

**Comic
Relief
Annual
Report
and
Accounts
2016/17**

**“IT’S GREAT TO
SEE HOW COMIC
RELIEF GRANTS
ARE HELPING
PEOPLE COPE
WITH INCREDIBLE
HARDSHIP AND
TURN THEIR LIVES
AROUND.”**

Liz Warner
Chief Executive
Comic Relief

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Who we are and why we're here

Inspiration Perspiration Innovation

When Comic Relief was launched more than 30 years ago on Christmas Day 1985, it first came to you via satellite from a refugee camp in Sudan. People were arriving there in their thousands, fleeing a famine that was devastating neighbouring Ethiopia.

From the start we were clear about what we wanted to do: to help these and other people in desperate need by raising a laugh to raise money for funding projects that would have a real and lasting impact.

Three years later, Red Nose Day was born, followed in 2002 by Sport Relief – getting people to get active and raise money to help us move closer towards one day achieving our vision of ‘a just world, free from poverty’.

The two campaigns now run on alternate years. So in 2017, we had Red Nose Day, with Sport Relief coming back in March 2018.

The serious business behind the fun

Over the years, together with our partners and supporters, we've walked, run, sung, danced, swum, made jokes, films and videos, played sports and rock'n'roll, run rapids, worn silly hats and red socks, and any number of red noses.

And thanks to people's innate generosity, all this fun and frivolity has generated well over a billion pounds to provide serious help in areas as diverse as mental health and malaria, domestic violence and dementia, HIV and homelessness, land rights and rights for disabled people.

The humour starts the conversation, the entertainment interacts with the issues and, as well as raising money, helps us raise awareness of some of the most important problems facing the world today.

Comic Relief is helping ensure a better future for children and young people, helping empower young women and girls, contributing to the health and well-being of vulnerable and disadvantaged people, and to building stronger communities in areas of poverty and deprivation, both in the UK and abroad.

Always innovating. Never standing still

Successful as Comic Relief has been, we can never stand still. We must never be part of the establishment. Never stop innovating. Nor can we rest while some of the world's biggest problems continue to damage and destroy people's lives.

So we will continue to learn, to find the best partners, use new platforms and new media, and create new and compelling ways of telling the stories of the people we work with.

We're building new relationships with a new generation, and helping discover better solutions for troubles that are evolving all the time.

To do these things effectively, we have to constantly push ourselves, and be bold, fresh and creative – inspiring people to keep supporting us, not only by giving us money, but by lending their voices to help make the positive changes that we want to see happen.

**Our thanks
to everyone
who helps**



Highlights

The best of another good year

£82.1m

Our most digitally driven Red Nose Day ever raised an incredible £82.1m.

\$40m

The third Red Nose Day in the USA raised over \$40m for Comic Relief Inc. and we held the first ever Red Nose Day in China.

Core strength programme

We launched our new 'Core Strength' programme to support small UK-based charities in delivering vital work in communities around the country.

374 new projects

In total, we were able to fund 374 new projects in the UK and around the world that are helping more and more people turn their lives around.

Community Mental Health Matters initiative

Building on our experience of funding mental health projects in the UK, we launched our 'Community Mental Health Matters' initiative, making grants in Malawi, Sierra Leone, Tanzania and Zimbabwe.

1382 small grants

And 1382 small grants were awarded on our behalf by UK Community Foundations (UKCF).

Chief Executive's Review

“Above all, we have an absolute duty to both those we raise money from, and those we seek to help, to constantly improve, innovate and keep one step ahead of the changing world around us.”

The next chapter. A new generation

When I arrived at the beginning of October 2016, I knew that I was taking on a truly extraordinary challenge and one that came with a significant responsibility – that of leading a much loved British institution into a new era.

The first thing I needed to do was to learn as much as I could about Comic Relief, the people we work with and the projects we fund. So I spent my first six months speaking to hundreds of people, visiting projects we fund and watching the organisation deliver Red Nose Day 2017. It was an inspiring process.

Watching Red Nose Day take shape from the inside was fascinating. It was great to see the dedication of the team here – working hand in hand with our incredible colleagues at the BBC, as well as our commercial partners at British Airways, Sainsbury's, TK Maxx/TJX and many others. 2017 was never going to be an easy year to raise money, but the £82.1m the campaign generated is an astounding total and a fantastic achievement.

The more so, because this was our most pioneering and digital campaign ever – introducing a whole new series of online comedy sketches, testing new social media platforms and running a series of live gigs around the country to showcase new comedy talent.

