

Company number: 09644561  
Charity Number: 1163214

# Team Rubicon UK

Report and Financial Statements  
For the period ended 31 March 2017



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For the period ended 31 March 2017

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Reference and administrative information

For the period ended 31 March 2017

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Company number            09644561  
Charity number            1163214

Registered office and operational address    Chilmark, Salisbury SP3 5DU

Country of registration    England & Wales  
Country of incorporation   United Kingdom

Trustees                    Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Sir Nick Parker	Chair
Nick Fothergill	
Sara George	
John McDonough	
William McNulty	
Andrew Purvis	
Mark Sedwill	
David Wiseman	
Wesley Turbeville	(appointed 22 September 2016)
Kate Holt	(appointed 10 April 2017)

Honorary Company Secretary            Peter Woodward            (appointed 22 September 2016)

Key management personnel	Richard Sharp	Chief Executive from 1 November 2017
	John Leach	Chief Executive to 16 June 2017
	Stuart Lane	Director of Field Operations
	Becky Maynard	Director of Development

Bankers                    Barclays Bank  
89 Charterhouse Street  
London, EC1M 6PE

Solicitors                   Stone King LLP  
Boundary House  
91 Charterhouse St  
London, EC1M 6HR

Auditor                    Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
Invicta House  
108–114 Golden Lane  
London, EC1Y 0TL

The trustees present their report and the audited financial statements for the year ended 31 March 2017.

Reference and administrative information set out on page one forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and Activities

### Purposes and aims

Team Rubicon UK unites experienced military veterans with seasoned first responders and skilled civilians to rapidly deploy emergency response teams to disasters in the UK and overseas in order to immediately improve the quality of life of those affected.

### Operations

Team Rubicon UK provides urgent and effective assistance in the aftermath of disasters, working alongside other relief agencies and local authorities. Skilled, experienced and well-equipped teams, composed in particular, but not exclusively, of former armed forces and emergency services personnel, are deployed as quickly as possible to provide humanitarian aid and disaster relief.

Team Rubicon UK also advances citizenship and community development by offering volunteers opportunities to get involved in projects that meet the needs of communities in the United Kingdom. These projects are identified in cooperation with other voluntary organisations and the emergency services. In this way, Team Rubicon UK enables its volunteers to acquire and hone the necessary skills to carry out effective, practical disaster relief work.

### Membership

Through continued service, Team Rubicon seeks to provide veteran volunteers with three things often lost after leaving the military: a sense of purpose through participation in disaster relief; a sense of community from serving with others; and a feeling of self-worth. Through leadership development and other opportunities, Team Rubicon UK works to empower veterans to make the transition from military to civilian life.

### Training

Team Rubicon UK recruits, trains and equips volunteers so that it can deploy effective, nimble teams to areas affected by disaster. In addition, volunteers are encouraged to plan and conduct service projects in their own communities within the UK to promote teamwork and service to others. Team Rubicon UK also conducts service projects in areas outside the UK that are at risk from, or have previously been affected by, disasters.

In addition, Team Rubicon UK raises awareness of its activities and raises funds to cover the costs of recruiting, training and deploying volunteers in line with its charitable aims.

The trustees review the aims, objectives and activities of the charity each year. This report looks at achievements and outcomes during the reporting period. The trustees report on the success of each key activity, noting how Team Rubicon UK's operations have benefitted local populations. The review helps trustees ensure the charity's aims and activities remained focused on its stated purposes.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and when planning future activities. In particular, the trustees consider how planned activities will contribute to the objectives that have been set.

During the financial year 2016–17, Team Rubicon UK conducted, or took part in, 12 disaster relief operations, assessments or service projects. Nine of these were disaster relief operations outside the UK and three were international project assessments. Details are provided in the Achievements and Performance section below.

## Achievements and Performance

The charity's main activities are described below. All its charitable activities focus on disaster relief and are undertaken to further Team Rubicon UK's charitable purposes for the public benefit.

Team Rubicon UK was registered as a UK charity on 19 August 2015 following discussions between UK volunteers and Team Rubicon Global, whose role it is to set up Team Rubicon organisations around the world. Team Rubicon UK is based on the Team Rubicon USA model, which has become a very effective organisation since its inception in 2010.

Team Rubicon UK formed a board in the summer of 2015 and began to recruit a full-time staff in September 2015. A Director of Field Operations was appointed in October and a Chief Executive was appointed in November 2015. A consultant Director of Development was also taken on in November 2015 and this position was permanently filled in April 2016. Throughout this period, volunteers were deployed to operations and service projects in both the UK and abroad.

