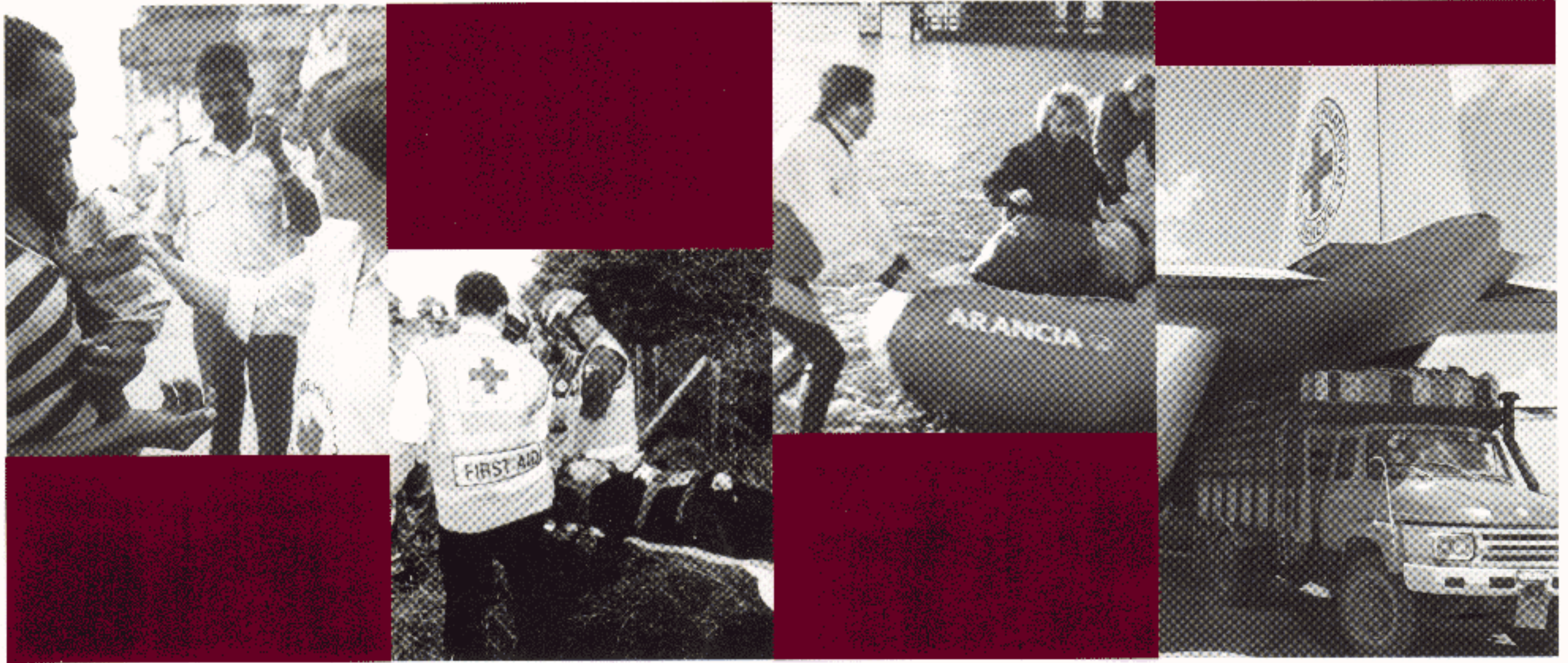




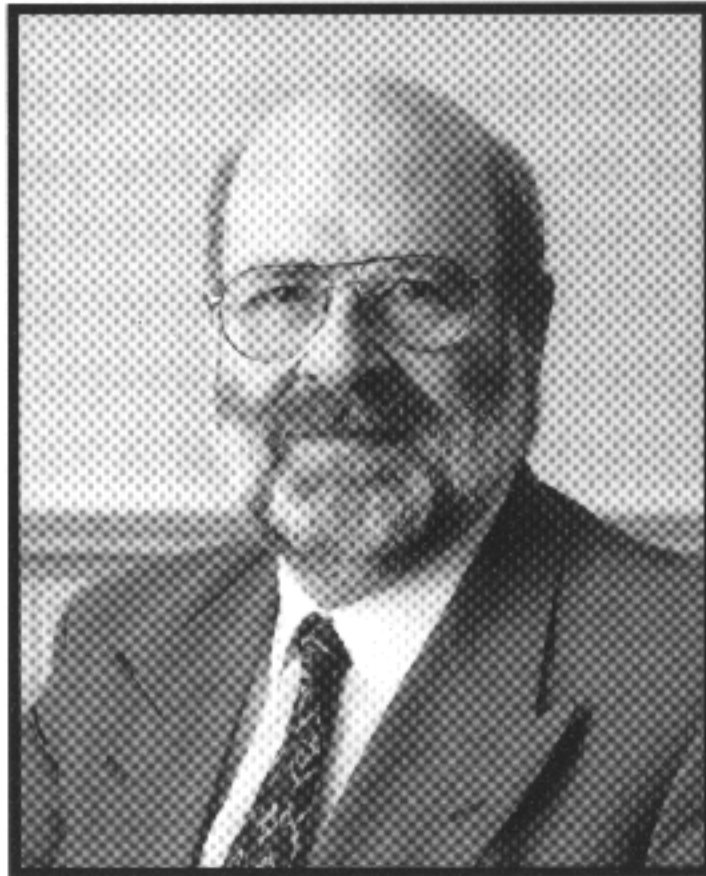
British Red Cross

Caring for people in crisis



2000 Trustees' Report and Accounts

Introduction from the Chairman of the Board of Trustees



In 2000 the British Red Cross continued to care for people in crisis in the UK and overseas. Our 'needs-led' and 'user-focused' strategy demonstrated our commitment to identifying and meeting the needs of the most vulnerable people in local communities.

To do this we have co-operated with many organisations from the public and private sectors. This co-operation, and our own investment, has led to an increase in the volume of almost all our main national services in the UK. For example, the transport and escort service which helps people to make essential journeys increased by almost 60% and the domiciliary care services, which provide short term care for people in their own homes, more than doubled.

Careful research by Branches at local level has led to more than 100 new services being developed last year. Some completely new services to help with the growing social problems of refugees and asylum seekers were established. Widespread flooding hit a number of areas and 28 Branches were involved in providing help.

Overseas the British Red Cross continues to support the work of the International Red Cross and Red Crescent Movement, with British Red Cross delegates carrying out more than 180 missions overseas during 2000.

Last year the floods in Mozambique saw a massive response from a very generous public. The Disasters Emergency Committee (DEC) launched an appeal, and the British Red Cross, as one of the aid agencies that make up the DEC, received a share of the funds to help with its work in Mozambique. Over half a million people needed assistance because of the flooding. The British Red Cross concentrated its response in the Sofala province, where few other agencies were working.

During 2000 there was considerable pressure on our financial resources. Last year we made important and necessary investments to expand our services. There was also a reduction in our expected income. This has led us to review project expenditure and revise some of our plans. We are fundamentally a financially sound organisation and will be able to continue to meet our obligations to help the most vulnerable, but we are taking this opportunity rigorously to assess our future plans and ensure we are getting the best value from our charitable funds.

The British Red Cross relies on donations to continue to respond to those in crisis. Maintaining sustainable levels of income remains one of our key challenges. Our ability to help others will depend on public responses to collections and appeals, grants to fund specific services and corporate sponsorship to fund resources. This allows us to plan our expenditure, continue ongoing services and commitments and prepare for emergencies.

My fellow Trustees and I are enormously grateful to all those who support our work. But none of this work would be possible without the dedication and hard work of our volunteers and staff who continue to ensure that the British Red Cross can be the certain sign of hope in crisis.

A handwritten signature in black ink that reads "J M. McClure". The signature is written in a cursive, slightly slanted style.

Professor John McClure

Chairman of the Board

10 July, 2001

Trustees' Report

For the year ending 31 December 2000

The British Red Cross Society ('British Red Cross') has the pleasure of presenting the Trustees' Report and the audited Consolidated Financial Statements of the Society for the year ended 31 December 2000.