Great projects, great, great people

Equally inspiring were the visits I made to Comic Relief funded projects all around the UK and also in East Africa. It's great to see how Comic Relief grants are helping people cope with incredible hardship and turn their lives around.

I was particularly proud to see how the money we raise in the UK is helping small mining communities in Uganda work in safer conditions, get better access to training and education, and have a stronger voice in their supply chain through the Fairtrade Foundation.

It was also great to see how Comic Relief is working all year round to raise the profile of some really major issues. Our relationships with companies like GSK are fantastic examples of how the charity and commercial sectors can come together to help inspire a step change in the fight against a major global problem – in this case, malaria.

In April 2017, I was privileged to attend 'The Great Debate' – an event we held in London with the Bill & Melinda Gates Foundation and Debate Mate – where school children from around the country discussed some of the biggest issues facing their generation.

A few weeks later I attended the Queen's Young Leaders awards ceremony, which celebrates the amazing work of inspiring young people from across the Commonwealth. Seeing the passion and commitment at both these events was a vital reminder of how important it is to tap into the energy and talent of this and the next generation.



Liz Warner
Chief Executive
Comic Relief

Building, improving, evolving

These are all significant achievements and reflections of a year that everyone involved with Comic Relief can rightly be proud of.

The task we now face is to ensure that we are able to build on all our success to date. We need to continue developing compelling content that inspires people to care about the issues we tackle, delivering really exciting campaigns to raise the money we need, and making sure that our investment in life-changing projects through our grants work has the biggest possible impact.

Above all, we have an absolute duty to both those we raise money from, and those we aim to help, to constantly improve, reviewing how we work so that we are as agile and effective as possible, innovating, and keeping one step ahead of the changing world around us. It's essential that we rise to these challenges.

Standing still can never be an option for Comic Relief. So in the year ahead, we will drive this evolution forward – using technology, embracing mobile and digital opportunities, finding new ways of giving, new platforms to engage people, and new tools to connect people with those who need help most.

Change on this scale can sometimes be a daunting process, but thanks to the amazing efforts of the whole team at Comic Relief, along with the support from our partners and the enduring generosity of the public, we are starting this next chapter in our development from a position of strength and confidence.



“I spent my first six months speaking to hundreds of people, visiting projects we fund and watching the organisation deliver Red Nose Day 2017. It was an inspiring process.”

Chair's Report

“The environment Comic Relief operates in is changing faster than we could have imagined at the start of this decade. In the face of this, the £82.1 million raised by UK Red Nose Day 2017 is a great achievement.”

Tough lives, hard work, hope and achievement

This has been a significant year for Comic Relief, which has helped to lay vitally important foundations for the charity's future growth and development.

Under the leadership of our new Chief Executive, Liz Warner, we have continued the process of transforming how we work, making sure that we are able to respond to the challenges of a changing world and continue to make a real difference in the lives of the people we aim to help.

Addressing change and complexity

The environment Comic Relief operates in is changing faster than we could have imagined at the start of this decade. Media and news consumption is radically different, with traditional TV channels and media outlets no longer enjoying the audience figures of the past. As an organisation that traditionally has relied on these channels to deliver our campaigns and raise money, this is a real challenge to how we operate.

At the same time, the issues we're addressing are becoming ever more complex – presenting both challenges and opportunities. Although extreme poverty has fallen around the world, for millions of people it remains a brutal and

often inescapable reality. New problems emerge as the wealth created by economic development is distributed unevenly and erratically. And here in the UK, we are seeing increasing social marginalisation and a rising tide of people living really tough lives.

Many organisations in the charity sector are struggling with these issues and the competition for funding is harder than ever. In the face of this, the £82.1m raised by UK Red Nose Day 2017 is a great achievement, and one that means Comic Relief can continue to fund vital work that helps people both in the UK and around the world.



Tim Davie
Chair
Comic Relief

Progress we can be proud of

This is something that all the staff at Comic Relief should be proud of, along with the important strides we've made to respond to our challenges and ensure that the organisation is fit for the future. As always, none of this would have been possible without the sustained support we get from our corporate partners and above all, the huge generosity of the people who get behind our campaigns.

Thanks to their support, this report is full of evidence of innovation, growth and development, not to mention some really positive examples of the brilliant projects Comic Relief funds. I'm immensely proud of the progress this represents and the hard work of all the people who made it possible.

Our strategic report

A brief look at how Comic Relief works, a review of our achievements and performance in 2016/17, and a summary of our objectives for the coming year.