### Operations

- In March and April 2016, Team Rubicon UK supported an ongoing service project in the remote region of Gorkha, Nepal to rebuild a school that was destroyed during the 2015 earthquakes. HRH Prince Harry joined the team for a week during a private visit, giving a significant boost to Team Rubicon UK's profile.
- Volunteers from Team Rubicon UK rushed to Ecuador in April 2016 following a magnitude 7.8 earthquake that devastated the country's Pacific coast. The volunteers' main role was to provide medical support to affected communities.

- In June 2016, Team Rubicon UK partnered with Team Rubicon USA and Team Rubicon Canada to support residents affected by the Fort McMurray wildfires in Alberta, Canada. Around 88,000 people were evacuated from the area and 2,400 homes and buildings were destroyed. Volunteers sifted through potentially hazardous debris and ash to help residents recover precious items, photographed sites for insurance purposes and carried out incident management, among other tasks.
- Between August and December 2016, volunteers from Team Rubicon UK worked with members of Team Rubicon USA to conduct emergency medical operations in northern Greece to alleviate suffering among thousands of refugees and migrants. A team returned to Greece in March 2017 to support partner charity Dentaid in providing emergency dental care to refugees. Team Rubicon UK helped Dentaid with logistics and the day-to-day running of their teams of volunteer dentists and dental nurses.
- Team Rubicon UK assisted Team Rubicon USA with flood response and recovery efforts in Ascension Parish, Louisiana during August and September 2016. Team Rubicon UK's volunteers assessed damage, cleared out flooded buildings, removed debris and organised other volunteers.
- After a 6.2 magnitude earthquake struck Italy in August 2016, Team Rubicon UK sent a team of qualified medics to assist with immediate needs. It was decided that the local and national authorities did not need additional support so a main deployment was not initiated.
- In October 2016, Hurricane Matthew, the most powerful Caribbean hurricane in over a decade, ripped into southern Haiti. Team Rubicon UK launched Operation Trogon with international search and rescue charity Serve On, Haiti Communitere, Hope for Haiti and All Hands Volunteers to help affected communities. Volunteers cleared access routes to enable aid to reach residents, rebuilt four schools, repaired the roof of an orphanage and delivered 19 tonnes of food by air. This was a major operation for Team Rubicon UK, involving the deployment of 34 volunteers, sustained by hours of volunteer support in the UK.
- After Hurricane Otto struck Costa Rica in November 2016, Team Rubicon UK sent an assessment team to Upala and surrounding areas in the northwest to identify specific tasks and vulnerable locations. It was decided that the local and national authorities did not need additional support so a main deployment was not initiated.

Since the end of the financial year, Team Rubicon UK has sent volunteers to Cebu in the Philippines to assess a project to support a school that remained damaged after being hit during Typhoon Haiyan in 2013. Team Rubicon UK also deployed a team to Sri Lanka in June following flooding and landslides that affected around 440,000 people.

In September, Team Rubicon UK launched its biggest operation to date with the deployment of around 60 volunteers to the Caribbean in the wake of Hurricane Irma. Volunteers cleared roads, assessed wrecked buildings and established communications systems in collaboration with local

authorities and volunteers, and were in place in the British Virgin Islands and Turks and Caicos when a second devastating storm, Hurricane Maria, hit. Our volunteers helped residents storm-proof their weakened buildings and were on hand immediately after the second storm passed to start the clean-up. Officials have described the passage of two mammoth storms in such a short period of time – less than two weeks – as unprecedented and Team Rubicon's response was scaled up to meet the enormous needs.

### **Training**

During the year Team Rubicon UK ran nine Induction Courses for 197 volunteers, one Leadership Course for 20 volunteers and two International Operations Courses for 28 volunteers. Twenty-six volunteer instructors were also trained with the support of Team Rubicon Global.

### **Membership**

Through its critical and timely interventions at home and abroad, Team Rubicon UK provided its volunteers with meaningful and purposeful opportunities to serve others, fulfilling one of its key objectives. By the end of the financial year, 1,344 volunteers had signed up with Team Rubicon UK.

