

# Raleigh International Trust Annual Report and Financial Statements Year ended 31 December 2015



Raleigh  
**Raleigh**  
International

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*Cover page:* Volunteers speak at a community meeting in the village of Bassadowish, Tanzania.

*Picture taken by Saraya Cortaville (volunteer photographer), 2015*

## An introduction to the 2015 Annual Report

2015 was an exciting year for Raleigh International. We increased our impact in some of the world's poorest, most remote and vulnerable communities. We opened a permanent office in Nepal, where young people will support communities to build their resilience following the earthquake. We increased the reach of our Expedition programme, attracting volunteers from a diverse range of nationalities and socio-economic backgrounds. In summer, the UK Department for International Development agreed to fund the International Citizen Service programme for another three years, allowing us to support over 3,400 young people to create lasting change in the developing world.

All of Raleigh's activities continued to be delivered through, with and for youth. That's what makes us different. By giving young people the opportunity to create lasting change on the ground, we allow them to bring new ways of thinking and doing to sustainable development. We frequently hear from communities about the passion and creativity of youth, and how it inspires and empowers them to take action themselves.

Our values continue to be at the heart of what we do. They are shared by our supporters, volunteers, project partners and the rural communities with whom we work. We find the courage to step out of our comfort zone and create change. We are open to discovery, and to trying new things and learning from one another. We never give up, and we have the grit, determination and resilience to get the job done. We create impact together, seeking to maximise long-lasting impact in everything we do. We act with integrity, with honesty and respect, and we take responsibility for doing what we say.

Governance is extremely important to Raleigh. We work hard to ensure that the oversight of the charity is carried out with professionalism and integrity, and each of our Trustees receives an annual appraisal. We will look to further strengthen our governance by appointing new Trustees in the coming year and since the end of 2015 have been overseeing an open and transparent recruitment process.

We are proud of Raleigh's reputation for delivering high quality programmes. Last year we improved how we work by diversifying our sources of funding, placing a focus on supporting inclusive green growth, while investing in learning and evaluation to ensure that our work delivers lasting change through youth. An independent evaluation of our WASH programme found that the involvement of Raleigh volunteers is contributing to behaviour change in communities, such as increased hand washing and waste management, as well as good governance and the empowerment of women and girls within the community.

We are also excited about the development of our livelihoods programme, which was evaluated by the Overseas Development Institute (ODI). Their report, Building Pathways to Youth Entrepreneurship, was launched at an event hosted by ODI in November, where our learning was shared with the sector. The study confirmed the positive impact of our youth peer-to-peer approach in building sustainable rural youth enterprises, making a lasting change to the lives of rural youth as a result. We anticipate this innovative work going from strength to strength in the coming years.

**Marie Staunton, Chair of Trustees & Stacey Adams, Chief Executive**

## 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
Stan Chan	Appointed 3 December 2015	Chairman of Finance and Risk Committee from 3 December 2015
Jeremy Fish		Member of Finance and Risk and Remuneration Committees
Amy Holmes OBE		Chairman of Remuneration Committee
Angela Jhani	Resigned 17 March 2016	
Polly McGivern		Member of Finance and Risk Committee (Chairman until 3 December 2015)
Patricia O’Hayer		
Mavis Owusu-Gyamfi		
Sam Parker		Member of Remuneration Committee until 17 March 2016 when became a member of Finance and Risk Committee
Richard Spencer	Resigned 9 March 2016	Member of Finance and Risk Committee until 9 March 2016
James Stacey	Resigned 3 December 2015	
Dame Fiona Woolf DBE		

### Committees

Two Committees exist to review specific matter and make recommendations to the Board of trustees.

The Finance and Risk Committee reviews financial matters in detail prior to making recommendations to the Board including: Annual Report and Accounts and their audit; budgets; management accounts and forecasts; investments and the Risk Register. The Committee meets 4 times per annum, 2 – 3 weeks prior to the meetings of the Board. Membership of the Committee includes non-Board members.

The Remuneration Committee meets at least once per annum and sets the remuneration of the key management personnel and also considers pay policy and pay review principles applying to all other staff. Recommendations are made to the Board, having been considered by the Finance Committee for their affordability.

### **Appointment of trustees**

New Trustees are recruited with the assistance of a recruitment agency specialising in Trustee appointments. A group of the Trustees conducts a review of the skills of existing and continuing Trustees and then instruct the agency directly. Appointments are made by the Trustees as the directors until confirmation by the members at the Annual General Meeting. Appointments are made for a term of three years, which can be extended or repeated once with the approval of the members.

### **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.

### **Related parties**

None of the Trustees receives remuneration or other benefit from their work with the charity. In the current year, no related party transactions were reported.

### **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; and Safety and International Operational Support - all of whom report to the Chief Executive.

### **Key management personnel**

Stacey Adams	Chief Executive
David Clamp	Director of Safety and International Operational Support
Jasmina Haines	Director of Programmes and Policy
Rachel Harrison	Director of Recruitment, Delivery and Communications
Keith Mitchell	Director of Finance and Corporate Services and Company Secretary
Gavin Salmon	Director of Programme Funding (from 13 June 2016)

### **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. It did not trade in 2015. Operation Raleigh Limited, also a wholly-owned subsidiary of Raleigh, is dormant.



## Report of the Board of Trustees

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2015. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The Trustees have considered 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 guidance on public benefit, including the guidance on “public benefit: running a charity (PB2)”.

### Our 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.

## Raleigh Strategic Framework 2013 - 2016



## Impact in 2015

Raleigh continued to work with young women and men internationally and in local communities in Costa Rica, India, Malaysian Borneo, Nicaragua, and Tanzania. We worked in close co-operation with grassroots organisations, local government departments, non-governmental organisations (NGOs) and private sector partners. We received funding from individual and corporate sponsors, charitable trusts and foundations, and institutional and statutory donors.

All our activities were delivered directly through youth. We believe that young people are the generation that has the energy, optimism and creativity to make change happen. Volunteers included young women and men from a wide range of backgrounds, nationalities and life stages. They came from the countries where we work, as well as from around the world, to create lasting positive change in rural communities.

We continued to run two major volunteer programmes; Expedition and International Citizen Service (ICS). In November, the UK Department for International Development (DfID) announced it would continue to fund the ICS programme for a minimum of three years between 2015-2018, to be led by VSO and delivered by a consortium of 11 agencies, including Raleigh. We opened a permanent office in Nepal in August 2015. We ceased operations in India and closed our office in Karnataka in September.



We continued activities as outlined in Raleigh's 2013-2016 Strategic Plan, 'Driving Sustainable Development through Youth Action'.

### What we do

#### Goal 1: Increase environmental sustainability & community resilience

- Sustainable use of natural resources
- Access to safe water and sanitation
- Improve community resilience

### Access to safe water and sanitation

Aim	2015 Achievements	
Improve access to, demand for and quality of safe water and sanitation, in order to improve the overall quality of life of beneficiary communities	15,441	People directly benefited from Raleigh's Water, Sanitation and Hygiene (WASH) activities & initiatives
	367	Sanitation units constructed
	171	People trained in WASH promotion and management
	151	Water systems constructed or rehabilitated
	43	% of community members reported an increase in knowledge and understanding of good hygiene practice
	79	% of community members reported an increase in the use of hygiene and sanitation practices into everyday life
	89	% of volunteers agree that they positively contributed to WASH change



In 2015, Raleigh continued to pursue a holistic approach to Water, Sanitation and Hygiene (WASH) programming. We worked to inspire behaviour change in communities, ensuring sustainability from the outset and tailoring projects to local needs. Through working with volunteers, hygiene practices improved both in individual homes and the community as a whole. Our approach focused on improving health and hygiene in communities, whilst contributing to positive change around gender equality, local governance, school attendance and environmental awareness.

In Tanzania, volunteers worked alongside young women and men from the local community to inspire behaviour change in local youth, families, and people of influence. After carrying out needs assessments in order to identify barriers to behaviour change, volunteers delivered awareness days, established tooth brushing clubs and carried out tippy-tap demonstrations (see image). Volunteers also supported the construction of simple solutions to a lack of safe water and sanitation facilities. This included gravity fed water systems, water source protection and the construction of eco-latrines. We contributed to good governance through supporting communities to establish youth and women's groups, encouraging them to work together effectively to ensure positive outcomes are sustained long after volunteers have finished placements.

As part of a bespoke programme, a group of 20 engineering students and two support staff from Newcastle University volunteered on a water and sanitation project in Borneo. The students worked to install a gravity-fed water system which supplied safe, clean water to eight households.