Legal status

The British Red Cross was founded in 1870 and incorporated by Royal Charter in 1908. A Supplemental Royal Charter took effect on 1 January 1998.

The governing instruments under which the British Red Cross operates comprise this Supplemental Charter, the Standing Orders and other policies agreed from time to time by its governing body, the Board of Trustees.

Principal activities and aims

The legal objects of the British Red Cross, as set out in its Supplemental Royal Charter, are to provide assistance to victims of armed conflicts and to work for the improvement of health, for the prevention of disease and for the prevention and alleviation of human suffering in the British Islands and throughout the world. (The term "British Islands" comprises the UK, the Channel Islands and the Isle of Man. For ease of reference, the term "UK" is used throughout this report.)

In 1997, its vision - to be "the certain sign of hope in crisis" - was adopted by the British Red Cross, along with its mission statement: "To be the leading voluntary provider of emergency help to people in most need, anywhere in the world".

In meeting its legal objects, the British Red Cross must at all times act in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement. The Fundamental Principles are Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

Organisation

The governance of the Society is the responsibility of the Board of Trustees, which comprises one elected Trustee for each of the organisation's eight Regions in the UK and seven co-opted Trustees. Volunteers in the Regions and Branches are also represented on the Regional and Branch Councils.

The Board has appointed a Finance Committee to oversee its financial transactions, including investments. This Committee has been given specific responsibilities and makes relevant recommendations to the Board.

While the approval of policy is a matter for the Board, that body works closely with the Chief Executive and his colleagues on the Senior Management Team, which is charged with the implementation of policy.

Based in London, the National Headquarters of the British Red Cross is where the offices of the Chairman, the Chief Executive and central staff are housed. The primary roles of the central staff are to communicate and implement the policies laid down by the Board and to support the work of volunteers and staff in Regions and Branches.

There are eight Regional Offices, five in England (in the Eastern, London and South-Eastern, Midlands, Northern, and South-Western Regions), and one each in Northern Ireland, Scotland and Wales. These Regional Offices assist the work of the 68 British Red Cross Branches in the UK. There are a further eight Branches in British Overseas Territories. The financial results of the activities of these overseas Branches are not considered material to the Consolidated Financial Statements and have in consequence not been included in those Statements.

Two principal trading subsidiaries, Britcross Limited and British Red Cross Events Limited, support the fundraising activities of the British Red Cross. The assets, liabilities and trading results of these companies, which are incorporated in the UK, are consolidated into the Consolidated Financial Statements.

The British Red Cross is a prominent member of the International Red Cross and Red Crescent Movement, with staff and volunteers contributing to a number of initiatives within both the International Federation of Red Cross and Red Crescent Societies and the International Committee of the Red Cross (ICRC). In addition, its work has continued throughout the year with the Joint Committee of the Order of St John and The British Red Cross Society, in the provision of financial assistance to needy ex-services personnel disabled in armed conflicts.

Trustees' responsibilities

The Trustees prepare for each financial year consolidated financial statements, which give a true and fair view of the state of affairs of the British Red Cross and of the results for the year. In preparing the financial statements, the Trustees have:

- selected suitable accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- followed applicable accounting standards without any material departures; and
- prepared the financial statements on the going concern basis.

Internal control

The Trustees have overall responsibility for ensuring that appropriate systems of control, financial and otherwise, exist. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the British Red Cross and enable them to ensure that the financial statements comply with accounting standards and requirements. They are also responsible for safeguarding the assets, taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance that:

- the organisation is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- proper records are maintained and financial information used internally or for publication is reliable; and
- relevant laws and regulations are met.

The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- a comprehensive annual planning and budgeting process;
- regular review of management accounts, variances from budget and non-financial management information;
- delegation of authority and segregation of duties; and
- identification and management of risks.

Risk management

In line with the recommendations of the Revised Statement of Recommended Practice for Accounting and Reporting by Charities the Trustees have recently approved a risk management policy to assess business risk and implement risk management strategies. This is currently being implemented and involves:

- clarifying management ownership of the risks in each activity;
- prioritising risks in terms of potential likelihood of occurrence and impact;
- assessing the types of risk regularly and determining acceptable tolerance levels;
- adopting suitable counter measures to mitigate the risks; and
- monitoring the management of risk, with regular reports to the Trustees.

Internal audit

An internal audit function has been established, and a programme of risk-based reviews is being undertaken. Regular reports are given to the Finance Committee and the Trustees.

Investment powers and restrictions

The investment powers of the British Red Cross are set in the Supplemental Charter dated 22 July 1997. The powers permit investment in any investments which are qualifying investments within the meaning of paragraphs 2 to 8 of Schedule 20 to the Income and Corporation Taxes Act 1988 but exclude units of a unit trust scheme which is not an authorised unit trust under the Financial Services Act 1986.

The Society's investments are held in managed investment and liquid portfolios, following the dissolution of the British Red Cross Common Investment Funds and Common Deposit Fund during 1999. The investments are made in order to generate income and capital growth which will contribute to funding part of the Society's expenditure on its charitable activities and be available under the reserves policy as assets of last resort to meet financial risks. The Society's investment objective is to enhance the value of capital and growth in income in real terms through the selection of low risk investment in equities, fixed interest securities and cash.

Regular review of the portfolios is conducted by an Investment Sub Committee of the Finance Committee which meets with the investment managers on a regular basis. The Board carries out an annual review of its investment policy which, inter alia, incorporates ethical restrictions prohibiting investment in companies with a significant interest in trading in arms or in the manufacture of tobacco products.

Summary of activities

Service delivery grew considerably in 2000. This reflects the continued drive, commitment and skills of the volunteers and staff who have adapted to rapidly changing internal and external environments. Working together and in partnership with other organisations they helped the Society to provide care to more people this year than in recent years.

UK services

The British Red Cross has 68 Branches throughout the UK. Volunteers and staff in these Branches provide care for people in crisis in their own communities.

Most of the key services saw a significant increase in volume in 2000, many increasing by more than 30%, and the domiciliary care services, which provide short term care in people's own homes more than doubled. Work with refugees and asylum seekers also saw a significant growth, with more Branches responding to their needs as people are dispersed around the country.

Existing services were extended into new areas, some were adapted for local needs and new services were established. In 2000 some 100 new services were developed. Continued co-operation with local authorities, health and social services will be vital for the development of our services in the coming years.

Closer working relationships with the statutory services also meant an increase in the number of times Branches were called out to assist in an emergency. When widespread flooding hit much of the country last autumn, 28 Branches were involved in response, helping people at rest centres, providing transport or vital equipment and supplies.

International activities

The British Red Cross continues to play a prominent role in the International Red Cross and Red Crescent Movement with delegate missions continuing to increase. During 2000 the British Red Cross was the largest contributor of funding and delegates to the International Federation of Red Cross and Red Crescent Societies' appeals.

Emergency relief work during 2000 included a massive response to the flooding in Mozambique. The British Red Cross was already working with the Mozambique Red Cross on the development of community health programmes. This work has been resumed since the flooding last year.

British Red Cross delegates have also been helping to rebuild communities in Kosovo, following the recent conflict and have helped to rebuild 35 schools which are enormously important to the local people.

Helping other National Societies to prepare for disaster is still a priority and the British Red Cross is working with many countries on this, including work to establish better warning systems and procedures for getting to safety, as well as developing skills useful in an emergency, such as first aid.

Much work has been done this year to integrate our international work both with UK operations and more fully within the wider Movement. Examples included the launching of a "Global Youth Awareness Programme", "Linking Lives" to promote the International Tracing and Messaging Service and the increasing identification of

international delegates with their local branches in the UK.

In all the British Red Cross carried out over 180 international missions in 2000.