## **Financial Review**

Team Rubicon UK was awarded a £2.5m multi-year grant from the UK Treasury in July 2015. This money has been used to establish Team Rubicon UK and will build a sustainable and self-funding organisation over a three-year period. In August 2015, an initial drawdown of £500,000 was made and used to establish the charity, recruit key permanent staff and fund disaster relief operations and service projects. A further £1m was drawn down in the FY 2016–17 and a further £0.5m was drawn down at the beginning of the FY 2017–18. The remaining £0.5m grant is scheduled to be drawn down in financial year 2018–19.

Team Rubicon UK has benefited from significant gifts in kind and pro bono work during the reporting period and since the year-end including, but not limited to, strategic consultancy; flights; an advertising campaign; operational hardware; IT equipment; software systems; training; and office space and training areas. Of particular note was a large donation of quality office furniture from A+E Networks who also designed, filmed, produced and broadcast several public service films on behalf of Team Rubicon UK.

Team Rubicon UK's funding over the next few years is assured due to the remaining UK Treasury grant. A financial plan is in place to build fundraising capacity in parallel. Public and corporate donors as well as trusts and foundations are all planned sources of income.

## **Principal Risks and Uncertainties**

Key risks were identified and reviewed, including operational risks that could arise while teams are deployed. A Risk Register has been created and is regularly updated. Below is the list of principal risks for Team Rubicon UK as well as mitigating actions:

## Trustees' annual report

For the period ended 31 March 2017

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- Injury or serious incident involving volunteers or members of staff on operations. Action: training, implementation of serious incident procedures, insurance cover and deployment reviews.
- Loss of key funding (eg UK Treasury funds). Action: develop and deliver a fundraising plan across a broad range of donors and manage cost base to stay within available means.
- Data breach involving sensitive information. Action: use of trusted providers, data encryption and disciplined implementation of relevant policies and procedures.

## Reserves Policy

The Team Rubicon UK board policy for holding reserves is to target a level of reserves that represents six to nine months' core operating expenditure. With the UK Treasury grant, unrestricted cash reserves should remain well above this target for the foreseeable future. Cash reserves are monitored on a monthly basis and reported at each trustee board meeting. Should the level of cash reserves fall below the target level, trustees will be informed immediately. As of 31 March 2017 reserves stood at £511,787.

The trustees have noted that Team Rubicon Global has contingency funds that might be called upon in the event of emergency shortfalls.

## Future Plans

Team Rubicon UK plans to continue its growth in 2017–18 in line with the board-led strategic plan. The four key areas of development are:

- Raising the profile of Team Rubicon within the UK
- Recruiting and training volunteers
- Leading international and domestic disaster responses
- Developing fundraising streams to ensure long-term sustainability

Each area has seen significant progress since the end of the financial year with good media traction and the benefit of a pro bono advertising campaign, a threefold increase in volunteer membership, Team Rubicon UK leading its first international response in Haiti, and the development of a funding pipeline.

## Structure, Governance and Management

The organisation is a charitable company limited by guarantee, incorporated on 17 June 2015 and registered as a charity on 19 August 2015.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.



All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in Note 5 to the accounts.

Day-to-day operations are delegated to the Chief Executive and the Senior Management Team. Trustees meet four times a year and provide strategic direction and governance oversight.

All new trustees are provided with an induction pack, which includes the charity's Memorandum of Association, a statement of trustee roles and responsibilities, conflict of interest policy and relevant guidance from the Charity Commission. The Chair meets with each new trustee individually and a programme of support and training is available for new trustees.

## Appointment of Trustees

Initially, Team Rubicon UK trustees were selected and appointed by two members of the Team Rubicon Global Board of Trustees, based on suitability and commitment. Since then, the board has selected trustees based on their skills and experience so that there is a good professional and cultural fit.

## Related Parties and Relationships with other Organisations

Team Rubicon UK operates as an independent UK charity but is affiliated to Team Rubicon Global, which incubates, launches, oversees and enables Team Rubicon organisations in countries around the world. It helps them reach maturity and supports international deployments. Team Rubicon Global maintains brand control, shares stories, sets operating standards and maintains strategic international relationships.

Two of Team Rubicon UK's trustees (including the Chair) also serve as trustees on the Team Rubicon Global Board.

Team Rubicon UK made an initial payment to Team Rubicon Global for the right to use the brand and to receive toolkits, set-up training and advice. Annual payments are made to Team Rubicon Global for brand maintenance, international stakeholder management, international/multi-national deployment coordination, training and mentoring, and fundraising support.