Raleigh's WASH programme in Nicaragua was independently evaluated by Jigsaw Consult, specifically identifying the impact of youth-led development programmes. The [evaluation](#) highlighted three key impacts:

- **Behaviour change** - Beneficiaries said they had made improvements in personal and family hygiene, such as increased hand washing. Community hygiene and sanitation had also changed, such as in their management of waste.
- **Good governance** - Local young women and men are now volunteering, and taking an active role in tackling issues that are important to the community. Many young people are serving as promoters for good hygiene practices and involved in water and sanitation committees.
- **Empowerment of women and girls** - The way Raleigh volunteers interacted with the communities resulted in the empowerment of the most marginalized social groups. Volunteers delivered specific training and awareness days on topics to support them, as well as establishing women's groups and youth groups to provide opportunities for further support.

*"Many organisations struggle to attract volunteers or to engender a passion within people that inspires volunteering, but Raleigh has struck on a successful formula and is receiving requests from organisations such as UNICEF for advice on how to undertake WASH projects with volunteers."* - Jigsaw Consult



*"I have talked to people in the communities who say that they are inspired by volunteers coming to their community to work. They say to me, 'Why shouldn't I work for the welfare of my community if they are?' They see the passion and vocation in it. It inspires them to do more."* - **WASH Adviser, Juan Francisco Paz Silva Cooperative, project partner in Nicaragua**

*"There is no bigger reward than knowing that we didn't just build a water system, but we also provided our families with knowledge about this vital resource on how to make it last. We also tackled issues such as deforestation, watershed management, soil pollution and conservation. But maybe most importantly, we helped form what will become the legal entity that will look after our work - a CAPS committee (Drinkable water and sanitation committee)."* - **Raleigh Nicaragua volunteer**

### Improve community resilience

Aim	2015 Achievements	
Increase the ability of rural communities to be resilient and be able to withstand and overcome negative, social, environmental and economic challenges	5	Community buildings constructed (Community Learning Centres, Early Learning Centres, Schools)
	827	Individuals with increased access to community centres
	8,289	Community members with increased awareness on entrepreneurship, livelihoods, governance and education
	625	Individuals with increased skills and knowledge on entrepreneurship, livelihoods, governance and education
	99	Youth businesses still functioning after 1 year
	95	% of volunteers agree that they positively contributed to Community Resilience change

This year, Raleigh's community resilience programmes supported young rural entrepreneurs to improve their livelihoods, as well as increasing community education and learning.

In Borneo, our Community Learning Centre (CLC) programme entered its tenth year. CLCs serve as meeting spaces for marginalised rural communities across the Sabah region, providing space for youth and adult education, agricultural associations and community groups for youth and women. The centres are important for sharing and preserving traditional knowledge and customs, including languages, crafts and traditional medicine. In November 2015, an independent evaluation of the CLC programme looked into the impact and sustainability of the results achieved by Raleigh volunteers following 10 years of implementation. The evaluation found "extensive evidence of the contribution CLCs made to the fostering of better connected, better informed and more resilient communities, providing a greater chance for them to improve their quality of life." Volunteers working on CLC projects have made a sustainable positive change to the lives of over 3,000 people.

In Tanzania, volunteers worked to provide Early Childhood Development (ECD) centres for rural communities, constructing pre-primary education facilities for up to 130 vulnerable children.

*"In the smaller building we had before we had 50 students - currently 127 are enrolled. As a teacher, the centre will make my work easier as I will be able to teach in a friendly environment with good classrooms and accessible toilets. We are so happy this centre has been constructed, and the large number of pupils enrolled is very exciting."* - **ECD Teacher, Tanzania**

*"Raleigh has a unique capacity to really integrate into the village community. By engaging the local people, it brings them together to achieve ownership over the project. Seeing young people from other countries opens the eyes of the local people, showing how meaningful the work is and challenging them through leading by example."* - **Project Officer, DMDD, project partner in Tanzania**

*“This project hits so many of the Millennium Development Goals, providing so much more than just education. It helps support nutritional health of children and supports parents, who can go out to work or tend their livestock without having to also care for their children.” - Raleigh Tanzania volunteer*

As part of our livelihoods programme, volunteers worked to change perceptions and attitudes amongst youth living in rural communities, and encouraged them to establish small enterprises. Entrepreneurs received training, mentorship, support in running businesses and accessing seed finance. They developed business skills, as well as personal skills such teamwork, communication and confidence. We recognise the importance of family and community support in success of youth enterprises, and these aspects are integral part of our programming.

As part of a bespoke programme, 13 employees from Google volunteered in Nicaragua to assist with our youth entrepreneurship programme. Google staff delivered workshops and provided one-on-one advice to the entrepreneurs on how to promote their businesses, communication skills, and building partnerships. A total of 18 businesses (including two cooperatives) were assisted by the Google volunteers, which benefitted a total of 38 entrepreneurs.

A one- year pilot project, *Young Female Social Entrepreneurs in Protected Area Buffer Zones – FemBuZ*, provided training for young women from marginalised communities in the buffer zones around national parks in Costa Rica. This project promotes the sustainable economic development of the local area, whilst helping to protect biodiversity and reduce habitat loss.

*“After three years volunteering in my own community, I decided to develop a business idea in rural tourism. Since then I have been eager to travel to another country to collaborate in community service. When I heard about the programme, I knew it was an opportunity to make this dream a reality. It has given me the opportunity to travel and gain personal experience through learning and collaborating with rural communities which have different needs to my own community, which I have shared with other young entrepreneurs from my neighbouring country of Nicaragua.” - Beneficiary of FemBuZ funding in Nicaragua*



As part of our Raleigh ICS livelihoods programme in Nicaragua and Tanzania, young entrepreneurs from some of the poorest communities received support from volunteers over a six-month period to develop their business plans, access finance, link up with mentors and start running their businesses. The **Overseas Development Institute** conducted an independent [evaluation](#) of the pilot programme, titled 'Building pathways to youth entrepreneurship'. The research confirmed the positive impact of youth peer-to-peer approach in building sustainable rural youth enterprises.

The evaluation highlighted the importance of:

- Mentorship schemes. Established business mentors provided valuable advice to support youth entrepreneurs through the programme. They provided practical experience to entrepreneurs, connected them to larger networks and supported learning and reflection.
- Family and community support to provide advice and guidance, assist with business operations and help young entrepreneurs access funding.
- Understanding the local context. Adaptability can be the lifeline of an entrepreneurship programme, adjusting as situations arise and evolve.
- Finding ways for young people to access finance. This is vital when starting and running a small business, but it can be challenging. Raleigh's provision of seed capital through in-kind grants in Nicaragua has enabled a number of businesses to start up, and most entrepreneurs felt they would not have succeeded without this access to finance.
- Developing business and life skills young people can continue to benefit from throughout their careers. Many of the entrepreneurs and young volunteers who took part in this project have identified important gains in skills such as confidence and leadership, business planning and marketing.

*"The development of 'business and life skills' is crucial to the young entrepreneurs' success. Gains in confidence, self-esteem, and around communicating in public were all extensively reported by entrepreneurs as a result of working with volunteers."* – ODI, '**Building pathways to youth entrepreneurship**'

*"I am going to continue with the development of my business through sustainable practices, while carrying the belief that each small action that I take has a positive value and impact. Through my volunteering with Raleigh, my desire to continue supporting local entrepreneurs in my community has increased."*

- **Beneficiary of FemBuZ funding in Nicaragua**

*"I had to leave school when I was a teenager due to my father's death. I needed to help my family with an income. There are very few jobs in my village so everyone has to be self-employed. I was selling pork but after the training received by the volunteers, I realised it is better to do another business that will give me a better income. Raleigh provided me with the education and confidence to start my own business. Before Raleigh came to Mibula, I couldn't get a clear career picture in my mind. I'm thankful for all that Raleigh has provided me."* - **Entrepreneur, Tanzania**

*"Before I participated in the programme I didn't contribute a penny to the household. Today I have my business, I have a strong clientele, strong demand for my services, and I can help provide an income to my family. My expenses don't need to be covered by my dad anymore, who was the only one working. This has changed things for my family."* - **Entrepreneur, Nicaragua**



*“The very nice thing about the programme is to see how, in the end, they become another person, they changed completely: they opened their minds, they are motivated, they believe in themselves and in their potential. And all of this in a very short time.” – Raleigh Nicaragua volunteer*

### Sustainable use of natural resources

Aim	2015 Achievements	
Contribute to conservation efforts and protection of natural resources and biodiversity	992	People benefitted from Raleigh’s Natural Resource Management (NRM) work
	82	NRM awareness raising days held
	27	Biodiversity surveys undertaken and community members trained
	81	NRM infrastructure constructed (Trails refurbished, bridges, ranger stations, watershed management)
	90	% of Community members reported an increase in knowledge and understanding of environmental issues and NRM

Significant international progress was made on environmental action during 2015, with world leaders committing to climate change targets at COP21, along with the launch of the Sustainable Development Goals (SDGs). Our work directly contributes to these targets.