People

The British Red Cross has over 3,000 staff and more than 50,000 volunteers, as well as many delegates working overseas. Some significant initiatives were taken to improve the Society's ability to support this large workforce. These included the salary harmonisation project which was completed one year ahead of schedule and has reduced the disparities in salaries across the country. The launch of a management development programme was established which sets an overall policy and framework for managers.

Income generation

The retail and commercial training businesses performed satisfactorily in 2000, against a background of increasing competition and difficulties in their sectors. Legacy pledges and donations from regular givers have increased, and national fundraising remains strong.

Despite a drop in income from local fundraising we are now better placed than ever to build our fundraising efforts, following a restructuring of our income generation teams. Fundraising volunteers - the bedrock of our success in income generation - will now get more support for their activities, both locally and from National Headquarters.

Thanks must go to all our supporters. Members of the public have given generously to specific appeals, such as Mozambique raising £1.6 million and to supported schemes, such as Open Gardens, which raised £300,000.

Corporate supporters have played an increasingly important role in funding, which in 2000 included the start of a five year relationship with Royal & SunAlliance which will encourage its 22,000 staff to take part in fundraising and volunteering activities. Trusts made a number of projects possible such as the health programmes in Sierra Leone.

Communications

A number of initiatives have helped to promote our work. These have included work as part of ITV's Year of Promise providing basic first aid training and raising awareness of the importance of these life saving skills and the World Disasters Report which provides vital information on disaster situations around the world leading to valuable discussion on how to prevent or prepare for future emergencies.

Celebrities and well known personalities continue to support our work and help to bring support for fundraising initiatives such as Red Cross Week and various events, as well as drawing attention to our work in the UK and overseas.

Good working relationships with national, regional and local press as well as with specialist publications have helped promote the Society's work in the UK and overseas. Monitoring of public perception shows that the British Red Cross is regarded as a caring, reliable and well-run organisation.

Review of the consolidated financial statement for 2000

Further to the annual report for 1999, the Society has continued to make great efforts during 2000 to ensure that the implementation of its new financial systems are completed so as to achieve the goal of Society-wide consistent financial reporting.

Work continues on system and staffing changes and substantial progress has been achieved with improvements in reporting standards and processes. Work continues in 2001 and will be substantially advanced by the close of the year.

Gross incoming resources decreased from £154.5 million in 1999 to £140.3 million in 2000, a decrease of £14.2 million or 9%. 1999 was however an exceptional year because of legacies, restricted donations and grants, mainly for overseas emergencies.

Resources expended in 2000 increased from £142.9 million to £153.2 million, an increase of £10.3 million or 7%. Of this amount £6.2 million represents increased spending on international projects from restricted income. £4.6 million is increased spending from general funds on services and £1.8 million is increased spending on retail which was partially offset by increased retail income of £0.5 million.

Spending in other areas was largely unchanged though a reduction in management and administration costs of £0.6 million was achieved.

Net outgoing resources were £12.9 million compared with net incoming resources of £11.6 million in 1999. The Society had in fact planned to spend part of its reserves in 2000 to increase services, but the deficit was larger than anticipated for the reasons mentioned above. Investments declined by only £0.3 million, which was a good result in difficult market conditions. Total accumulated funds decreased by £13.2 million from £110.2 million to £97.0 million.

A decrease in tangible assets of £0.4 million incorporates additions of £4.8 million offset by disposals and depreciation. Investments comprise principally a portfolio of equities and bonds and a liquid fund, both under external management. The reduction in debtors comes about largely through the receipt of the exceptional debtors held at the end of 1999.

Reserves policy

The Board carries out an annual review of its reserves policy. The policy is based on an evaluation of risk. Its operational objectives are firstly to ensure that sufficient protection is built into reserve levels to ensure that no disruption of British Red Cross services takes place should any of the risks or combination of them materialise and secondly to prevent the unnecessary accumulation of excess reserves. Under the provisions of the policy a target reserve level and an upper reserves limit are computed for comparison with actual free available reserves, being defined as total unrestricted reserves less unrestricted tangible assets.

At 31 December 2000 the Society's free available reserves amounted to £33.7 million against the target reserve level of £31 million and the upper limit of £43 million. Free available reserves benefited during 2000 from a £2.1 million surplus on the sale of fixed assets, principally property assets. At the start of the year Management planned to expand services anticipating that there would be an excess of expenditure over income. Whilst we exceeded the planned deficit we are still within our range of planned free reserves.

Royal patronage

The Society is very grateful for the continuing support of its Patron, Her Majesty The Queen, as well as that of its President, Her Majesty, Queen Elizabeth The Queen Mother, and our hard working Deputy Presidents, Her Royal Highness Princess Alexandra and The Countess Mountbatten of Burma.

The Trustees are grateful for the support of all those people who contributed in any way to the services provided by the British Red Cross in 2000 and extend warm thanks to each and every individual involved in so many services, income generation and supporting activities.



Professor John McClure

Chairman of the Board

10 July, 2001

Auditors' report to the Board of Trustees of the British Red Cross Society

We have audited the financial statements on pages 9 to 22 which have been prepared under the historical cost convention as modified for the revaluation of investments and the accounting policies set out on page 12.

Respective responsibilities of trustees and auditors

As described on page 3, the Board is responsible for the preparation of the financial statements in accordance with applicable United Kingdom law and accounting standards. Our responsibilities, as independent auditors, are established in the United Kingdom by statute, the Auditing Practices Board and by our profession's ethical guidance. We have been appointed as auditors under Section 43 of the Charities Act 1993 and report in accordance with regulations made under Section 44 of that Act.

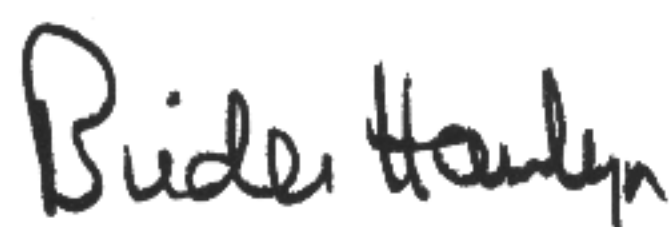
Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements and of whether the accounting policies are appropriate to the circumstances of the Society and of the group, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the Society and of the group at 31 December 2000 and of the group's outgoing resources and application of resources and cash flows for the year then ended and have been properly prepared in accordance with the Charities Act 1993.