How Comic Relief works

In determining our grant making strategies and the general administration of the charity, the Trustees pay due regard to the guidance of the Charity Commission, particularly in relation to public benefit. Comic Relief seeks to spend its money effectively and professionally.

The money is typically allocated over a two-year period through a series of grant making rounds. Grants last for between one and five years. We make lots of different types of grants: some with a large and strategic ambition to make really long term change, and others which are small, highly focused and carefully tailored to specific situations.

Some are open for organisations to apply for. With others, we approach projects that we know are doing great work. Comic Relief has rigorous systems to make sure it is funding projects that will make a significant difference in the UK and in some of the world's poorest communities.

While Comic Relief is working to allocate money, the funds are held in carefully chosen investments, in line with our investment policy on page 52. The return on these investments goes towards paying the costs of Comic Relief's fundraising campaigns and other running costs, meaning that these costs are not paid out of money donated directly by the public.

The money raised during one Red Nose Day campaign is typically allocated by Comic Relief to charities and social change organisations before the next Red Nose Day two years later. The same approach is used for Sport Relief.

For more details about how Comic Relief is run, please see the Financial Review section on page 50.

An analysis of grants by programme area is shown in note 6 of the financial statements.

Our priorities and objectives

Our priorities and objectives for 2016/2017 were set out in last year's Trustees' Annual Report and were as follows:

1

Red Nose Day

To have a successful Red Nose Day 2017 with comedy at its core, and create our most digital campaign to date.

2

Sport Relief

Begin planning for Sport Relief 2018, using the hook of fitness and self-improvement as a motivator for people to get involved and help others.

3

Grant making

Use our grants strategy to enable us to make impactful grants that make measurable change in the communities we aim to help, both in the UK and around the world.

4

Global focus

Continue to explore opportunities for Red Nose Day internationally, harnessing the power of global communications to achieve maximum impact.

5

Transforming

Keep evolving the organisation to ensure that it is modern and forward looking and has digital at its heart.

Our achievements and performance

How we performed against our priorities and objectives:

Red Nose Day 2017

Red Nose Day 2017 saw many challenges and highlights with a final campaign total of £82.1 million. Despite a decline in the total amount raised from the previous Red Nose Day campaign in 2015, this was our most digital campaign to date, with new initiatives driving awareness around the causes we support and attracting a new audience.

Highlights included the Red Nose Convoy, which saw comedians travel from Kenya to Uganda to deliver welcome supplies to Comic Relief funded projects and see first hand how the money raised by the public is changing lives.

After Dermot O'Leary's successful dance marathon at 2015's Red Nose Day, Sara Cox's 'Sounds of the 80s Danceathon' saw her dance non-stop for 24 hours, raising over £1.2m. 'Let's Sing & Dance for Comic Relief', hosted by Sue Perkins and Mel Giedroyc, entertained a family audience over several weeks.

The live night of BBC television coverage achieved a peak audience of 8.07m, while the introduction of a new £20 text message donation proved popular and helped ensure that the programme once again drove significant contributions.

Determinedly digital

For the 2017 campaign, we used more digital platforms than ever before. For the first time, a Facebook Live event took place before the 'Night of Television', which was watched by 1.1 million people, attracting a new, younger audience. We also partnered with Snapchat to produce a live story, featuring the best of Red Nose Day 2017 that attracted over 700,000 views.

'RedOut' was a groundbreaking social media takeover that saw YouTubers and other influencers actively stop posting videos and instead help raise the alarm about the challenges faced by vulnerable young people – and this became the No.1 UK trend on the day with 35,000 Twitter posts using the #redout hashtag.

Fantastic support

Comic Relief's funding partners, including the Big Lottery Fund, the Bill & Melinda Gates Foundation, the Queen Elizabeth Diamond Jubilee Trust, GSK and the Scottish Government, also made generous contributions to the overall total.

And once again we saw good levels of public participation in the campaign, with over 1 million donations and 10 million pieces of merchandise purchased. 18,110 schools and nurseries and 22,994 individuals fundraised, and across our corporate partners, over 180,000 staff members were involved in employee fundraising. Thank you all. It was fantastic achievement.

"All the silly nonsense of Red Nose Day is about the serious business of helping people change their lives."

Billy Connolly



Sport Relief 2018

Planning for Sport Relief 2018 began in earnest after the Red Nose Day campaign was over, building on the proposition 'Making Lives Better, Starting with Your Own'. We captured this thought in the end line 'Whatever Moves You', which was well received in research groups, with the double meaning communicating clearly and creating a feeling of inclusivity.