We focused on supporting inclusive green growth; the efficient and sustainable management of natural resources at a community level, conservation of biodiversity and the integration of small producers into forestry development and conservation. We supported communities to better manage their natural resources in order to generate jobs, value and wellbeing from existing natural resources. We put youth at the heart of this by giving them the skills, knowledge and direct support to build the capacity of rural communities to raise awareness and call for policy changes.



In Borneo, volunteers worked to support the development of suspension bridges in the mega biodiverse conservation areas of Imbak Canyon and Danum Valley. This infrastructure will allow researchers to access areas of unexplored primary rainforest, and to search for new and endangered species. As a result, these areas can conserve their protected status. The project will also contribute to eco-tourism, boosting the local economy, and providing the opportunity to raise awareness about the importance of reforestation and of endangered species.

*“To achieve world heritage site status, more facilities like accommodation and suspension bridges need to be built. And with insufficient manpower and budget, the presence of Raleigh volunteers is certainly vital. It is predicted that Imbak Canyon will be more ready for tourism by 2017.”*  
- **Forest Officer, Imbak Canyon, Borneo**

*“In Danum Valley we were working to dig a giant hole to use as an anchor for a suspension bridge, which will provide access over the river to the primary rainforest. All of this work we have completed will help Danum Valley get closer to achieving World Heritage site status. Although this project is far from completion, our work has brought Danum Valley one step closer ...and will protect the unique rainforest here.”* - **Raleigh Borneo volunteer**

In Costa Rica, volunteers worked alongside rangers in the national park of Piedras Blancas to build 5km of unobstructed trail. As a result, rangers can now more easily protect and preserve the incredible flora and fauna, including endangered species found in the park.

*"We planted seeds, made compost, made signage, and cleared trails to make the park a better place for future visitors and the local community. We saw how much work goes into reforestation and how important it is. It's not just about planting trees, it's a whole process and it is really important for the future of our planet."*  
- Raleigh Costa Rica volunteer

## What we do

### Goal 2: Inspire young leaders

- Develop skilled, employable, active citizens
- Create national youth societies

In 2015, Raleigh continued to develop young people through **Expedition** and **International Citizen Service (ICS)** programmes.

## Expedition

679 volunteers aged 17-25 joined our Expedition programme. The programme attracted a diverse pool of volunteer nationalities and socio-economic backgrounds.



The international reach of our Expedition programme went from strength to strength. 29% of full-funding volunteers were from non-UK /non-host country origins, coming from 21 different countries including Australia, Belgium, Canada, China, Netherlands, New Zealand, Norway, Poland, South Africa, Singapore and USA.

In addition to international participants, a further 111 volunteers joined from the countries where we work (Malaysia, Costa Rica, Nicaragua and Tanzania), along with 11 disadvantaged youth referred by the Raleigh Bermuda Society. This brought the total participation of volunteers outside the UK to 41% and the total number of countries represented to 26.

We actively encourage young people from the UK with limited financial means to apply for a bursary award. Nine young people who would not otherwise have been able to join an expedition received a bursary award in 2015. A further 36 young people, mainly those living in supported housing or from 'at risk of reoffending' backgrounds, were supported with full bursaries through Raleigh's Youth Agency Partnership programme. Participants from the host country of the expedition and referrals from Raleigh Bermuda society also received financial assistance to join an expedition. In total, 25% of all young people taking part in 2015 expeditions received a bursary.

As volunteer managers are also subsidised to join an expedition (224 volunteer managers in 2015), the proportion of all participants receiving financial assistance in 2015 amounted to 43%. Volunteer managers come from a wide range of backgrounds and nationalities to support the smooth running of the expedition either based on the project sites or at Raleigh field bases.

## Volunteer outcomes on the Expedition programme

One of the aims of Raleigh's Expedition programme 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, through using their leadership and team skills, takes personal responsibility and action to make the world a better place.

We measured volunteer learning and development relating to global citizenship through a monitoring and evaluation system, and after reflecting on their own learning across 23 criteria, volunteer responses were aggregated into four key areas. Based on the results of 621 responses received in 2015 (spring, summer and autumn expeditions), volunteers agreed or strongly agreed that the Expedition programme had a positive impact on their: Leadership and team working (90%); Intercultural awareness (88%); Global awareness (89%); and Personal aspirations (88%).

We also gathered feedback on the volunteer journey and overall experience of Expedition. In 2015, 100% of respondents reported satisfaction or higher with the application and recruitment process, and 96% were 'satisfied' or 'very satisfied' with the pre-departure support, information and training they received. 99% were 'satisfied' or 'very satisfied' about their in-country and overall experience. 96% agreed the projects they contributed to were sustainable; 97% agreed they were of value to the community; and 94% agreed they were able to make a worthwhile volunteering contribution.

### **Youth Agency Partnership Programme**

We continued to ensure that young people from all backgrounds could participate on Expedition through our Youth Agency Partnership programme. However, the number of young people recruited was reduced due to limitations in the amount of funding we were able to secure for the programme.

We supported a total of 36 young people to complete a ten-week expedition between February and September. Young people were recruited and selected four to five months in advance of their overseas expedition in order to achieve a balance between sustaining engagement, preparation, and allowing sufficient time to fundraise.

We worked closely with partners such as YMCA Downslink Group, Dare to Lead, Notting Hill Housing Trust, Newham Sixth Form College and City and Islington College to help them select and support young people who demonstrated a positive and realistic commitment towards the programme.

Following an internal selection process, they participated in our outdoor assessment residential (ROAR). Overall, 39 young people took part in a ROAR with the view to joining an expedition in June 2015. Those joining the expedition in February had completed the ROAR in October 2014. The aim of the ROAR is to help young people to gain experience in typical expedition surroundings and for staff to make informed decisions about whether they are prepared and committed to progressing to expedition.

The partners' internal selection processes for 2015 expeditions resulted in 68% of the young people that attended a ROAR continuing onto expedition, supported by both Raleigh and the partner organisation in their preparation and fundraising efforts.

To support our international expedition programmes, in the UK we delivered:

- 16 pre-expedition training events for volunteers.
- 1 outdoor residential assessment programme (ROAR) for those young people with partnership programme full bursary places.
- 9 assessment weekends for volunteer managers.
- 9 pre-expedition training weekends for volunteer managers.

*"I have built my confidence and gained experience working in a challenging environment. Doing this shows I have time for other people and I am willing to make the effort to help other people, which is essential for the work environment. It has also improved my leadership skills."* - **Youth Partnership volunteer, Tanzania**

## International Citizen Service (ICS)

In 2015, 1,145 volunteers aged 18-25 were recruited from the UK and from the countries where we work (India, Nicaragua and Tanzania) to take part in the Raleigh ICS programme. ICS is led by VSO and funded by UK government. Volunteers were supported by 225 volunteer team leaders in equal numbers from the UK and from the countries where we work.

The Raleigh ICS Action at Home programme continued to inspire and encourage alumni to affect change in their local community and become active citizens after their overseas placement. We provided support for all ICS volunteers to engage in active citizenship activities upon returning to their communities both in the UK and in Tanzania, Nicaragua and India.

### **Stephen Makubi, Raleigh Tanzania volunteer**

Along with four fellow ICS alumni, Stephen planned an event at Kibasila Secondary School in Dar Es Salaam to promote volunteering and raise awareness of the Sustainable Development Goals. The event was covered by East Africa Television, allowing the group to share their message to a wide audience.

*"We identified that many students don't know the real meaning of volunteering or what the benefits or volunteering will be in their community or to the world as a whole. Before the event, most of the young people were not willing to contribute to their society through volunteering. Using ourselves as role models, we taught them about the benefits and advantages of contributing and many students were keen to sign up for future volunteering."*

### **Jamie Robinson, Raleigh India volunteer**

After volunteering in India with Raleigh, Jamie organised an event to raise awareness of homelessness in Manchester city centre. With the support of 50 volunteers - including Raleigh alumni, a local primary school, wholesaler and a homeless charity - Jamie set up clothing collection points, delivered Christmas cards, sleeping bags and rucksacks, and provided food for 75 homeless people.

*"Seeing the poverty in India, I always saw the divide between those better off than those without. On my return, I saw deeper into the increasing numbers back home of those living in poverty. This really bothered me. We are seen as a developed country yet we have people suffering with many mental problems or financial hardship."*

*"The homeless people who benefitted from the volunteers' help were incredible, and we saw so many smiling faces. But there was also a big effect on those who volunteer. During the evening, everybody said how inspired they were by people's stories and seeing how strong and grateful these people are. It was a great night, with great people, doing something worthwhile."*

Jamie is planning to hold the event annually.

