrestricted funds representing functional fixed assets are shown separately within general funds in the analysis of reserves on the face of the balance sheet.

## Note 13 - Trustees, staff numbers and costs

No trustees received any emoluments during the year. Trustees were paid £179 in expenses for attending Trustees meetings (2012: £106).

In 2013 one employee earned between £70,000 and £80,000 (2012: one) and pension contributions of £3,997 (2012: £4,227) were made for this employee.

Aggregate payroll costs for all employees are shown below, followed by average staff numbers for the year:

Salary Costs – Group and charity	31 Dec 2013 £	31 Dec 2012 £
Wages and salaries	1,660,761	1,213,442
Social security costs	144,792	106,860
Pension contributions	34,414	50,525
	<b>1,839,967</b>	<b>1,370,827</b>
<b>Staff Numbers</b>	<b>31 Dec 2013 No</b>	<b>31 Dec 2012 No</b>
Expeditions	11	8
Support	37	30
Fundraising and Communications	11	7
	<b>59</b>	<b>45</b>

#### Note 14 - Commitments

At 31 December 2013 the annual commitments under operating leases were:

Group and charity	31 Dec 2013		31 Dec 2012	
	Land & Building £	Other £	Land & Building £	Other £
Within 1 year	-	4,346	-	-
Between 2 – 5 years	54,279	-	59,535	5,795
	<u>54,279</u>	<u>4,346</u>	<u>59,535</u>	<u>5,795</u>

#### Note 15 – Forward Currency Contracts

At 31 December 2013, the charity had forward contracts totalling US\$ 250,000 at an average rate of \$1.6164:£1 and INR 15,000,000 at a rate of INR 99.528:£1 (2012: US\$ 100,000 at a rate of \$1.6025:£1).