Sport Relief 2018 is still all about getting active, raising money and changing lives, but we recognise that people like to take part in their own way and in their own time. And technology helps make this possible.

Sport Relief is famous for our amazing celebrity challenges, but this has led some people to donate and be entertained, but not be inspired to get active themselves. So this year we're setting the nation its very own challenge – to do over a billion steps a day during Sport Relief week.

People can join in by downloading the Sport Relief app, which includes exclusive celebrity content and challenges to encourage people to support the campaign, get active themselves, raise money and challenge their friends to get involved too.

We're also encouraging schools to team up with 'the Daily Mile' to get pupils active throughout the week, with teachers adding their school's steps via the web to contribute towards the national challenge.

Corporate partners include Sainsbury's, BT, British Airways, England Rugby, Premier League, NFL, Sport England, Albert Bartlett and Voltarol. Our thanks again to everyone.



“Whatever moves you”

Ayanda Johannesburg, South Africa

“This thing in your mind tells you – you can do it.”

When you're nine years old and living in one of the world's most dangerous cities, just walking to and from school can be fraught with danger – from cars driven badly to men living rough on the streets trying to grab you and your friends.

Ayanda doesn't have any contact with her father. Her mum works long hours. And it's rare that mum or Ayanda's elder sister have time to help her with her homework. But for Ayanda, things changed for the better when she joined 'Skateistan', a skateboarding and out-of-school programme supported by Comic Relief.

Mentored and cared for till mum gets home, she's worked really hard, learned life skills, as well as board skills, and her mum is amazed at how well she's doing with her homework and lessons at school. "Here," says Ayanda, "they teach us about things I never learnt".

“I would say just keep trying till you can. Try and try until you get it.”

“From The Ground Up means you can use your own experience of homelessness and make it a positive thing, focusing on a problem that you want to tackle.”

Julz London

“Homeless people have stories to tell and it’s so important that we get to tell them.”

Groundswell is a charity supported by Comic Relief that helps homeless and vulnerable people take control of their lives, and in collaboration with *the pavement*, the magazine for the UK’s rough sleepers, it runs a project called ‘From The Ground Up’.

FTGU is designed to give people who’ve been homeless the opportunity and training to report on the issues that matter to homeless people, and work to identify solutions. They do this by taking their findings direct to service staff, policy makers and people experiencing homelessness to help bring about change. Here’s the story of one of their ‘peer journalists’, Julz Watt:

“I’ve always been interested in writing, but have never had the opportunity to do anything about it. From The Ground Up brought together people who had all been homeless for a training programme led by experienced journalists and researchers.

They taught us the skills to identify the issues and dig below the surface to see the causes. We learnt interviewing techniques, spoke to people affected by homelessness, chose topics and went on to explore the story, working with editors to create finished articles for *the pavement*, the rough sleepers’ magazine.

I explored how the law on squatting has changed – it’s having a big impact and effectively criminalising people for finding shelter. So there are a lot of people who are in a tough situation that has been made tougher. I squatted for many years and having been there myself made it easier to engage with people.

Getting an insight into the workings of journalism was great – we even went on a trip to The Guardian to see a newspaper office in action – and at the end of the project, we ran a ‘dual diagnosis’ event that brought homeless people together with people from different homelessness, drug and alcohol support services to share perspectives and problems, and how to address them.

By being there, I felt that I was representing people who have an issue and had a chance to do something about it. By expressing yourself and having a voice, you grow as an individual – and with more projects like this, homeless people can stop being a problem and start to be part of the solution.”

Grant making

Hundreds of grants, worth over £70 million

Comic Relief uses the money we raise to make grants to projects and initiatives that aim to tackle poverty and injustice here in the UK and around the world.

In 2016-17:

Over £74.4m

We made grants totalling over £74.4m, see note 6 on page 75 for more detail.

Over 2900

Assessed over 2900 grant applications and funding proposals.

250 & 124

Approved 250 new UK and 124 new international grants.

1000s

Had thousands more assessed by UK Community Foundations (UKCF).

1382

And UKCF awarded 1382 small grants on our behalf.