## **Volunteer outcomes on the Raleigh ICS programme**

One objective of the Raleigh ICS programme is to develop young active global citizens equipped to make a positive impact in their communities. Participants completed a 'Knowledge, Attitudes and Practices' survey at the end of their placement which measures their personal learning and satisfaction of their experience on ICS.

A total of 1,078 volunteers completed this survey in 2015, reporting high levels of satisfaction with their overall Raleigh ICS experience. 87% were either 'satisfied' (43.5%) or 'very satisfied' (43.6%) with their

experience, and 97% of Raleigh ICS participants said their placement had a positive development impact; (53.5% 'satisfied', 43.4% 'very satisfied'). 96% of participants reported their 'global perspective' had increased; (61.4% 'satisfied', 35% 'very satisfied'). 98% reported an increase in personal competencies; (77.5% 'satisfied', 20% 'very satisfied').

To support these overseas ICS programmes, in the UK we delivered:

- 54 assessment events for volunteers.
- 27 pre-departure training events for volunteers.
- 15 assessment events for volunteer team leaders.
- 9 pre-departure training events for volunteer team leaders.
- 28 post placement events for all returned volunteers.

## Overall

In 2015 2,309 volunteers and volunteer leaders (an increase of 7% on 2014) from 29 countries contributed their energy, passion and skills to sustainable development outcomes. Although there was a decrease in the number of young people (17-25 year olds) on Expedition compared to 2014 (a drop of 11%), the number of young people joining the Raleigh ICS programme continued to rise (from 950 in 2014, a 21% increase).



## National Youth Societies

We believe young people are the most important resource the world has. However, they are often undervalued, underestimated and expected to underachieve. They are rarely given the opportunity to take action on the issues that matter to them and their communities. By supporting and strengthening Raleigh's National Youth Societies, we hope to build strong youth civil society organisations capable of adding and demonstrating the value of youth engagement on sustainability issues.

Raleigh has active alumni societies in Hong Kong, China, Singapore, Kuala Lumpur, Bermuda, Nicaragua, India, Tanzania, Sabah, Costa Rica, New Zealand and Uganda. Our societies form a strong Raleigh family that advocates and showcases the value of youth action and engagement.

The 2015 Raleigh Asia Regional Conference was hosted by the Raleigh Sabah Society in Borneo. A two-day event, the conference brought together alumni societies from around the region to exchange learning and best practice. Representatives from China, Hong Kong, Kuala Lumpur, Singapore and Sabah societies were in attendance.



### Raleigh India

Following the closure of our office in India in September, we supported Indian alumni to establish the National Raleigh Society of India (NRSI). The society will continue the legacy of Raleigh India, working with project partners and local NGOs to carry out community-based projects.

In September, 17 society members attended a conference on youth and the environment in Chennai. The event was made up of young people who have showed commitment to youth development, and provided a space for them to discuss environmental issues and concerns. In December, the society marked International Volunteer Day by raising awareness of the importance of safe drinking water in communities, and promoted the event through social media. NRSI are now working to construct a permanent base near Mysore for future activities.

### Raleigh Singapore

Raleigh Singapore continues to work to develop young people in Singapore to be active global citizens through adventurous, community-based learning activities.

In September, the society hosted an endurance walking event as a tribute to their late ex-president, Lai Sheau Wen. The event was a challenging 10km, 50km or 100km trek, starting and finishing at the National University of Singapore. First held in 1997, 'Let's Take a Walk' challenges participants to push their mental and physical limits while raising funds for a good cause. All proceeds from the event were donated to HCA Hospice Care and the Raleigh Singapore society to support its community projects.

## How we do it

### Build on the Raleigh way

Introduce themed programmatic delivery through diverse teams of young people delivering grassroots projects bringing transformational change in vulnerable environments and poor rural communities. The experiential, facilitated, challenge-based learning in turn develops skilled, entrepreneurial, employable, active young citizens empowered to drive sustainable development

## Our values

Our values are at the heart of our work. They guide how we do what we do. They are shared by our supporters, volunteers, project partners and the communities with whom we work.

### Find the courage

We find the courage to step out of our comfort zone and create change.

### Open to discovery

We are open-minded to trying new things and learn from one another.

### Never give up

We have the grit, determination and resilience to get the job done.

### Create impact together

We seek to maximise long-lasting impact in everything we do.

### Act with integrity

We act with honesty and respect, and we take responsibility for doing what we say.

## The Raleigh way

The Raleigh way describes the unique way in which the Raleigh community brings the Raleigh values to life.

Project partners, local communities and young people find the courage to work side by side and support each other to find the best solutions for change.

Young volunteers from all nationalities and backgrounds, including the host communities, join either the Expedition programme or the ICS programme.

They are trained in at least three of the following activities depending on the volunteering programme: undertaking action research, raising awareness, sharing and exchanging knowledge with peers, building community infrastructure, developing key resources and supporting local partners. They are keen to discover new ways of working and learn from each other.

We work with our project partners to create project planning tools. These outline what we seek to achieve on each project and ensure we act with integrity. So, we might be constructing gravity-fed systems bringing safe water to families for the first time; building toilets with those who have never had one; raising awareness of health and environmental issues and influencing positive behaviour change; or bringing communities together to work more closely with each other and share resources.

We seek to maximize long-lasting impact at a grassroots level, bringing transformational change to people's lives in poor rural communities and protecting vulnerable environments. The youth leadership culture we instill in young volunteers from the host country and other countries as well as the Raleigh National Society Programme ensures that young people never give up on creating lasting change.

By working alongside young people to create positive change, communities develop their knowledge and confidence and become more empowered.



How we  
evidence  
it



### Grow the recognition of the impact of Raleigh's work

Report on Impact / Engage with opinion formers in communities and countries & UK  
/ Develop support from alumni

We continued to grow the recognition of the impact of Raleigh's work. To achieve this, we reported on and promoted our impact through our website, social and external media, engaged with opinion formers in the countries where we work and the UK, and developed our alumni to raise awareness of our work, represent us at events, and help us to deliver training for volunteers.

In September, we launched a new website which better reflects the impact of our work through storytelling. Stories from both volunteers and members of the communities that they work alongside feature prominently. The website continues to appeal to young people and retain its critical function in recruiting volunteers, and we have improved the user journey here to help drive enquiries and applications. The website is tailored to a wide range of audiences, including potential funders and corporate partners.

The site has been completely rebuilt with a new content management system, and includes individual country websites to increase our presence in the countries we work in and help recruit local volunteers. The site features a clean, modern design that showcases our strong imagery depicting Raleigh. It uses responsive design to adapt the appearance of the site to whatever device is used to view it, whether desktop, tablet or mobile. We have taken advantage of the latest web technologies to offer a fast, smooth experience to all users.

We continued to drive media coverage to grow the recognition of the impact of our work, achieving 244 pieces of media coverage in 2015, including 32 pieces of national coverage. 115 alumni contributed to the recognition of Raleigh's impact through approaching their local media. We supported alumni through the creation of guidance materials and ongoing advice on liaising with journalists.

We continued our work around engaging opinion formers in the countries where we work and in the UK. In November, we gathered development experts, academics, business leaders and young people at a special event at the Overseas Development Institute (ODI). The event, titled 'Building pathways for youth entrepreneurship', also marked the launch of ODI's evaluation of our entrepreneurship programmes in Nicaragua and Tanzania. The discussion was led by Claudia Pompa, Research Consultant at ODI; Tim Campbell, the first winner of the Apprentice and founder of Bright Ideas Trust; and Denis Pavon, Raleigh's former ICS Entrepreneur Project Manager in Nicaragua. The event was chaired by Guardian journalist Oliver Balch.

In September, Raleigh alumni joined hundreds of fellow returned ICS volunteers from around the world at the ICS Youth Summit, which took place at DfID's offices in London. DfID staff helped to organise the event, which was attended by the UK's Secretary of State for International Development, Justine Greening.

The Raleigh Tanzania Society co-organised the Tanzanian Youth Conference in Dar Es Salaam with Restless Development and VSO in September. The event provided a platform for 120 Tanzanian alumni to hear inspiring speakers from the Economic and Social Research Foundation and the Legal and Human Rights Centre, discuss their potential in the workforce and how to inspire and encourage other young people to take action. CV People Africa gave tips to alumni on how they can make the most of the skills and experiences that they gained through volunteering.

In November, Raleigh Nicaragua alumna Barbara Lopez represented Raleigh at the One Young World Summit in Bangkok, where she delivered a speech on Water and Sanitation to 80 delegates.

We were supported by 64 alumni volunteers at 82 events, including open events in Edinburgh, Bristol, Manchester, and London, as well as presentations for schools and careers fairs across the UK. Alumni committed a further 422 volunteering days to preparing Expedition and ICS volunteers for their overseas programmes through assessment and training.