## Remuneration Policy for Key Management Personnel

To be effective, Team Rubicon UK must attract and retain the right staff and reward good work. The board sets the Chief Executive's remuneration and other key management salaries are set by the Chief Executive in conjunction with the board, taking account of remuneration for similar roles within the sector. The board reviews remuneration annually as part of the annual budgeting process.

## Statement of Responsibilities of the Trustees

The trustees (who are also directors of Team Rubicon UK for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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 taking reasonable steps to prevent and detect fraud and other irregularities.

Insofar as the trustees are aware:

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

The trustees are responsible for 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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees as of 31 March 2017 was 9 (2016 – 8). The trustees are members of the charity but this only entitles them to voting rights. The trustees have no beneficial interest in the charity.

**Team Rubicon UK**

**Trustees' annual report**

**For the period ended 31 March 2017**

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## **Auditor**

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to act in that capacity.

The trustees' annual report has been approved by the trustees on 5 October 2017 and signed on their behalf by

A handwritten signature in black ink, appearing to be 'Nick Parker', with a large loop at the start and a long horizontal stroke at the end.

Sir Nick Parker  
Chair

## Independent auditor's report

To the members of

Team Rubicon UK

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### Opinion

We have audited the financial statements of Team Rubicon UK (the 'charitable company') for the year ended 31 March 2017 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

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

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for

## Independent auditor's report

To the members of

Team Rubicon UK

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the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

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

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

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

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

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine

## Independent auditor's report

To the members of

Team Rubicon UK

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is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

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

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are

## Independent auditor's report

To the members of

Team Rubicon UK

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required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Joanna Pittman (Senior statutory auditor)

9 October 2017

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Team Rubicon UK

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

For the year ended 31 March 2017

				12 months ended 31 March 2017 Total £	9 months ended 31 March 2016 Total £
	Note	Unrestricted £	Restricted £		
<b>Income from:</b>					
Donations	2	1,069,542	72,844	1,142,386	512,514
Other trading activities		1,924	-	1,924	-
Investments		4,394	-	4,394	-
<b>Total income</b>		<b>1,075,860</b>	<b>72,844</b>	<b>1,148,704</b>	<b>512,514</b>
<b>Expenditure on:</b>					
Raising funds	3	178,748	-	178,748	22,611
Charitable activities					
Operations	3	310,711	63,724	374,435	224,747
Volunteer training	3	178,288	-	178,288	20,169
Membership	3	111,775	9,120	120,895	20,257
<b>Total expenditure</b>		<b>779,522</b>	<b>72,844</b>	<b>852,366</b>	<b>287,784</b>
<b>Net income for the period</b>	4	<b>296,338</b>	<b>-</b>	<b>296,338</b>	<b>224,730</b>
<b>Net income before other recognised gains and losses</b>		<b>296,338</b>	<b>-</b>	<b>296,338</b>	<b>224,730</b>
Foreign exchange gains / (losses)		(9,281)	-	(9,281)	-
<b>Net movement in funds</b>		<b>287,057</b>	<b>-</b>	<b>287,057</b>	<b>224,730</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		224,730	-	224,730	-
<b>Total funds carried forward</b>		<b>511,787</b>	<b>-</b>	<b>511,787</b>	<b>224,730</b>

All of the above results are derived from continuing activities. All income and expenditure for the 9 month period to 31 March 2016 was unrestricted. There were no other recognised gains or losses other than those stated above. All movements in funds are disclosed in note 12.



**Team Rubicon UK**

**Balance sheet**

Company no. 09644561

**As at 31 March 2017**

	Note	£	2017 £	£	2016 £
<b>Fixed assets:</b>					
Tangible assets	9		<b>37,028</b>		<b>8,034</b>
			<b>37,028</b>		<b>8,034</b>
<b>Current assets:</b>					
Debtors	10	42,466		12,244	
Cash at bank and in hand		<b>536,436</b>		<b>280,193</b>	
		<b>578,902</b>		<b>292,437</b>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	11	<b>(104,143)</b>		<b>(75,741)</b>	
<b>Net current assets</b>			<b>474,759</b>		<b>216,696</b>
<b>Total assets less current liabilities</b>			<b>511,787</b>		<b>224,730</b>
<b>Total net assets</b>			<b>511,787</b>		<b>224,730</b>
<b>The funds of the charity:</b>					
Total unrestricted funds			<b>511,787</b>		<b>224,730</b>
<b>Total charity funds</b>	12		<b>511,787</b>		<b>224,730</b>