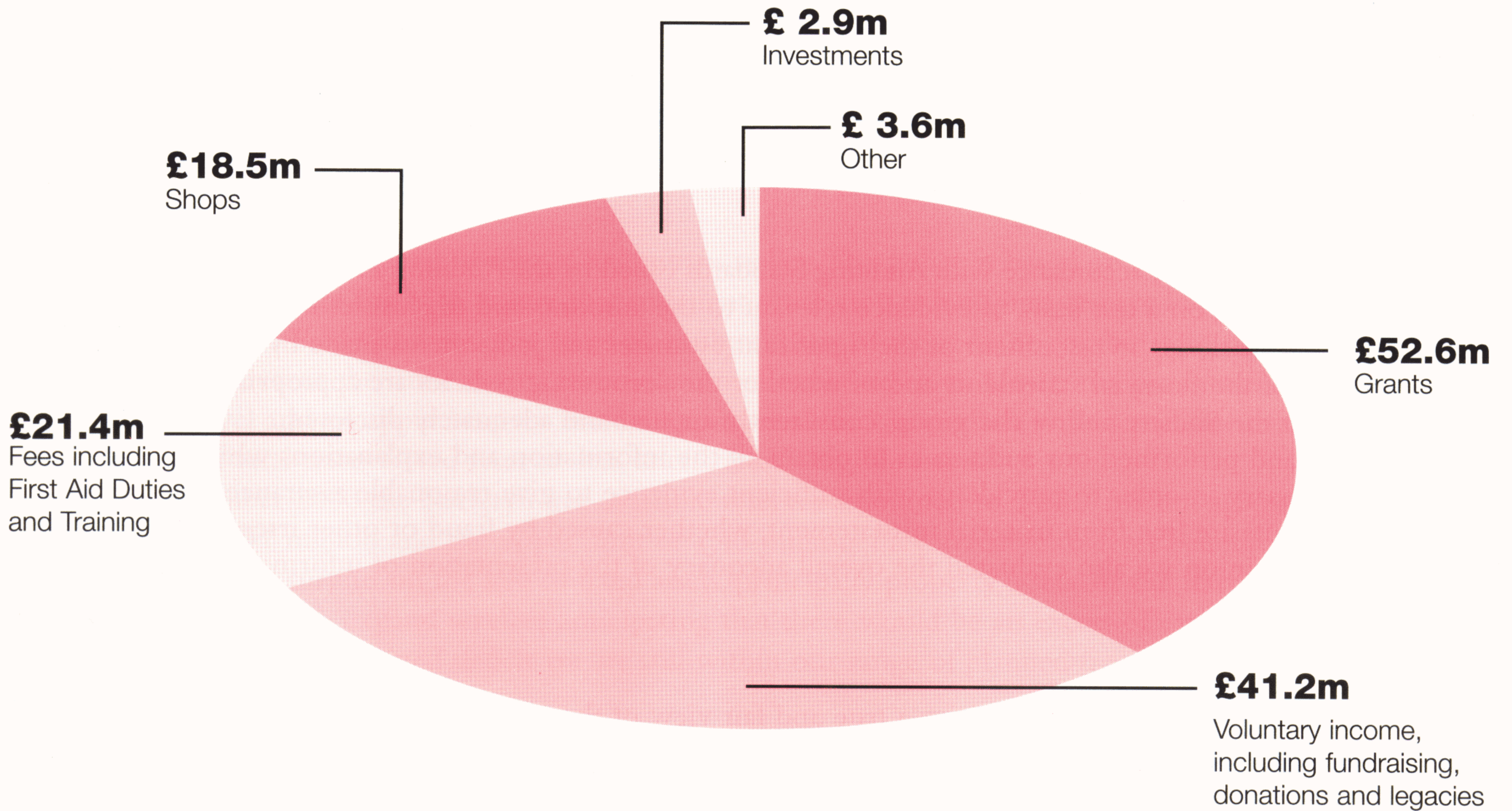
Binder Hamlyn

Chartered Accountants and Registered Auditors
20 Old Bailey, London EC4M 7BH
10 July, 2001

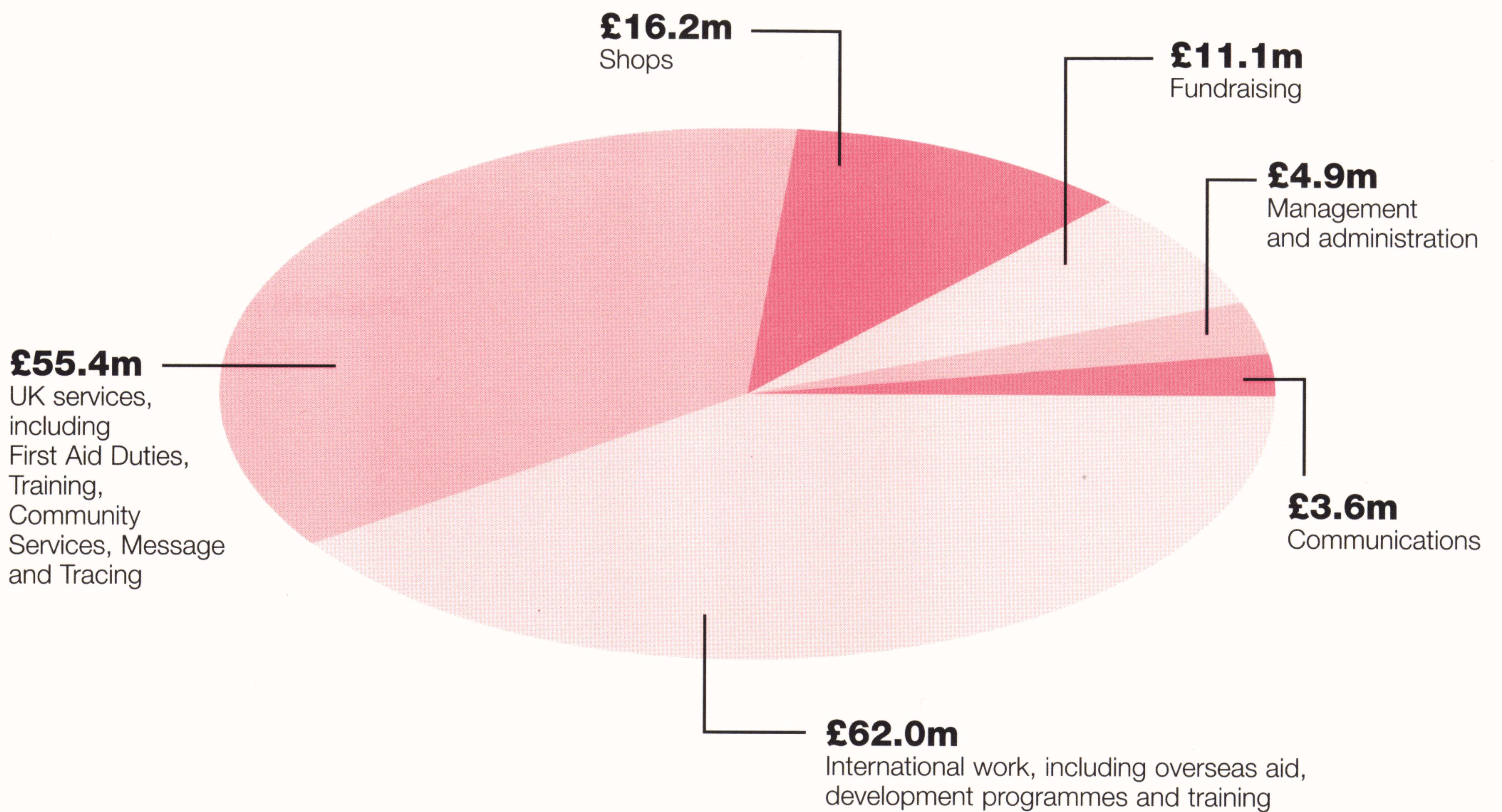
Summary of Income and Expenditure

Year ended 31 December 2000

Income



Expenditure



Consolidated Statement of Financial Activities

Year ended 31 December 2000

	Notes	Unrestricted £000	Restricted £000	2000 Total £000	1999 Total £000
Incoming resources					
Donations, legacies and similar incoming resources					
Fundraising and donations		17,833	9,859	27,692	37,431
Legacies		12,802	742	13,544	20,546
Activities in furtherance of the charity's objects					
First aid training		11,433	-	11,433	10,893
Service fees	2	9,889	55	9,944	12,861
Grants	3	4,502	48,131	52,633	46,514
Activities for generating funds					
Shops gross income		18,493	-	18,493	18,042
Rents		735	2	737	772
Investment income					
Investment income and interest		1,307	1,605	2,912	3,501
Other incoming resources					
Miscellaneous income		577	241	818	856
Net gains/(losses) on disposal of fixed assets		2,100	(11)	2,089	3,110
Total incoming resources		79,671	60,624	140,295	154,526
Resources expended					
Costs of generating funds					
Fundraising		10,837	309	11,146	11,723
Marketing and communications		3,661	-	3,661	3,424
Shops gross expenditure		16,214	-	16,214	14,391
Investment management fees		121	-	121	116
		30,833	309	31,142	29,654
Charitable expenditure					
Costs of activities in furtherance of the charity's objects					
First aid training		9,451	-	9,451	9,293
Services		44,912	60,778	105,690	97,192
Volunteer training and support		2,180	-	2,180	1,226
Resources expended on managing and administering the charity					
Management and administration		4,279	492	4,771	5,323
Restructuring costs		-	-	-	216
Total charitable expenditure		60,822	61,270	122,092	113,250
Total resources expended	5	91,655	61,579	153,234	142,904
Net (outgoing)/incoming resources					
Net investment (loss)/gain	9	(11,984)	(955)	(12,939)	11,622
Net movement in funds		(12,343)	(915)	(13,258)	13,400
Total funds - 1 January	7	79,681	30,552	110,233	96,833
Total funds - 31 December	7	67,338	29,637	96,975	110,233

Voluntary support

The financial statements do not incorporate any value attributed to the number of voluntary hours devoted to the service of the Society by its membership. It is estimated that these hours amounted to at least 5 million in each of the years ended 31 December 2000 and 1999. Based on national average hourly earnings rates, duly weighted to reflect the Society's membership, £6.01 per hour, (1999 £5.86 per hour) the value to the Society and, therefore, to the community of the work undertaken was about £30 million in each year.