Our grants strategy

To help us pursue our vision of a just world, free from poverty, all the grants we make through our current strategy are focused on at least one of the following priorities:

1. Investing in children and young people to be ready for the future

2. Empowering women and girls to be free to lead the lives they choose

3. Improving the health and well-being of vulnerable and disadvantaged people

4. Building stronger communities in areas of disadvantage, deprivation and poverty

In addition to these priorities, our approach to grant making is driven by an ambition to take an increasingly global approach to challenges that cut across different regions and demographics, a strong focus on using new technologies and innovative solutions that could have a transformational impact, collaborating with new partners to ensure we have the biggest possible impact and giving the people we seek to help an ever stronger voice in shaping the work we fund.

Since July 2016, our grants strategy has embraced both UK and international grant making, and works alongside the United Nations' Sustainable Development Goals. (Agreed by 193 world leaders in September 2015, these 17 goals – if met – will mean an end to extreme poverty, a reduction in inequality and urgent action on climate change by 2030. Each goal has specific targets to be achieved over 15 years.)

This strategy has allowed us to be more agile and proactive, with a focus on developing innovative solutions that use new technology and helping us ensure that the people we want to help are put at the heart of the work we fund.

In line with this, we have also streamlined application processes to make them more user friendly for prospective partners.

These moves are part of an ongoing process to make sure that the money we raise is used as effectively as possible. We are always looking at new ways to create the biggest possible impact in supporting vital projects and helping drive social change.

Our impact in numbers 2016-2017

During the past year, we've helped over 1.1 million people in the UK and more than 8.4 million internationally, in some of the world's poorest communities.

Over 1.1 million people in the UK



Comic Relief has helped support over **113,000** people affected by domestic violence to avoid or leave abusive relationships, both through funded projects and our support for the National Domestic Violence Helpline.



We've helped more than **543,000** people experiencing financial and material poverty to gain specialist advice and support.



And we've helped support over **14,000** older people affected by or at risk of elder abuse.

Over 8.4 million internationally



We've helped more than **900,000** people with malaria access the appropriate antimalarial treatment.



We've helped over **512,000** children go to school and receive an education.



And we've helped over **116,000** people to access improved sanitation facilities.

"Helping children and young people, women and girls, vulnerable and disadvantaged people, and deprived communities – a total of more than 9.5 million people in the UK, Africa and elsewhere."

A global approach

Helping support disadvantaged and vulnerable people wherever they are and however they got there

Comic Relief has a global approach. Global in the sense that the people and issues we aim to address are, in one way or another, present in all societies, wherever you go in the world. Specific circumstances may be different, as may be the personal, social or political routes that led people to disadvantage.

Comic Relief views everyone equally and, increasingly, we are able to build on our experience and learning in one situation or country and apply them in another, as well as helping deal with unexpected and international events and movements of people. With every year that passes, we are building skills and knowledge, and finding new and more effective ways to use our funding.

“Once the counselling came in, I was back on it with my son and very hands-on. I felt that I’d caught up.”



Sacha Bristol

“I found out my partner was pregnant and at the same time, I found out that my cousin had cancer.”

For Sacha, fatherhood coinciding with a terminal diagnosis for a cousin who was ‘like his twin brother’ felt like two huge pressures. His cousin died when his son was two weeks old and while friends and family told him what a great father he’d be, he says he ‘felt like a zombie’.

In the following months, he lost his job as a mental health support worker and split up with his partner, his grandad died and his family worried he was suicidal.

The turning point came when he approached ‘The Harbour’, an organisation that uses money raised by Sport Relief to provide counselling and psychotherapy services for adults affected by life-threatening illnesses, their loved ones and carers.

Sacha says counselling helped straighten out ‘the mess in his mind’, which felt ‘like a snow globe shaken all over the place’. He feels stronger now and has a great bond with his son.

Sacha wants to tell his story, in part, because as a black man, he feels that his community doesn’t always seek counselling for issues like this and hopes that his experience might motivate other people who are struggling as he did to come forward and get the help they need.

A global approach

I Define Me!

In 2016, we launched our first grant initiative that worked both in the UK and internationally. Called 'I Define Me!', it addresses the issues faced by girls and young women associated with gangs in a range of different places and contexts.

In all, we made grants to nine different organisations in Birmingham, London, Wolverhampton, Cape Town and Bogota that will work collaboratively throughout the period of their grants.

The initiative was launched in February 2016 at a four-day workshop in London, with all the grantees and partners creating a common learning agenda.

Individual projects are already seeing successes, with some securing additional funding for their work, and interventions increasing thanks to high levels of interest from other statutory and civil society bodies.

Time to Change

2017 marked the 10th anniversary of 'Time to Change', a growing movement led by Mind and Rethink, designed to change how we all think and act about mental health.