How we  
fund it

**Diversify funding**

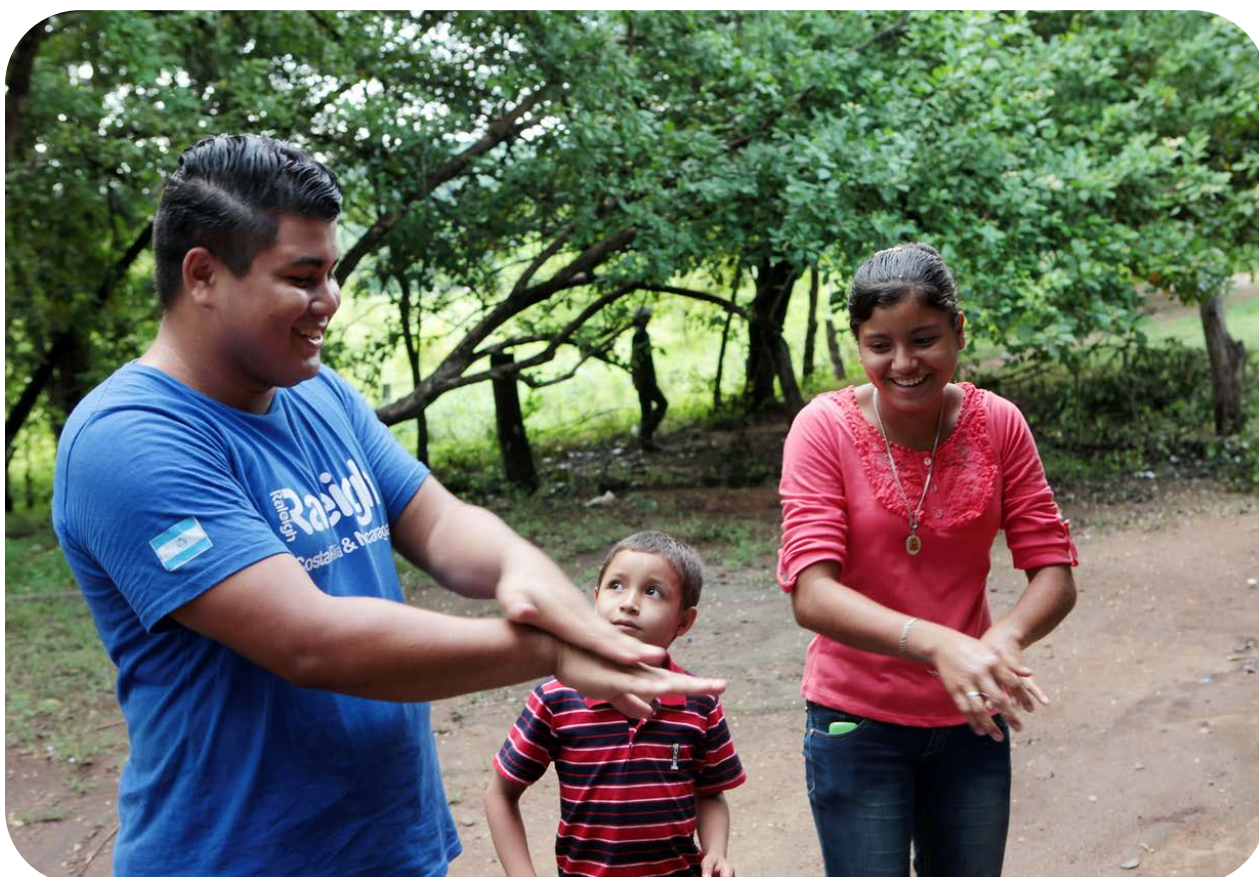
Grow grants, contracts and corporate funding of programmatic outcomes / Deliver Lord Mayor's Appeal / Grow fundraising ROI

We continued to diversify our income sources, increasing our funding from institutional donors and corporate partnerships, and will continue to do so over the remainder of the strategy.

Raleigh developed a range of existing and new institutional relationships during 2015. We received support to achieve our strategic goals from the following institutional donors among others:

British Embassy Costa Rica, *Young Female Social Entrepreneurs in Protected Area Buffer Zones (FemBuZ)*  
Department for International Development (DfID) and VSO, *International Citizen Service (ICS)*  
Guernsey Overseas Aid Commission, *School Sanitation Tanzania*  
Human Development Innovation Fund, *Low-cost water filters from Tanzania, for Tanzania*  
Jersey Overseas Aid Commission, *Northern Nicaragua Clean Drinking Water*  
OAK Foundation, *Youth for Green Growth*

We also developed relationships both nationally and internationally with organisations representing a wide range of programmatic areas. This will allow us to collaborate effectively, to better meet the needs of our beneficiaries, and to provide sustainable solutions for the communities we work alongside.



## Acknowledging our supporters

Raleigh would like to thank the many charitable trusts, foundations, companies and individuals that supported our work in 2015:

Athenaeum Initiative led by Abel Haddon	Sir John Cass's Foundation
Barton St David Church	The Alchemy Foundation
Charles Sanford & the Ride Raleigh team of	The Balcombe Charitable Trust
Martin Gill, Julien Ward, Mark Cusack, Susan	The Band Trust
Cusack, Mark Wright, Dan Holmes, Andrew	The Brunton family
Cotton, Bill Blurton, Bettina Kluettgens, Andy	The Coca-Cola Foundation
Skinner, Simon Tanner, David Rowe, and Mark	The Drapers' Charitable Fund
Harrison; in memory of alumnus James Sanford	The Dulverton Trust
Cotswold Outdoor	The Englefield Charitable Trust
David Gandar	The Eranda Foundation
David Proctor	The Ernest Kleinwort Charitable Trust
Fondation Les Pâquerettes	The Gannochy Trust
G M Morrison Charitable Trust	The Garfield Weston Foundation
Google	The Hedley Foundation
Hi-Tec	The Hugh Fraser Foundation
Inner Wheel Club of Redditch	The Hugh Symons Charitable Trust
Jacobs Douwe Egberts	The Jessie Spencer Trust
Jardine Lloyd Thompson (JLT)	The Kirby Laing Foundation
Lara's Foundation	The Myles Trust
Lonely Planet	The P F Charitable Trust
Make My Day Better Foundation	The Peacock Charitable Trust
Marcus Ramtohl	The Pilkington Charities Fund
Nestle Malaysia	The Robertson Trust
Newcastle University	The Russell and Mary Foreman 1980 Charitable Trust
Nomad Travel	The W.A Cargill Charitable Trust
Reuben Foundation	UBS
Robert Candy	VolkerFitzpatrick
Rotary Club of Bromley	Webmart Charitable Trust
Schroder Charity Trust	Wombourne Church & the Machin family
Shona Harrower	

In 2015 we were the grateful recipients of an additional £100,000 in pledged donations from The Lord Mayor's Appeal 2014. We were chosen as a beneficiary by our Trustee Dame Fiona Woolf DBE, who was the second female Lord Mayor of the City of London since the creation of the post in 1189.

A final heartfelt thank you to all our volunteers, alumni, and friends who have given individual donations towards our work during 2015 – especially those who have committed their support through a regular gift, and/or pledged a gift in their will.

## Gifts in kind

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

Alpha Century	Mayfair Charities
Carve Consulting	Media Trust
CMS Cameron McKenna LLP	PA Consulting
Google CSI:Lab	Yahoo
Hire Association Europe	Google AdWords

Raleigh International greatly acknowledges the support of Freshwater Group in the creation and provision of our head office in London.



**How we support it**

**Develop our people**  
Grow the knowledge and skills of our staff and volunteers

**Develop our organisation**  
Develop the systems that underpin growth // Ensure the structure and processes support the strategy

## People

We used Charity Pulse to carry out a staff survey again in 2015. The survey allowed us to benchmark our results against 170 non-profit organisations that took part.

- 90% of staff stated that they understood what Raleigh is trying to achieve (86% benchmark).
- 92% said they were proud to work for this charity (76% benchmark).
- 97% said they enjoy working with the people in this charity (83% benchmark).
- 72% said morale in Raleigh was high (33% benchmark).
- 70% said they had confidence in the Senior Management Team (54% benchmark).

One of the concerns reflected in the survey was around the availability of flexible working practices. We revised our practices to address this.

## Safety

Raleigh is committed to operating safe and challenging programmes overseas. Our Safety and International Operational Support Team manages and refines our UK and overseas operational, safety and medical systems, and maintains robust systems for the recruitment of its volunteer leaders and internationally-recruited field staff.