The accompanying notes form an integral part of these consolidated financial statements.

Consolidated Balance Sheet

At 31 December 2000

	Notes	Unrestricted £000	Restricted £000	2000 Total £000	1999 Total £000
Fixed assets					
Tangible assets	8	33,613	4,938	38,551	38,914
Investments	9	35,682	17,693	53,375	54,071
		69,295	22,631	91,926	92,985
Current assets					
Stocks		233	155	388	821
Debtors	10	7,677	6,355	14,032	23,153
Investments		-	6,425	6,425	6,250
Cash at bank and in hand		1,591	1,124	2,715	6,355
		9,501	14,059	23,560	36,579
Creditors					
Amounts falling due within one year	11	(11,383)	(6,778)	(18,161)	(18,906)
Net current (liabilities)/assets		(1,882)	7,281	5,399	17,673
Creditors					
Amounts falling due in more than one year	12	(75)	(275)	(350)	(425)
Net assets		67,338	29,637	96,975	110,233
Represented by:					
Accumulated funds	7	67,338	29,637	96,975	110,233

The accompanying notes form an integral part of these consolidated financial statements.

For and on behalf of The British Red Cross Society



Professor John McClure
Chairman, Board of Trustees
10 July, 2001



John Bonds
Chairman, Finance Committee

Consolidated Cash Flow Statement

Year ended 31 December 2000

		Unrestricted	Restricted	2000	1999
	Notes	£000	£000	Total	Total
				£000	£000
Net cash (outflow)/inflow from operations <i>(see below)</i>		(3,190)	1,541	(1,649)	9,996
Returns on investments and servicing of finance	16	(2)	-	(2)	(6)
Capital expenditure and financial investment	16	(1,179)	(545)	(1,724)	(9,782)
		(4,371)	996	(3,375)	208
(Increase)/decrease in money at short notice	17	5,729	(5,904)	(175)	2,555
Financing	16	(90)	-	(90)	(109)
(Decrease)/increase in cash		1,268	(4,908)	(3,640)	2,654

Reconciliation of net (outgoing)/incoming resources to net cash (outflow)/inflow from operating activities

Net (outgoing)/incoming resources		(11,984)	(955)	(12,939)	11,622
Depreciation charge		4,187	366	4,553	4,666
(Surplus)/deficit on sale of tangible fixed assets		(2,100)	11	(2,089)	(3,110)
Interest element of finance lease		2	-	2	6
Decrease/(increase) in stocks		510	(77)	433	187
Decrease/(increase) in debtors		3,836	5,285	9,121	(11,973)
(Decrease)/increase in creditors		2,359	(3,089)	(730)	8,598
		(3,190)	1,541	(1,649)	9,996

Reconciliation of net cash flow to movement in net liquid resources

(Decrease)/increase in cash in the period		1,268	(4,908)	(3,640)	2,654
Cash outflow from finance lease		15	-	15	77
Cash outflow from loan		75	-	75	32
Increase/(decrease) in money at short notice		(5,729)	5,904	175	(2,555)
		(4,371)	996	(3,375)	208
Net funds at 1 January		6,217	5,873	12,090	11,882
Net funds at 31 December	17	1,846	6,869	8,715	12,090

The accompanying notes form an integral part of these consolidated financial statements.

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

1. Accounting policies

The principal accounting policies, all of which have been applied consistently throughout the year, are set out below:

(a) Scope and basis of the financial statements

The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments at market value, and are in accordance with applicable accounting standards and the revised Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in October 2000, except that the Society has not separately identified grants payable on the face of the Statement of Financial Activities. This is because all expenditure is shown by aggregating all costs in pursuit of a defined purpose and grants are not treated differently. The total amount of grants payable is disclosed in note 5. The results and balance sheets of all subsidiary companies have been consolidated on a line by line basis.

All operating units make up accounts to the same date (31 December) with the exception of Britcross Limited, which accounts to 30 June. The financial statements of Britcross Limited for the year ended 30 June 2000 have been included in the consolidated financial statements as, in the Trustees' opinion, they are not material to the overall results of the Society.

(b) Fund accounting

General unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general charitable objectives.

Designated funds are those unrestricted funds transferred from the General Fund for particular purposes or projects at the discretion of Trustees.

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

(c) Income

All income is accounted for when the Society has entitlement to the funds, the amount can be quantified and there is certainty of receipt. For legacies entitlement is taken as, either the date at which the estate is finalised, or when proceeds are received.

(d) Resources expended and basis of allocation of cost

All expenditure is accounted for on an accruals basis.

The expenditure headings comprise direct expenditure including direct staff costs attributable to the activity. Where costs can not be directly attributed they have been allocated to activities on a basis consistent with the use of resources.

Support costs of charitable activities comprise costs incurred directly in support of expenditure on the objects of the Society.

Fundraising costs comprise the costs actually incurred by the Society in the raising of income.

Marketing and communications costs comprise all costs incurred in informing external bodies, governments, institutions and the general public, as well as volunteers and staff members in issues being directly addressed by the Society. This information is provided through publications, advertisements and general public speaking. These costs are also intended to support the overall fundraising capacity of the Society.

Management and administration costs include management of the Society's assets, organisational management and administration and compliance with constitutional and statutory requirements.

(e) Tangible assets

Tangible assets are stated at cost and depreciated on a straight-line basis over their useful economic lives as follows:-

Freehold properties - 50 years

Leasehold properties

Existing - the shorter of the term of the lease and 50 years

New - the term of the lease

Shop premises - the shorter of the term of the lease and 10 years

Freehold premises improvements - 10 years

Leasehold premises improvements - the shorter of the term of the lease and 10 years

Vehicles, equipment and furniture - between 2 and 10 years

Freehold land - nil

(f) Pension policy

Pension costs are charged to the Consolidated Statement of Financial Activities in respect of the Society's defined benefit pension schemes so as to spread the cost of pensions over employees' working lives with the Society at a constant percentage of pensionable payroll.

Pension costs in respect of defined contribution schemes are charged to the Consolidated Statement of Financial Activities for the period in which they are payable.

(g) Investments

Investments are stated at market value at the Balance Sheet date and the Consolidated Statement of Financial Activities shows net investment gains and losses arising from revaluation of the investment portfolio and disposals throughout the year.

(h) Stocks

Stocks are stated at the lower of cost and net realisable value. Provision is made for obsolete, slow-moving or defective stock where appropriate.

Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

(i) Value added tax

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

(j) Finance and operating leases

Assets held under finance leases and other similar contracts, which confer rights and obligations similar to those attached to owned assets, are capitalised as tangible fixed assets and are depreciated over the shorter of the lease terms and their useful lives. The capital elements of future lease obligations are recorded as liabilities, while the interest elements are charged to the Consolidated Statement of Financial Activities over the period of the leases to produce a constant rate of charge on the balance of capital repayments outstanding.

Hire purchase transactions are dealt with similarly, except that assets are depreciated over their useful economic lives.

Rentals under operating leases are charged on a straight-line basis over the lease terms, even if the payments are not made on such a basis.

Benefits received and receivable as an incentive to sign an operating lease are, similarly, spread on a straight-line basis over the lease term, except where the period to the review date on which the rent is first expected to be adjusted to the prevailing market rate is shorter than the full lease term, in which case the shorter period is used.