Comic Relief has supported the campaign since it launched, with the biggest continuous commitment we've ever made in the UK – six grants worth a total of £14.5m. Other supporters include the Big Lottery Fund and the Department of Health.

The campaign has been very successful, establishing a strong online presence among thousands of employers, schools and community groups, with research indicating a significant change in public attitudes and behaviour towards people with mental health problems.

In England, 4.1 million people have improved attitudes. Fewer people with problems are experiencing discrimination. When they do, it's happening less often and in fewer areas of their lives, and importantly, more are taking leading roles in championing change.

We've supported similar campaigns in Northern Ireland, Scotland and Wales, all making good progress, and we'll continue to support work in all four countries, helping to change attitudes across the whole community.

Supporting refugees

The growing number of refugees arriving in Europe since 2015 has put great pressure on services and organisations that support people seeking asylum or fleeing war, conflict and extreme poverty in their home countries.

There have been particular problems in the infamous 'Jungle' refugee camp in Calais, with a number of unaccompanied minors going missing or worse, as desperate children attempted to reach the UK illegally.

We responded quickly to this and made two emergency grants to 'Safe Passage' and 'Help Refugees' to help children and young people on site, and those with a legal right to join family in the UK to get here safely. Our early support encouraged other funders to come on board.

In October 2016, nine volunteers from Comic Relief acted as 'responsible adults' to welcome children arriving. They spent a day with them, so they had a friendly face alongside them while they were being assessed by the Home Office, making sure that they had medical checks and helping them feel that they were finally safe and welcome.

One in four people will have a mental health issue in any given year in the UK.

Mental health in Africa

Building on the success of Time to Change we launched our 'Community Mental Health Matters' initiative, making grants in Malawi, Sierra Leone, Tanzania and Zimbabwe. All designed to support communities with limited resources and potential for learning.

We also sponsored the launch of the Mental Health Users' Network at the 5th Global Mental Health Summit in Johannesburg in February 2018, and are continuing to sponsor its ongoing costs.

Nine out of ten people with mental health problems in the UK experience stigma and discrimination.

Suicide respite

As well as national campaigns, we also support work on the ground. One such project, 'Maytree', runs a Suicide Respite Centre – the only one of its kind in the UK. The centre offers short stays for people in crisis, safe and secure, with a chance to rest, reflect and be heard without judgment. People from all over the country come here, and 93% of those who've been helped continue to attend and have reduced thoughts of suicide within two weeks of their stay.

The British Refugee Council

Comic Relief helps fund the British Refugee Council (BRC) in providing support for children whose status as minors has been doubted when they've sought asylum in the UK – often after fleeing their home countries to escape war, terror, persecution and abuse. The BRC has helped make sure that children have their age correctly assessed and are able to access the full range of support services that they are entitled to.

BRC has also successfully challenged aspects of the government's policy and practice, including detaining children in Immigration Removal Centres pending age assessment, and the visual assessment of age by untrained immigration officials. These changes have helped create a fairer, more humane age assessment process, resulting in the number of detained children dramatically declining in the last 12 months, and indirectly benefiting hundreds more children in years ahead.

Nearly half of adults think that they have had a diagnosable mental health condition at some point in their life.

Mental Health Foundation

Responding to major events

Emergency funding

Comic Relief is not a humanitarian disaster response agency. But in the event of major emergencies, we will always explore whether there are opportunities for us to offer help and support in emerging crises, especially when these affect the people and communities that we are already working with.

There have been a number of such moments in the past year – in addition to the refugee crisis – where we have been able to offer meaningful help.

The Grenfell Tower fire

Along with the whole of the country, we were shocked by the tragic fire at the Grenfell Tower in West London in June 2017, which took the lives of 71 people.

The tragedy was especially poignant for many of our staff because one of the schools close to the tower had taken part in the Big Debate event we held in April. Among the victims was Firdaws Hashim, who'd won a prize for being one of the best speakers at the event.

In the wake of the fire, Comic Relief staff worked with organisations in the local area to help allocate some of the money raised to support the families and communities affected, and we also worked with the singer, Adele, to support the fundraising activity at her concerts in London in the summer of 2017, which raised £244,000 for Grenfell families.

DEC appeals for Yemen and East Africa

In the last year, the Disasters and Emergency Committee (DEC) has had to run campaigns to raise vital funds for humanitarian crises due to the ongoing conflict in Yemen, and as a result of chronic food shortages in East Africa.

Comic Relief was able to respond to these appeals, making emergency grants and using our communications channels and reach to help DEC raise the profile of the crises.