Approved by the trustees on 5 October 2017 and signed on their behalf by



Sir Nick Parker  
Chair

## Statement of cash flows

For the year ended 31 March 2017

	Note	2017 £	2016 £
Cash flows from operating activities			
Net cash provided by operating activities	a.	300,554	288,976
Cash flows from investing activities:			
Purchase of fixed assets		(35,030)	(8,783)
Net cash used in investing activities		(35,030)	(8,783)
Change in cash and cash equivalents in the period		265,524	280,193
Cash and cash equivalents at the beginning of the period		280,193	-
Change in cash and cash equivalents due to exchange rate movements		(9,281)	-
Cash and cash equivalents at the end of the period		536,436	280,193

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

	2017 £	2016 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	296,338	224,730
Depreciation charges	6,036	749
Increase in debtors	(30,222)	(12,244)
(Decrease)/Increase in creditors	28,402	75,741
Net cash provided by operating activities	300,554	288,976

**1 Accounting policies**

**a) Statutory information**

Team Rubicon UK is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Chilmark, Salisbury SP3 5DU.

**b) 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 applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised; more information on their contribution is contained in the trustees' annual report.

Where recognised, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**1 Accounting policies (continued)**

**h) Fund accounting**

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

Unrestricted funds are donations and other incoming resources received or generated for charitable purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inviting third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of conducting operations, training military veterans and other membership activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on the ratio of direct costs attributable to each activity

● Cost of raising funds	22%
● Operations	41%
● Volunteer training	22%
● Membership	15%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**k) Tangible fixed assets**

Items of equipment with an expected life of more than one year are capitalised where the purchase price exceeds £250. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Computer equipment	4 years
● Motor Vehicles	4 years
● Fixtures and Fittings	4 years

## Notes to the financial statements

For the year ended 31 March 2017

**1 Accounting policies (continued)****l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**m) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**n) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**o) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**p) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**q) Pensions**

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

**2 Income from donations and legacies**

			12 months ended 31 March 2017 Total £	9 months ended 31 March 2016 Total £
	Unrestricted £	Restricted £		
Grant from HM Treasury	1,000,000	–	1,000,000	500,000
Other grants	26,711	59,230	85,941	–
Big Lottery Fund	–	9,120	9,120	–
Individual donations	42,831	4,494	47,325	12,514
	<u>1,069,542</u>	<u>72,844</u>	<u>1,142,386</u>	<u>512,514</u>

All income received for the period ended 31 March 2016 was unrestricted.

Team Rubicon UK

Notes to the financial statements

For the year ended 31 March 2017

3 Analysis of expenditure

	Charitable activities					12 months	9 Months
	Cost of raising funds £	Operations £	Volunteer training £	Membership £	Governance costs £	ended 31 March 2017 Total £	ended 31 March 2016 Total £
Staff costs (Note 5)	123,722	100,961	80,353	80,354	15,075	400,465	122,692
Other staff costs	348	3,382	946	1,542	810	7,028	4,041
Payment to Team Rubicon Global	-	54,230	-	-	-	54,230	52,109
Project costs	-	55,115	17,532	5,792	95	78,534	28,236
Direct fundraising costs	28,022	-	-	-	-	28,022	466
Consultancy	3,387	7,249	2,645	6,220	-	19,501	152
Depreciation	676	5,163	98	98	-	6,035	749
Insurance	265	10,903	8,312	561	448	20,489	3,496
Legal and professional fees	2,158	7,708	3,188	2,254	11,192	26,500	30,880
Office costs	10,757	35,588	53,882	19,138	80	119,445	6,743
Travel	3,312	81,356	5,246	809	1,394	92,117	38,220
	172,647	361,655	172,202	116,768	29,094	852,366	287,784
Governance costs	6,101	12,780	6,086	4,127	(29,094)	-	-
<b>Total expenditure 2017</b>	<b>178,748</b>	<b>374,435</b>	<b>178,288</b>	<b>120,895</b>	<b>-</b>	<b>852,366</b>	<b>287,784</b>
<b>Total expenditure 2016</b>	<b>22,611</b>	<b>224,747</b>	<b>20,169</b>	<b>20,257</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Notes to the financial statements

For the year ended 31 March 2017

**4 Net income for the period**

This is stated after charging / (crediting):

	2017 £	2016 £
Depreciation	6,036	749
Auditors' remuneration (excluding VAT):		
Audit	7,500	7,500
Other services	500	1,500
	<u>          </u>	<u>          </u>

**5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

	12 months ended 31 March 2017 £	9 months ended 31 March 2016 £
Staff costs were as follows:		
Salaries and wages	340,525	54,070
Social security costs	34,816	4,902
Contractors	5,847	60,476
Employer's contribution to defined contribution pension schemes	19,277	3,244
	<u>400,465</u>	<u>122,692</u>

One employee earned between £70,000 – £80,000 during the period (2015 – none). Employer pension scheme contributions for this member of staff were equal to £4,500.