(k) Foreign currency gains/losses

Transactions in foreign currencies are recorded at the rate of exchange prevailing at the date of the transaction. Monetary assets and liabilities are translated into sterling at the exchange rate ruling on the Balance Sheet date. All exchange differences are taken to the Consolidated Statement of Financial Activities.

(l) Gifts in kind

Gifts donated for resale are included as income when they are sold.

Donated assets are included at the value to the Society where this can be quantified.

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

2. Service fees

	2000 £000	1999 £000
International	1	24
UK		
Emergency	14	51
Community		
Health and social care	1,377	1,295
First aid duties	782	1,051
Medical equipment	570	1,700
Transport and escort	978	936
Day, residential and other care services	5,926	6,919
Public training	245	798
Youth	51	85
Message and tracing	-	2
Total	9,944	12,861

3. Grants

	Department for International Development £000	European Union £000	Local Authority and other £000	2000 Total £000	1999 Total £000
Unrestricted funds					
Training	-	-	870	870	1,158
UK Community Services	-	141	3,491	3,632	4,445
Total Unrestricted funds	-	141	4,361	4,502	5,603
Restricted funds					
International					
Africa	5,647	2	189	5,838	1,030
Americas	450	-	-	450	295
Asia	6,080	-	113	6,193	2,895
Europe	7,829	1,252	724	9,805	7,288
Middle East	3,069	-	-	3,069	1,071
	23,075	1,254	1,026	25,355	12,579
Other International funds					
General [Note b]	21,393	-	200	21,593	26,560
Other	68	-	16	84	148
	21,461	-	216	21,677	26,708
Total International funds [see Note 20 for details]	44,536	1,254	1,242	47,032	39,287
UK funds	-	35	1,064	1,099	1,624
Total Restricted funds	44,536	1,289	2,306	48,131	40,911
Total	44,536	1,430	6,667	52,633	46,514

a) Grants of £Nil (1999 £163,584) from the National Lottery Board are included in the figures above.

b) A Department for International Development grant of £17.0m (1999 £22.5m) included within Other General International Restricted Grants was received in support of the work of the Society and applied through the work of the International Red Cross and Red Crescent Movement.

c) A more detailed analysis of International grants is given in Note 20.

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

4. Trading subsidiaries

The Society's wholly owned trading subsidiaries incorporated in the United Kingdom traded as follows:

	British Red Cross Events Ltd	Britcross Ltd 30 June 2000
	2000 £000	2000 £000
Turnover	709	748
Net Interest receivable	8	2
Total income	717	750
Gross expenditure	(521)	(492)
Net Income 2000	196	258
Net Income 1999	396	89

British Red Cross Events engages in the organisation of fundraising events in aid of the Society.

Britcross engages in the sale of cards and gifts in aid of the Society.

5. Consolidated expenditure analysis

	Direct costs		Support costs		Total costs		2000 Total costs £000	1999 Total costs £000
	Staff costs £000	Other costs £000	Staff costs £000	Other costs £000	Staff costs £000	Other costs £000		
Costs of generating funds								
Fundraising	2,156	4,377	1,847	2,766	4,003	7,143	11,146	11,723
Marketing and communications	970	1,543	284	864	1,254	2,407	3,661	3,424
Shops gross expenditure	6,599	8,528	568	519	7,167	9,047	16,214	14,391
Investment management fees	-	121	-	-	-	121	121	116
	9,725	14,569	2,699	4,149	12,424	18,718	31,142	29,654
Charitable expenditure								
<i>Costs of activities in furtherance of the charity's objects</i>								
UK services	10,854	10,275	10,654	11,927	21,508	22,202	43,710	40,850
International services	3,916	58,064	-	-	3,916	58,064	61,980	56,342
Total services	14,770	68,339	10,654	11,927	25,424	80,266	105,690	97,192
First aid training	4,913	2,933	568	1,037	5,481	3,970	9,451	9,293
Support costs								
Volunteer training and support	1,418	589	-	173	1,418	762	2,180	1,226
<i>Resources expended on managing and administering the charity</i>								
Management and administration	787	3,700	284	-	1,071	3,700	4,771	5,323
Restructuring costs	-	-	-	-	-	-	-	216
Total charitable expenditure	21,888	75,561	11,506	13,137	33,394	88,698	122,092	113,250
Total resources expended	31,613	90,130	14,205	17,286	45,818	107,416	153,234	142,904

During the year £51.9 m (1999 £40.6m) was transferred by way of grants to the International Federation and the International Red Cross, to support projects such as disaster relief, development and education, carried out by the International Red Cross and Red Crescent organisations worldwide.

Restructuring costs represented exceptional costs relating to the reorganisation of the Society.

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

6. Net (outgoing)/incoming resources

	Unrestricted £000	Restricted £000	2000 Total £000	1999 Total £000
These are stated after charging/(crediting)				
Audit fees - audit services	253	-	253	331
- other services	6	-	6	125
Depreciation	4,187	366	4,553	4,666
(Surplus)/deficit on sale of tangible fixed assets	(2,100)	11	(2,089)	(3,110)
Operating leases	6,777	603	7,380	6,344
Exchange losses/(gains)	(2)	9	7	74

7. Statement of funds

	Balance 1 January 2000 £000	Income £000	Expenditure £000	Investment Gains £000	Transfers £000	Balance 31 December 2000 £000
General fund	79,259	79,671	(91,655)	(359)	-	66,916
Designated funds						
Dr. Plekker Legacy [Note a]	283	-	-	-	-	283
Compassionate Fund [Note b]	139	-	-	-	-	139
	422	-	-	-	-	422
Total Unrestricted funds	79,681	79,671	(91,655)	(359)	-	67,338
Restricted funds						
United Kingdom						
Capital Funds	349	-	-	-	-	349
Other UK Funds [Note c]	13,043	3,822	(1,702)	40	-	15,203
Total United Kingdom Restricted funds	13,392	3,822	(1,702)	40	-	15,552
International [Note d]						
Africa	3,164	11,314	(11,057)	-	1,266	4,687
Americas	1,420	1,462	(706)	-	66	2,242
Asia	880	6,800	(8,026)	-	629	283
Europe	9,833	11,341	(15,070)	-	444	6,548
Middle East	8	3,076	(3,152)	-	133	65
Other	1,855	22,809	(21,866)	-	(2,538)	260
Total International Restricted funds	17,160	56,802	(59,877)	-	-	14,085
Total Restricted funds	30,552	60,624	(61,579)	40	-	29,637
Total funds	110,233	140,295	(153,234)	(319)	-	96,975

Designated funds

- a) The Dr. Plekker Legacy received in 1997 has been designated by the Society to provide financial assistance for projects involving children.
 b) The Compassionate Fund was established in 1924 to provide financial assistance to members of the Society for compassionate reasons by way of grants or loans.

Restricted funds

- c) Other UK restricted funds represent the sum of specific amounts relating to local Branches.
 d) Activities reported as "International Other" include the receipt and expenditure of large grants received from the Department for International Development in support of the work of the Society and applied through the work of the International Red Cross and Red Crescent Movement.

A more detailed analysis of International Restricted Funds is provided in the Supplementary Schedule attached to these Financial Statements.

Transfers within International Restricted Funds represent the reallocation of general international funds to the support of specific international projects.