The East Africa appeal was particularly relevant to Comic Relief, because this is the region where our organisation was launched in 1985, and as a result, it was subject to a special appeal during the live BBC show on Red Nose Day.

Along with our grants to the DEC, we also made four grants of £30,000 to organisations that Comic Relief currently funds or has recently funded, whose work in communities was severely impacted by the crises, to enable them to support the humanitarian effort.

“In the last year, Comic Relief has made grants to the Disasters and Emergency Committee (DEC) to raise vital money to help people whose lives have been shattered by the ongoing conflict in Yemen, or who are suffering a result of chronic food shortages in East Africa. We have also used our communications channels to raise the profile of these humanitarian crises.”



Funding in new ways

It's important not only to raise much needed funds, but also to do all we can to make sure that they get to the right people in the right way to have maximum impact. In 2016/2017, we explored new approaches to funding designed to do just that.

Core Strength

Almost all of the organisations we fund in the UK increasingly need to deliver more for less. This is especially so for smaller community organisations who find it hard to raise funds to support the day-to-day costs of running their services or any future planning which may help them survive and thrive.

Recognising these challenges, in 2016 we launched the Core Strength funding initiative, providing grants over two years to organisations playing a vital role in their local area.

As part of the application, we asked the questions 'What keeps you awake at night?' and 'How could this funding help you sleep better?' The scale of the response demonstrated the enormous need out there and we supported 105 organisations to a value of almost £4m.

The grants were designed to help strengthen the organisations, and for the first time across an entire funding programme, we also offered a range of activities designed to help the organisations plan, fundraise and communicate better.

GiveDirectly

Comic Relief is part funding two exciting new pilots by GiveDirectly, which are testing direct cash transfer models that use mobile technology to put money directly in the hands of poor families in East Africa.

At the core of both pilots is the simple premise that giving those in poverty control over their own income helps them generate further income in turn. This is supported by robust evidence at the household level, showing that this money is typically used to invest in assets or activities.

The first pilot employs a universal basic income (UBI) approach, in which every adult in more than 100 villages in Western

Kenya is given a monthly cash amount to cover all their basic needs. This is the most comprehensive pilot of UBI to date.

The second pilot is to assess the viability and effectiveness of economic cash transfers in the Kyaka II refugee settlement in Western Uganda. This project seeks to understand whether cash transfers can provide a viable route out of poverty for refugees who have been displaced for upwards of three years.

Both projects were awarded grants in May 2017 and we are looking forward to reporting back on their progress over the next two years.

“Charitable organisations increasingly have to deliver more for less. To continue supporting them effectively, we have to keep innovating and evolving.”



Using technology for social change

Helping make digital a force for good

Sooner, rather than later, we'll all be digital natives, and at Comic Relief, we want to be at the forefront of using digital technologies to deliver on our strategy and objectives, create greater impacts, do our job better, and help the organisations we support do a better job for people and communities. Here are some of the ways we're doing this.

Tech vs Abuse

Technology can be an important feature in the lives of women who are at risk of domestic abuse – but, as well as providing potential solutions, it can also be part of the problem. So, in 2016, we commissioned three organisations – SafeLives, Snook and Chayn – to explore the opportunities, gaps and risks presented by technology in the context of domestic abuse and violence.

Gathering insights from over 200 survivors and 350 practitioners who support them, the report identified how technology can be used as a tool for control by perpetrators, highlighting the ways interventions need to be designed to protect women's safety – for example, disguising their 'footprint' when they're searching for help online.

Based on the research findings, we created a funding programme to address the issues that had been highlighted, such as how women could best utilise the 15 minute window they often have to search for help. In all, we've identified 10 pioneering projects which we'll support, aiming to make the most effective use of technology to tackle the challenges we found.

“As an organisation, we want to be leading the way in using technology and promoting its use for the betterment of people's lives.”

The Tech for Good programme

After a successful pilot in 2015, which attracted over 250 applications, Comic Relief partnered with Paul Hamlyn Foundation (PHF) for the second 'Tech for Good' programme. This aims to help organisations deliver more and better services to their users through the use of digital technology.

The programme has enabled us to trial new approaches to grant making. We're asking for short videos as part of the application process, for example, and also requesting permission to share these online to encourage collaboration and increase exposure to other funders. Both these approaches will be thoroughly evaluated for their added value.

From the grants made through this initiative, along with the development support provided by our technical partner, the Centre for Acceleration of Social Technology (CAST), we are seeing an encouraging shift in how organisations are thinking about key digital concepts and user-centred design.