We continued to operate our Safety Management System to the highest standard. It included detailed pre-expedition risk assessments, contingency planning, and regular testing of crisis management and casualty evacuation plans in the UK and overseas and a review of safety systems at regular points during the year.



In addition, Raleigh required a medical screening for everyone involved in our programmes, conducted individual medical assessments prior to departure and provided support via in country medical personnel and head office staff. Recruitment of volunteer leaders continued to be thorough, ensuring that volunteers in positions of responsibility, and who supervise our programmes, have the necessary skills and attributes. Comprehensive insurance and effective support from specialist agencies was provided, and qualified medical staff were recruited and deployed on each programme. A 24-hour communication system within each country and to a head office-staffed duty management system operated at all times.

We have assessed all our activities against the British Standard BS8848 (provision of visits, fieldwork, expeditions, and adventurous activities outside the United Kingdom) since its introduction in 2009. Raleigh uses Youth Explorers' Trust (YET) as a competent, external and independent "other party" assessor of our conformity; their annual assessment includes a sampling process for verification. 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. Youth Explorers' Trust agreed conformity with the newly updated BS8848:2014 standard in November 2015.

*"I'd recommend Raleigh without the slightest hesitation. Raleigh's concern for safety and security is excellent, and their approach to the safety and welfare of the venturers is first class."* - **Father of Raleigh Tanzania volunteer**

## Plans for 2016

2016 will be the fourth and final year of our delivery of the 2013-2016 strategy. We will aim to continue the journey of ensuring that our work delivers impact towards our strategic goals.

We will see the start of operations in Nepal, with young people taking part in Expedition and ICS programmes in rural areas of the country. We will work to increase the resilience of Nepali communities through building livelihoods, and to improve access to clean water and sanitation.

Through both Expedition and ICS programmes, Raleigh will continue to enhance our impact and sustainability, thereby supporting the achievement of our 2013-2016 strategic goals. Overall in 2016, more than 2,000 volunteers will work alongside communities to continue to seek sustainable solutions to water and sanitation, conservation and rural livelihoods.

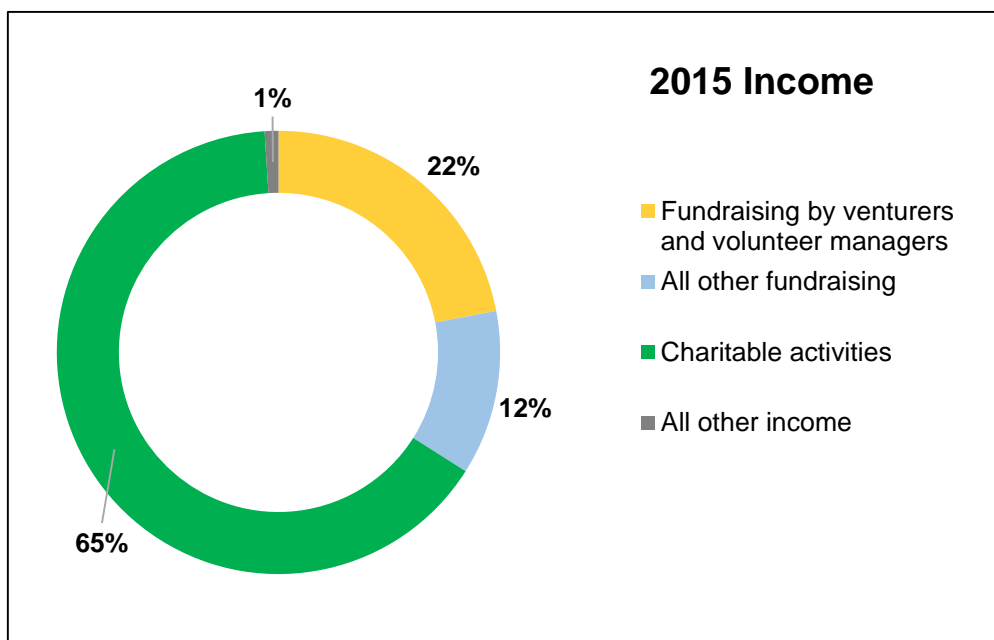




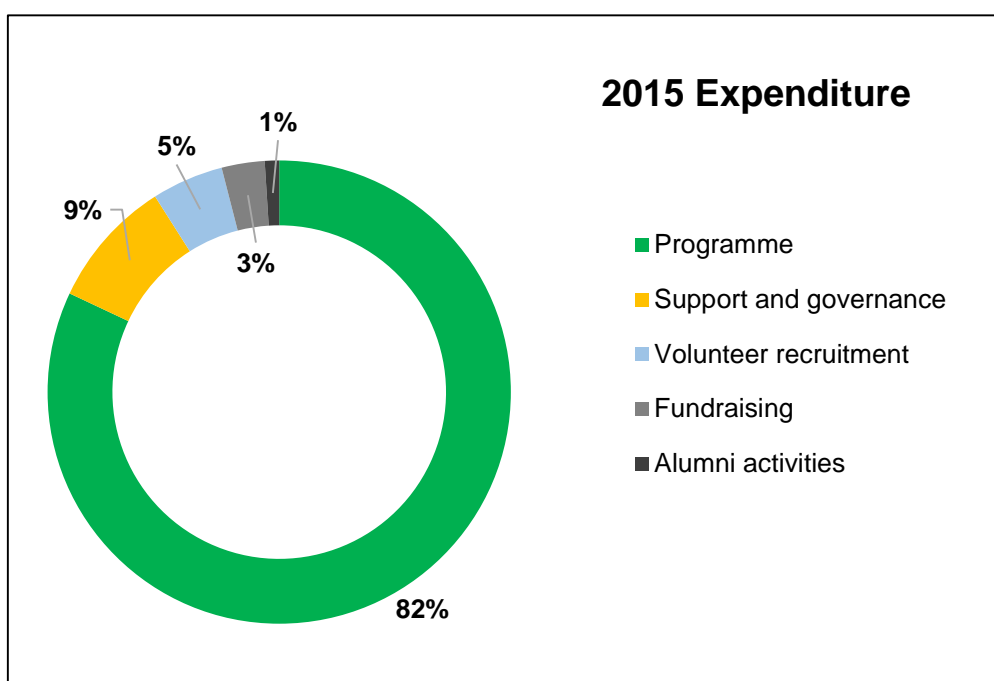
## Financial review

The overall surplus reported for 2015 is £238,000 (2014: £187,000).

Gross income for the year increased by 7.6% to £7,388,000 (2014: £6,867,000). There was a decrease in donations (£2,204,000 compared to 2014 £2,411,000) as 2014 included significant income from the Lord Mayor's Appeal and 15.7% increase in statutory funding (£4,839,000 compared to 2014 £4,183,000) reflecting the expansion of the ICS contract.



Expenditure for the year was £7,150,000, a 7.0% increase on 2014 (£6,680,000). Resource allocated to programmes increased to £6,912,000 (2014: £6,294,000), a 9.8% increase reflecting increased volume and activity in the countries of operation.



### **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 £800,000 and £950,000 is now appropriate given the expansion of the charity and the opening of activities in Nepal, starting in 2016. At 31 December 2015, the balance of total unrestricted reserves stood at £1,080,000 (2014 restated as £930,000), whilst free reserves (excluding £127,000 (2014: £200,000) represented by the net book value of fixed assets) stood at an overall balance of £953,000 (2014 restated as: £730,000).

### **Pay policy for senior staff**

The pay for the members of the key management personnel is determined by the Trustees' Remuneration Committee, which comprises three Trustees appointed by the Board of Trustees annually. They consider information provided by the management, including benchmarking information drawn from the annual survey of salaries of UK charities published by Croner.

The Remuneration Committee also considers the pay of all staff, including the benchmarking information at least each three years and annual review of cost of living, subject to affordability. The Committee also follows up on items of staff welfare suggested from the annual staff survey.

### **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.

The major risks identified relate to reliance on a single contract alongside the historic Raleigh expedition; ensuring safety of all volunteers and staff; and running operations in six countries including the UK. 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.

The directors of Raleigh Enterprises Limited follow similar practices in reviewing the risks faced by that company in its limited operations. Risks identified relate to the delivery of the contracts of the company.

### **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 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 Accounting Standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies or has 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware at the time of approving the Trustees' Annual Report:

- there is no relevant audit information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware; and
- the trustees, having made enquiries of fellow directors and the charitable company's auditor that they ought to have individually taken, have each taken all steps that he/she ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

**Company number 03059479**

Date: 16 June 2016

## 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 2015 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Groups and Parent Charitable Company Cash Flow Statement, 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) including FRS 102 'The Financial Reporting Standard Application in the UK and Ireland.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 Part 16 of the Companies Acts 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 Auditors

As explained more fully in the Trustees' Responsibilities Statement (set out on page 25), 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 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 trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' 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 will consider the implications for our report.