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

8. Tangible assets

	Freehold Property £000	Leasehold Property £000	Vehicles Equipment and Furniture £000	Total £000
Cost or valuation				
At 1 January 2000	31,642	8,916	23,684	64,242
Additions	1,957	701	2,185	4,843
Disposals	(595)	(67)	(107)	(769)
At 31 December 2000	33,004	9,550	25,762	68,316
Accumulated depreciation				
At 1 January 2000	6,463	3,350	15,515	25,328
Charge for year	689	248	3,616	4,553
Disposals	(19)	(31)	(66)	(116)
At 31 December 2000	7,133	3,567	19,065	29,765
Net book value				
At 31 December 2000	25,871	5,983	6,697	38,551
At 31 December 1999	25,179	5,566	8,169	38,914

Included in the total net book value of tangible fixed assets is £Nil (1999 £15,000) of assets acquired under finance leases. Depreciation for the year on these assets was £15,000 (1999 £15,000)

9. Investments

	Unrestricted £000	Restricted £000	Total £000
Market value - 1 January 2000	36,413	17,658	54,071
Additions at cost	58,458	28,073	86,531
Disposals at market value	(58,830)	(28,078)	(86,908)
Net investment gains in the year	(359)	40	(319)
Market value - 31 December 2000	35,682	17,693	53,375
Cost - 31 December 2000	34,060	17,611	51,671

Additions at cost and disposals at market value, as stated in this note, show significant activity largely resulting from the maturing and reinvestment of certificates of deposit.

The portfolio consists of the following:

	Market value £000	%
UK equities	24,927	46.70
Overseas equities	4,848	9.08
UK fixed income	21,499	40.28
Other	2,101	3.94
	53,375	

The following investments represented more than 5% of the value of the portfolio at 31 December 2000

	Number	Market value £000	%
Vodafone Group plc	988,150	2,766	5.9
LMF International Equity Inst Income	3,306,439	4,715	11.4

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

10. Debtors

	Unrestricted	Restricted	2000 Total	1999 Total
	£000	£000	£000	£000
Service and training debtors	1,366	2,242	3,608	3,633
Other debtors	1,621	4,037	5,658	10,407
Prepayments	2,344	18	2,362	986
Investment income receivable	479	-	479	225
Tax recoverable	1,366	10	1,376	888
Legacies receivable	501	48	549	7,014
	7,677	6,355	14,032	23,153

11. Creditors

	Unrestricted	Restricted	2000 Total	1999 Total
(Amounts falling due within one year)	£000	£000	£000	£000
Finance lease	-	-	-	15
Loans	75	-	75	75
Trade creditors	7,354	6,662	14,016	6,676
Accruals	2,949	111	3,060	2,645
Taxes and social security costs	1,005	5	1,010	995
International Committee of the Red Cross	-	-	-	8,500
	11,383	6,778	18,161	18,906

12. Creditors

	Unrestricted	Restricted	2000 Total	1999 Total
(Amounts falling due in more than one year)	£000	£000	£000	£000
Loans (see below)				
Due from two to five years	75	-	75	150
Due in more than five years	-	275	275	275
	75	275	350	425

The loans are interest free. A loan of £275,000 is repayable on the Society vacating its Cheshire Branch headquarters.

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

13. Staff emoluments and Trustee expenses

	2000 Total £000	1999 Total £000
Total staff emoluments for the year were as follows:		
Salary costs	41,280	39,084
National insurance costs	3,068	2,670
Pensions costs	1,470	1,074
	45,818	42,828

The number of employees whose emoluments, as defined for taxation purposes, (basic pay, vehicle and medical insurance) amounted to over £50,000 in the year were as follows:

	2000	1999
£50,001 - £60,000	6	1
£60,001 - £70,000	3	4
£70,001 - £80,000	-	1
£80,001 - £90,000	-	-
£90,001 - £100,000	-	1
£100,001-£110,000	1	-

The average number of individuals employed by the Society during year was as follows:

	2000	1999
In the UK		
Full time	1,795	1,800
Part time	1,353	1,484
Overseas		
Full time	95	86
Total employed	3,243	3,370

	£000	£000
Travelling expenses incurred by Trustees and reimbursed	15	11
Trustee indemnity insurance cover cost	11	11

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

14. Pension funds

The Society operates defined benefit pension schemes in its Scottish Region and at National Headquarters which are now closed to new entrants. The assets of these pension schemes are held in separate Trustee administered funds. The schemes are subject to triennial valuation by independent actuaries, the last valuations being carried out as at 1 September 1998 and 31 December 1998 respectively. The following actuarial assumptions were applied:

	Scottish Region	National Headquarters
Investment returns	7.00%	7.00%
Salary growth	5.00%	5.00%
Pension increase	5.00%	3.00%

At the valuation dates, the market values of the assets were £1.1 million and £13.2 million respectively and the actuarial values were sufficient to cover 97% and 104% of the benefits respectively, which had accrued to members after allowing for future increases in earnings. The Society's contribution rates take account of the surpluses disclosed by the valuations. For the year ended 31 December 2000, the total pension cost to the Society of these defined benefit schemes was £654,000 (1999 £708,000). The Society also contributes to a defined contribution scheme available to all employees and other contribution schemes for certain employees. In 2000, the total cost of these contributions was £816,000 (1999 £366,000).

15. Obligations under operating leases

	Property £000	Other £000	2000 Total £000	1999 Total £000
The amount payable within the next twelve months is:				
On leases expiring:-				
Within one year	1,231	114	1,345	945
In two to five years	1,371	266	1,637	1,911
After five years	3,107	15	3,122	3,055
	5,709	395	6,104	5,911

16. Gross cash flows

	2000 Total £000	1999 Total £000
Returns on investments and servicing of finance		
Interest element of finance lease	(2)	(6)
Capital expenditure and financial investment		
Sale of investments	86,908	63,492
Purchase of investments	(86,531)	(68,837)
Purchase of tangible fixed assets	(4,843)	(8,095)
Sale of tangible fixed assets	2,742	3,658
	(1,724)	(9,782)
Financing		
Capital element of finance lease rentals	(15)	(77)
Repayment of loan	(75)	(32)
	(90)	(109)

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

17. Analysis of changes in net liquid resources

	At 1 January 2000 £000	Cash Flows £000	Other Changes £000	At 31 December 2000 £000
Cash at bank and in hand	6,355	(3,640)	-	2,715
Finance lease due within one year	(15)	15	-	-
Loan due within one year	(75)	75	(75)	(75)
Loan due after one year	(425)	-	75	(350)
Current asset investments	6,250	175	-	6,425
	12,090	(3,375)	-	8,715

18. Related parties

The British Red Cross Society together with the Order of St John has a Joint Committee, whose staff occupy Society premises. The Joint Committee were charged £16,475 in 2000 (£16,000 in 1999) by the Society as a tenancy charge.

19. Balance sheet at 31 December 2000

The Society without its subsidiary companies	Unrestricted £000	Restricted £000	2000 Total £000	1999 Total £000
Fixed assets				
Tangible assets	33,613	4,938	38,551	38,914
Investments	35,682	17,693	53,375	54,071
	69,295	22,631	91,926	92,985
Current assets				
Stocks	220	155	375	798
Other debtors	5,512	6,296	11,808	15,195
Investment income receivable	479	-	479	225
Tax recoverable	1,336	10	1,346	888
Legacies receivable	501	48	549	7,014
Investments	-	6,425	6,425	6,250
Cash at bank and in hand	1,362	1,124	2,486	6,147
	9,410	14,058	23,468	36,517
Creditors: amounts falling due within one year				
Other creditors	(7,382)	(6,662)	(14,044)	(15,209)
Accruals	(2,910)	(111)	(3,021)	(2,645)
Taxes and social security costs	(1,005)	(5)	(1,010)	(995)
Creditors: amounts falling due in more than one year	(75)	(275)	(350)	(425)
Net assets	67,333	29,636	96,969	110,228
Represented by:				
Accumulated funds	67,333	29,636	96,969	110,228

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

20. Details of International Restricted grant income

(Summarised in Note 3 of the Consolidated Financial Statements)