The total employee benefits including pension contributions of the key management personnel were £178,549 (2016: £57,314).

The charity trustees were not paid and did not receive any other employment benefits from the charity in the year. No charity trustee received payment for professional or other services supplied to the charity.

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £891 (2016: £1,057) incurred by one (2016: one) trustee relating to carrying out charity business as well as attendance at meetings of the trustees.

**6 Staff numbers**

The number of staff employed at the end of the year was 9 (2016: 2). The average number of employees (head count based on number of staff employed) during the year was 8.3 (2016: 1.1.)

## Notes to the financial statements

For the year ended 31 March 2017

**7 Related party transactions**

Team Rubicon Global is considered to be a related party as two of Team Rubicon UK's Trustees also sit as Trustees on the Team Rubicon Global Board

As disclosed in note 3 to the accounts, Team Rubicon UK made an initial payment to Team Rubicon Global for the right to use the brand and to receive toolkits, set-up training, and advice. Annual payments are made to Team Rubicon Global for brand maintenance, international stakeholder management, international/multi-national deployment coordination, training and mentoring, and support to fundraising.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

**8 Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**9 Tangible fixed assets**

	Motor Vehicles £	Fixtures & Fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At the start of the year	–	–	8,783	8,783
Additions in year	9,370	260	25,400	35,030
At the end of the year	9,370	260	34,183	43,813
<b>Depreciation</b>				
At the start of the year	–	–	749	749
Charge for the year	754	33	5,249	6,036
At the end of the year	754	33	5,998	6,785
<b>Net book value</b>				
At the end of the year	8,616	227	28,185	37,028
At the start of the year	–	–	8,034	8,034

All of the above assets are used for charitable purposes.

**10 Debtors**

	2017 £	2016 £
Other debtors	15,500	1,705
Prepayments	26,966	10,539
	<b>42,466</b>	<b>12,244</b>



## Notes to the financial statements

For the year ended 31 March 2017

## 11 Creditors: amounts falling due within one year

	2017 £	2016 £
Trade creditors	14,974	1,404
Taxation and social security	12,326	-
Other creditors	6,415	52,109
Accruals	70,428	22,228
	<u>104,143</u>	<u>75,741</u>

## 12 Movements in funds (current year)

	At 1 April 2016 £	Income & gains £	Expenditure & losses £	At 31 March 2017 £
<b>Restricted funds:</b>				
Awards for All (Big Lottery Fund)	-	9,120	(9,120)	-
Operations	-	63,724	(63,724)	-
<b>Total restricted funds</b>	<u>-</u>	<u>72,844</u>	<u>(72,844)</u>	<u>-</u>
<b>Unrestricted general funds</b>	<u>224,730</u>	<u>1,075,860</u>	<u>(788,803)</u>	<u>511,787</u>
<b>Total funds</b>	<u>224,730</u>	<u>1,148,704</u>	<u>(861,647)</u>	<u>511,787</u>

**Purposes of restricted funds**

Team Rubicon UK received restricted funds from several sources during the financial year:

Awards for All (Big Lottery Fund) – For gazebo, signs, tables, electrical equipment and jackets to use in membership recruitment.

**Operations:**

- Team Rubicon Global – For Hurricane Matthew Haiti response.
- Schultz Family Foundation – For Hurricane Matthew Haiti response.
- Walter Guinness Trust – For vehicle to use in training and operations.
- Periquizathon – For Hurricane Matthew Haiti response.
- The Rotary Club of Banbury – For Hurricane Matthew Haiti response.
- Independent Donation – For Nepal response.
- Kilpatrick Fraser Charitable Trust – For Uganda response.

Notes to the financial statements

For the year ended 31 March 2017

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**13 Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property 2017 £	2016 £
Less than one year	55,000	–
One to five years	220,000	–
	<u>275,000</u>	<u>–</u>

**14 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.