### Opinion on the 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 2015 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 properly prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 & 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

**Opinion on other matters 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.

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

Devonshire House  
60 Goswell Road  
London EC1M 7AD

Date

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

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

	Note	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 15 £'000	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 14 £'000
<b>Income from:</b>							
Donations		2,204	332	2,536	2,411	238	2,649
Charitable activities		4,839	-	4,839	4,183	-	4,183
Other trading activities		10	-	10	30	-	30
Investments		3	-	3	5	-	5
<b>Total</b>		<b>7,056</b>	<b>332</b>	<b>7,388</b>	<b>6,629</b>	<b>238</b>	<b>6,867</b>
<b>Expenditure on:</b>							
Raising funds	2	238	-	238	386	-	386
Charitable activities	2	6,668	244	6,912	6,084	210	6,294
<b>Total</b>		<b>6,906</b>	<b>244</b>	<b>7,150</b>	<b>6,470</b>	<b>210</b>	<b>6,680</b>
<b>Net income and net movement in funds for the year</b>	4	<b>150</b>	<b>88</b>	<b>238</b>	<b>159</b>	<b>28</b>	<b>187</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		930	114	1,044	771	86	857
<b>Total funds carried forward</b>	11, 12	<b>1,080</b>	<b>202</b>	<b>1,282</b>	<b>930</b>	<b>114</b>	<b>1,044</b>

The group has neither discontinued any of its operations nor acquired new operations. All amounts relate to continuing activities. The notes on pages 31 to 43 form part of these financial statements.

## Consolidated and charity balance sheets

	Note	Group		Charity	
		31 Dec 15 £'000	31 Dec 14 £'000	31 Dec 15 £'000	31 Dec 14 £'000
<b>Fixed Assets</b>					
Tangible asset	6	127	200	127	200
Investments	7	-	-	16	16
		<u>127</u>	<u>200</u>	<u>143</u>	<u>216</u>
<b>Current Assets</b>					
Stock		11	9	11	9
Debtors	8	721	1,186	738	1,202
Cash at bank and in hand		1,449	1,610	1,415	1,584
		<u>2,181</u>	<u>2,805</u>	<u>2,164</u>	<u>2,795</u>
<b>Creditors: amounts falling due within one year</b>	9	(1,026)	(1,961)	(1,025)	(1,967)
<b>Net Current Assets</b>		<u>1,155</u>	<u>844</u>	<u>1,139</u>	<u>828</u>
<b>Net Assets</b>	10	<u>1,282</u>	<u>1,044</u>	<u>1,282</u>	<u>1,044</u>
<b>The funds of the charity:</b>					
Unrestricted funds:					
Free reserves	12	953	730	953	730
Funds represented by functional fixed assets	12	127	200	127	200
General funds		1,080	930	1,080	930
Restricted funds	11	202	114	202	114
		<u>1,282</u>	<u>1,044</u>	<u>1,282</u>	<u>1,044</u>

The financial statements were approved by the Board and authorised for issue on 16 June 2016 and were signed on their behalf by:

Marie Staunton CE  
Chairman

Company number 03059479

The notes on pages 31 to 43 form part of these financial statements.

### Consolidated and charity statements of cash flow

	Group		Charity	
	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000
<b>Cash flow from operating activities</b>	(154)	532	(162)	521
<b>Cash flow from investing activities</b>				
Interest received	3	5	3	5
Sale of tangible fixed assets	5	-	5	-
Purchase of tangible fixed assets	(15)	(54)	(15)	(54)
	(7)	(49)	(7)	(49)
<b>Change in cash and cash equivalents in the year</b>	(161)	483	(169)	472
Cash and cash equivalents at 1 January 2015	1,610	1,127	1,584	1,112
<b>Cash and cash equivalents at 31 December 2015</b>	1,449	1,610	1,415	1,584

### Reconciliation of net income to cash flow from operating activities

	Group		Charity	
	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000
<b>Net income for the year</b>	238	187	238	187
<b>Adjustments for:</b>				
Depreciation charges	88	84	88	84
Interest received	(3)	(5)	(3)	(5)
(Profit) on sale of fixed assets	(5)	-	(5)	-
(Increase) / decrease in stock	(2)	6	(2)	6
Decrease / (increase) in debtors	465	(309)	464	(330)
(Decrease) / increase in creditors	(935)	569	(942)	579
<b>Net cash (required) / provided by operating activities</b>	(154)	532	(162)	521



## Notes forming part of the financial statements for the year ended 31 December 2015

Raleigh International Trust is a charitable company limited by guarantee and has no share capital. On a winding up each person who 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 in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard (FRS 102) and the Companies Act 2006. Accounts for the year ended 31 December 2014 are the last presented under the previous financial reporting framework.

Raleigh International Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are prepared on the basis that Raleigh International Trust is a going concern. With significant cash and free reserves and contracted to deliver part of the ICS programme commissioned by the Department for International Development, Raleigh has no reason not to prepare these accounts on a going concern basis.

The financial statements for the year ended 31 December 2015 are the first prepared under the Charities SORP (FRS 102). The date of transition to FRS 102 is 1 January 2014. A reinstatement has been required relating to the recognition of paid leave accrued but not taken by employees at the year end. This is shown in detail in note 12 relating to the reinstatement of opening reserves for 2014 and 2015.

#### *Critical accounting estimates and areas of judgement*

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.

#### *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.

### **Note 1 - Accounting policies (continued)**

#### *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.

#### *Income*

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 2015 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.

#### *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.

#### *Expenditure*

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

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

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, and head office functions of HR, finance, administration and facilities. 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.

**Note 1 - Accounting policies (continued)**

*Stock*

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

*Debtors*

Debtors are recognised when income is contracted to fall due within the accounting period and included at the settlement value. Prepayments are valued at a pro rata calculation of the amount paid relating to a future year.

*Creditors and accruals*

Creditors and accruals are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle such an obligation can be measured or estimated reliably. Deferred income relates to the timing differences between invoices raised under the contract for ICS delivery and the recognition of income in the Statement of Financial Activities based on the income recognition accounting policy outlined above.

*Pensions*

The company operates a UK defined contribution scheme, provided by Scottish Widows, and country specific schemes in each country of operation. Auto enrolment to the UK pension scheme for members of staff on UK contracts and eligible to join the pension scheme became an obligation in 2015, the staging date was 1 August 2015 and Raleigh adopted a three-month deferral period. Members of staff employed on national contracts within the countries of operations are members of local pension schemes. Contributions payable are charged to the Income and Expenditure Account in the year they are payable.

**Note 2 - Analysis of total expenditure for 2015 and 2014 (revised)**

	Analysis of total expenditure 2015				Analysis of total expenditure 2014 (revised)			
	Staff £'000	Other Costs £'000	Support & Governance £'000	31 Dec 2015 £'000	Staff £'000	Other Costs £'000	Support & Governance £'000	31 Dec 2014 £'000
<b>Cost of raising funds</b>								
Fundraising costs	127	87	24	238	206	118	62	386
	<u>127</u>	<u>87</u>	<u>24</u>	<u>238</u>	<u>206</u>	<u>118</u>	<u>62</u>	<u>386</u>
<b>Charitable activities</b>								
Expeditions & UK projects – unrestricted	1,362	4,067	521	5,950	1,218	3,651	410	5,279
Expeditions & UK projects – restricted	85	120	39	244	85	98	26	209
Volunteer recruitment	222	99	33	354	204	134	62	400
Operations support	243	-	41	284	242	-	83	325
Alumni programme	50	25	5	80	47	21	13	81
	<u>1,962</u>	<u>4,311</u>	<u>639</u>	<u>6,912</u>	<u>1,796</u>	<u>3,904</u>	<u>594</u>	<u>6,294</u>
<b>Total</b>	<u>2,089</u>	<u>4,398</u>	<u>663</u>	<u>7,150</u>	<u>2,002</u>	<u>4,022</u>	<u>656</u>	<u>6,680</u>
<b>Support Costs</b>								
Governance costs			14				16	
Finance & Corporate Services			449				451	
Chief Executive Office			200				189	
Support costs are allocated by reference to the number of staff engaged in each activity listed			<u>663</u>				<u>656</u>	

The total salary costs of £2,513,000 (see note 13) comprise direct staff costs of £2,089,000 plus £424,000 included in support costs.

The total salary costs of £2,402,000 (see note 13) comprise direct staff costs of £2,002,000 plus £400,000 included in support costs.