	Department for International Development	European Union	Other	Total 2000	Total 1999
	£000	£000	£000	£000	£000
Africa					
Angola	1,000	-	46	1,046	200
East	250	-	9	259	-
Ethiopia	1,000	-	-	1,000	-
Great Lakes crisis	775	-	-	775	305
Liberia	-	-	1	1	50
Mozambique	1,500	-	-	1,500	-
Sierra Leone	500	-	105	605	3
Southern	-	-	-	-	107
Sudan	250	2	-	252	294
Somalia	43	-	-	43	28
Uganda	200	-	-	200	-
West	129	-	28	157	43
	5,647	2	189	5,838	1,030
Americas					
Montserrat	-	-	-	-	(10)
General	450	-	-	450	305
	450	-	-	450	295
Asia					
Afghanistan	2,000	-	-	2,000	1,100
Bangladesh	18	-	30	48	156
Cambodia	250	-	-	250	-
Central	-	-	-	-	15
China	-	-	-	-	501
India & Nepal	750	-	-	750	250
North Korea	50	-	-	50	-
Sri Lanka	1,000	-	-	1,000	750
South East	2,012	-	83	2,095	123
	6,080	-	113	6,193	2,895

Notes to the Consolidated Financial Statements

Year ended 31 December 2000

20. Details of International Restricted grant income (continued)*(Summarised in Note 3 of the Consolidated Financial Statements)*

	Department for International Development £000	European Union £000	Other £000	Total 2000 £000	Total 1999 £000
Europe					
Chechnya	500	-	-	500	530
Former Soviet Union	1,630	380	700	2,710	516
Georgia	-	128	24	152	1,005
Kosovo	203	-	-	203	2,500
Other Eastern Europe	-	-	-	-	500
Other Former Yugoslavia	5,496	-	-	5,496	1,484
Tajikistan	-	744	-	744	753
	7,829	1,252	724	9,805	7,288
Middle East					
Iraq	3,000	-	-	3,000	-
General	69	-	-	69	1,071
	3,069	-	-	3,069	1,071
Other					
General International	21,393	-	200	21,593	26,560
Other International	68	-	16	84	148
	21,461	-	216	21,677	26,708
Total International Restricted grants	44,536	1,254	1,242	47,032	39,287

Note: Grants of £Nil (1999 £163,584) from the National Lottery Board are included in the figures above.

A Department for International Development Grant of £17.0m (1999 £22.5m) included within Other General International Restricted Grants was received in support of the work of the Society and applied through the work of the International Red Cross and Red Crescent.

Supplementary Schedule to the Consolidated Financial Statements

Year ended 31 December 2000

Details of International Restricted funds (not audited)*(Summarised in Note 7 of the Consolidated Financial Statements)*

	Balance 1 January 2000 £000	Income £000	Expenditure £000	Transfer £000	Balance 31 December 2000 £000
Africa					
Angola	237	1,493	(1,686)	20	64
East	94	311	(395)	87	97
Ethiopia	52	1,607	(1,628)	207	238
Kenya	37	4	-	-	41
Mozambique	21	5,325	(2,940)	(39)	2,367
Great Lakes Crisis	1,429	923	(1,418)	4	938
Liberia	8	35	(19)	34	58
Sierra Leone	73	754	(829)	14	12
Somalia	555	101	(151)	-	505
Southern	115	37	(238)	178	92
Sudan	384	282	(507)	-	159
Uganda	52	235	(331)	103	59
West/Liberia	47	187	(915)	680	(1)
General	60	20	-	(22)	58
	3,164	11,314	(11,057)	1,266	4,687
Americas					
Caribbean/(Antigua)	113	178	(60)	41	272
Hurricane Mitch	1,475	236	(53)	-	1,658
Montserrat	37	3	(23)	17	34
General	(205)	1,045	(570)	8	278
	1,420	1,462	(706)	66	2,242
Asia					
Afghanistan	279	2,172	(2,405)	44	90
Asia Floods	41	5	(80)	72	38
Bangladesh	207	79	(352)	43	(23)
Cambodia	41	287	(299)	(8)	21
Central	56	9	(198)	231	98
China	47	45	(104)	-	(12)
India & Nepal	128	958	(889)	(103)	94
North Korea	12	58	(50)	-	20
South East	69	2,186	(2,601)	326	(20)
Sri Lanka	-	1,001	(1,048)	24	(23)
	880	6,800	(8,026)	629	283

Supplementary Schedule to the Consolidated Financial Statements

For the year ended 31 December 2000

Details of International Restricted funds (not audited) (continued)*(Summarised in Note 7 of the Consolidated Financial Statements)*

	Balance 1 January 2000 £000	Income £000	Expenditure £000	Transfer £000	Balance 31 December 2000 £000
Europe					
Albania	16	2	(5)	-	13
Bosnia	(5)	2	(151)	139	(15)
Chechnya	31	663	(630)	-	64
Former Soviet Union	435	2,749	(3,005)	161	340
Georgia	487	192	(678)	83	84
Kosovo	5,958	955	(2,780)	48	4,181
Other Eastern Europe	2,478	471	(1,477)	65	1,537
Other Former Yugoslavia	402	5,540	(5,564)	(141)	237
Tajikistan	31	767	(780)	89	107
	9,833	11,341	(15,070)	444	6,548
Middle East	8	3,076	(3,152)	133	65
	8	3,076	(3,152)	133	65
Other					
Delegate Training & Support	96	5	(157)	(20)	(76)
Landmines	212	48	(5)	(48)	207
General International (see below)	1,271	21,954	(21,300)	(1,753)	172
Other International funds (see below)	276	802	(404)	(717)	(43)
	1,855	22,809	(21,866)	(2,538)	260
	17,160	56,802	(59,877)	-	14,085

a) There are no investment gains within International Restricted funds.

b) General International funds represent money given and expended for international purposes where no specific country is named.

c) Other International funds generally represent money given and expended for specific international activities where no specific country is named (e.g. family reunion, tracing).

Patron	Her Majesty The Queen
President	Her Majesty Queen Elizabeth The Queen Mother
Deputy Presidents	Her Royal Highness Princess Alexandra, The Hon Lady Ogilvy GCVO The Countess Mountbatten of Burma CBE CD JP DL
Honorary Vice-Presidents	Her Royal Highness Princess Alice, Duchess of Gloucester GCB CI GCVO GBE Lord Barnard TD The Rt Hon Baroness Chalker of Wallasey The Countess of Limerick CBE
Vice-President	Ms Angela Rippon

Board of Trustees

	2000	2001
Chairman	Mrs Elspeth Thomas CBE DL	Professor John McClure
Vice-Chairmen	Professor John McClure Sir Alan Munro KCMG Mr Michael Walsh	Mrs Margaret Blackburn OBE JP Mr Jonathan Clague Mrs Marian Greswell OBE
Treasurer	Mr Peter Allen FCA	Mr John Bonds FCCA
Other Trustees of the Society	Mr Robert Ainscow CB (from 16 May) Mr David Baird-Murray OBE DL Sir David Barnes CBE Mrs Margaret Blackburn OBE JP Mr Graham Bott Mr Peter Charnley Mr Jonathan Clague Miss Clare Dixon-Carter OBE (until 31 December) Mrs Marian Greswell OBE Mr Peter Smallridge CBE	Mr Robert Ainscow CB Mr David Baird-Murray OBE DL Sir David Barnes CBE Mrs Rosalind Birchall (from 1 January) Mr Graham Bott Mr Peter Charnley Sir Ian Macdonald of Sleat, Bt (from 1 January) Sir Alan Munro KCMG (Honorary Vice-Chairman) Mr Peter Smallridge CBE Mr Michael Walsh (Honorary Vice-Chairman)

Senior Management Team

Chief Executive	Sir Nicholas Young (from July 2001)
Director of UK Operations	Ms Jean Greaves
Director of International	Mr David Alexander
Director of Human Resources	Mr Roger Smith
Director of Finance and Resources	Mr Geoff Miller (from February 2001)
Director of Marketing and Income Generation	Mr Jeremy Hughes
Director of Strategy and Planning	Mr Mike Adamson (from January 2001)

Auditors	Binder Hamlyn, 20 Old Bailey, London EC4M 7BH
Bankers	National Westminster Bank plc Bank of Scotland
Investment Managers	Lazard Asset Management Ltd, 21 Moorfields, London EC2P 2HT
Legal Advisers	Bates, Wells & Braithwaite, Cheapside House, 138 Cheapside, London EC2V 6BB



British Red Cross

Caring for people in crisis

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