**Note 3 - Results of trading subsidiaries**

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

	<b>31 Dec 2015</b> <b>£'000</b>	<b>31 Dec 2014</b> <b>£'000</b>
Income	-	16
Trading costs	-	-
Gift Aid payment to Raleigh International Trust	-	(16)
	<hr/>	<hr/>
Retained profit	-	-
	<hr/> <hr/>	<hr/> <hr/>

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

	<b>31 Dec 2015</b> <b>£'000</b>	<b>31 Dec 2014</b> <b>£'000</b>
Current Assets	34	33
Current Liabilities	(18)	(17)
	<hr/>	<hr/>
Total Net Assets	16	16
	<hr/> <hr/>	<hr/> <hr/>
Aggregate share capital and reserves	16	16
	<hr/> <hr/>	<hr/> <hr/>

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

	<b>31 Dec 2015</b> <b>£</b>	<b>31 Dec 2014</b> <b>£</b>
Current Assets	2	2
Current Liabilities	-	-
	<hr/>	<hr/>
Total Net Assets	2	2
	<hr/> <hr/>	<hr/> <hr/>
Aggregate share capital and reserves	2	2
	<hr/> <hr/>	<hr/> <hr/>

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

Net outgoing resources are stated after charging / (crediting):	<b>31 Dec 2015</b> <b>£'000</b>	<b>31 Dec 2014</b> <b>£'000</b>
Auditors' remuneration:		
Statutory Audit	14	16
Depreciation	88	84
(Profit) on disposal of fixed assets	(5)	-
Operating lease charge – rent	72	61
Loss / (Gain) on foreign exchange	18	(25)

**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**

<b>Group and charity</b>	<b>Office Equipment £'000</b>	<b>Vehicles £'000</b>	<b>Total £'000</b>
<u>Cost</u>			
At 1 January 2015	72	490	562
Additions	15	-	15
Disposals	-	(68)	(68)
At 31 December 2015	<u>87</u>	<u>422</u>	<u>509</u>
<u>Depreciation</u>			
At 1 January 2015	16	346	362
Charge for the year	20	68	88
Disposals	-	(68)	(68)
At 31 December 2015	<u>36</u>	<u>346</u>	<u>382</u>
<u>Net Book Value</u>			
At 31 December 2015	<u>51</u>	<u>76</u>	<u>127</u>
At 31 December 2014	<u>56</u>	<u>144</u>	<u>200</u>

**Note 7 - Investments**

	Group		Charity	
	31 Dec 2015 £'000	31 Dec 2014 £'000	31 Dec 2015 £'000	31 Dec 2014 £'000
<b>Investment in Subsidiaries</b>				
<u>Cost</u>				
At 1 January 2015	-	-	16	16
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 December 2015	-	-	16	16

**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 2015 £'000	31 Dec 2014 £'000	31 Dec 2015 £'000	31 Dec 2014 £'000
Trade debtors	497	862	497	862
Other debtors	75	76	75	76
Amounts due from subsidiary undertakings	-	-	17	16
Prepayments and accrued income	149	248	149	248
	721	1,186	738	1,202

**Note 9 - Creditors: amounts falling due within one year**

	Group		Charity	
	31 Dec 2015 £'000	31 Dec 2014 £'000	31 Dec 2015 £'000	31 Dec 2014 £'000
Trade creditors	109	195	109	195
Other creditors	28	3	28	9
Taxation and social security	94	326	94	326
Accruals	27	47	26	47
Deferred Income	768	1,390	768	1,390
	1,026	1,961	1,025	1,967

Included in other creditors above is an amount of £23,791 (2014: £853) relating to pension contributions.

**Note 10 - Analysis of Net Assets**

	31 Dec 2015			31 Dec 2014		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
<b>Charity</b>						
Tangible fixed assets	127	-	127	200	-	200
Fixed asset investments	16	-	16	16	-	16
Net current assets	937	202	1,139	714	114	828
	<u>1,080</u>	<u>202</u>	<u>1,282</u>	<u>930</u>	<u>114</u>	<u>1,044</u>
<b>Group</b>						
Tangible fixed assets	127	-	127	200	-	200
Fixed asset investments	-	-	-	-	-	-
Net current assets	953	202	1,155	730	114	844
	<u>1,080</u>	<u>202</u>	<u>1,282</u>	<u>930</u>	<u>114</u>	<u>1,044</u>
<b>Balance at 31 December 2015</b>	<u>1,080</u>	<u>202</u>	<u>1,282</u>	<u>930</u>	<u>114</u>	<u>1,044</u>



**Note 11 - Restricted funds**

Group and charity	Balance 1 Jan 2015	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 2015	Balance 1 Jan 2014	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 2014
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bursary Funds for young people	9	1	(6)	4	18	2	(11)	9
Overseas Projects	41	149	(96)	94	41	42	(42)	41
Supporting UK Venturers	58	181	(135)	104	10	188	(140)	58
Supporting Host Country Venturers	6	1	(7)	-	17	6	(17)	6
	<u>114</u>	<u>332</u>	<u>(244)</u>	<u>202</u>	<u>86</u>	<u>238</u>	<u>(210)</u>	<u>114</u>

**Bursary Funds** - 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.

**Note 12 - Unrestricted funds (transition to FRS102)**

<b>Group and charity</b>	<b>Fund for Functional Fixed Assets £'000</b>	<b>Free Reserves £'0000</b>	<b>Total £'000</b>
Balance as reported at 1 January 2014	230	554	784
Transition adjustments for SORP 2015: Holiday pay entitlement carried forward	-	(13)	(13)
	230	541	771
Net movement in funds during the year	(30)	189	159
Reinstated balance at 31 December 2014	200	730	930
Balance as reported at 1 January 2015	200	743	943
Transition adjustments for SORP 2015: Holiday pay entitlement carried forward	-	(13)	(13)
Reinstated balance at 1 January 2015	200	730	930
Net movement in funds during the year	(73)	223	150
<b>Balance at 31 December 2015</b>	<b>127</b>	<b>953</b>	<b>1,080</b>

The only transition adjustment required on presenting the accounts under SORP 2015 is to recognise an accrual for holiday entitlement earned but not taken before the end of the financial year.

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 Trustee received any emoluments during the year. One trustee was reimbursed £245 in expenses for attending Trustees meetings (2014: one Trustee was reimbursed £157).

One Trustee has made donations totalling £240 during the year (2014: one Trustee donated £40). There are no other related party transactions.

In 2015 one employee earned between £80,000 and £90,000 and three employees between £60,000 and £70,000. Pension contributions of £9,761 were made for these employees. In 2014 one employee earned between £80,000 and £90,000 and three employees between £60,000 and £70,000. Pension contributions of £9,324 were made for these employees.

**Note 13 - Trustees, staff numbers and costs (continued)**

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

<b>Salary Costs – Group and charity</b>	<b>31 Dec 2015 £'000</b>	<b>31 Dec 2014 £'000</b>
Wages and salaries	2,262	2,157
Social security costs	187	181
Pension contributions	64	64
	2,513	2,402
	2,513	2,402
<b>Average number of staff employed</b>	<b>31 Dec 2015 No</b>	<b>31 Dec 2014 No</b>
Expeditions	61	52
Support	50	43
Fundraising and Communications	10	11
	121	106
	121	106

The key management personnel of Raleigh International Trust are the senior management team as defined on page 4. During 2014 the senior management team also included a Director of Fundraising and Alumni Development for part of the year. The total employee benefits of key management personnel was £346,500 (2014: £384,600).

**Note 14 - Commitments**

At 31 December 2015 the future minimum commitment under operating leases was:

<b>Group and charity</b>	<b>31 Dec 2015</b>		<b>31 Dec 2014</b>	
	<b>Land &amp; Building £'000</b>	<b>Other £'000</b>	<b>Land &amp; Building £'000</b>	<b>Other £'000</b>
3 <sup>rd</sup> Floor, Dean Bradley House, London SW1; lease ends May 2018				
Within one year	72	-	72	-
Within two to five years	115	-	187	-
	187	-	259	-
	187	-	259	-

### **Note 15 - Currency Contracts**

At 31 December 2015, the charity had no forward contracts and had options totalling US\$ 370,000 at a rate of \$1.52 - \$1.55:£1 (2014: forward contracts totalling US\$ 500,000 at an average rate of \$1.57:£1 and INR 1,470,670 at a rate of INR 93.90: £1).

### **Note 16 - Financial Instruments**

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### *Basic financial assets*

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

#### *Impairment of financial assets*

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

#### *Derecognition of financial assets*

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

#### *Classification of financial liabilities*

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

**Note 16 - Financial Instruments (continued)**

*Basic financial liabilities*

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

*Other financial liabilities*

Derivatives, including forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in the statement of financial activities, unless they are included in a hedging arrangement.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

*Derecognition of financial liabilities*

Financial liabilities are derecognised when, and only when, the charity's obligations are discharged, cancelled, or they expire.