We are delighted that Paul Hamlyn Foundation has agreed to join forces with us again, to fund and support a third round of Tech for Good during 2018.

HIV in the UK: Think Digital

Another tech initiative funded through a partnership agreement between Comic Relief and the M·A·C AIDS Fund, 'HIV in the UK: Think Digital' aims to support organisations that are using technology in innovative ways to respond to the UK's changing HIV landscape.

Grants ranging between £10,000 and £80,000 for up to 18 months will focus on improving quality of life for people living with HIV, particularly those who are 50+, increasing access to services for prompt diagnosis, contributing to prevention, addressing misinformation and the stigma surrounding HIV.

We've worked closely with the sexual health team at Public Health England and the M·A·C AIDS Fund to design an initiative that's responsive to current needs and adds value to existing funding.

Using tech for learning

Building on our Tech for Good, monitoring, evaluation and learning work, Comic Relief co-sponsored the first ever MERL Tech conference outside the US, which took place in London in February 2017. This brought together NGOs, technology companies and funders to explore the challenges and opportunities presented by emerging technologies. Thanks to the interest and demand generated by this event, an expanded MERL Tech conference will be taking place in March 2018.

Green Shoots

Supported by Comic Relief, the educational organisation, Green Shoots, is running an innovative project in South Africa's Western and Northern Cape, which aims to address a gap in early grades maths teaching and learning. Using existing ICT equipment and new maths software, combined with training and support for teachers, principals and district education officials, the project has achieved a 27.6% increase in maths scores, and earned a place in the finals of the AbilityNet Tech4Good Awards 2017.



Tammy

Port Harcourt,
Nigeria

“They knew that the community had reserves of ability that weren’t being developed. They wanted us to unlock our own strength and mobilise it.”

Nigeria’s cities hold the key to Nigeria’s future. 70% of city dwellers currently live in slums. By 2050, city populations will have risen by another 212 million and, in Nigeria and across vast swathes of the world, being a young, disenfranchised slum dweller could well become the core urban condition.

What’s needed in Nigeria and elsewhere are new, more inclusive urban visions rooted in the needs, aspirations, resources and potential of ordinary city people and communities. This is what the ‘Human City Project’, funded by Comic Relief, Amnesty International and others, sets out to do.

The Human City Project in Nigeria is giving young people in the Rivers State capital, Port Harcourt, the opportunity to work collaboratively with local and international organisations to turn it into a ‘human city’. At its heart is a group of community-led enterprises working together as the ‘Chicoco Collective’.

These enterprises embrace radio, drama and journalism, design and construction, technical support and maintenance, mapping and planning, and more. And Tammy is a great example of the opportunities they’re creating for young people to realise their talent and potential.

Forced by circumstance to leave school early, Tammy was at first sceptical of Chicoco, thinking it would be about well-intentioned foreigners telling Nigerians how to run their own country.

In the community and led by the community, Chicoco won her over, and now she’s involved in most of their many different activities, adding her voice and taking an active role in the way her community and her city are shaped and developed, playing her part in creating a more equal and enfranchised future.

“Young slum dwellers, particularly young women like Tammy, will lead the struggle to realise these visions. We’ll be there to support them.”

Michael Uwemedimo,
for the Chicoco
Collective

Working in partnership

From the outset, Comic Relief has been a collaborative organisation and working in partnership is a core part of what we do. What follows are some recent examples, spanning social engagement, leadership, empowerment, health and education.

#iwill Youth Social Action Fund

Launched in 2017, in partnership with UK youth initiative, 'Step Up To Serve', our match-funded #iwill Youth Social Action Fund is an exciting new way of grant making. The scheme was developed by a core group of 14 young people from a range of backgrounds working together with our grants staff. £2.4m of funding will go to grants that build relationships between young people and their communities, and engage them in creative, innovative and meaningful social action.

Try for Change

Working in partnership with England Rugby, Comic Relief also launched our first initiative for smaller charities, community groups and local rugby clubs to use rugby union to achieve social change. Projects will be working towards better community cohesion, aiming to improve social integration, mental and physical health, educational attainment and employability, and reduce involvement in gangs and the risk of re-offending.

The King's Fund

In 2016, Comic Relief, The King's Fund and GSK piloted the 'Cascading Leadership Programme' to explore new ways of developing leadership in the voluntary and community sector. The pilot enabled 20 emerging leaders to share their expertise with leaders of 20 smaller charities, helping develop their skills and abilities through a peer-to-peer approach.

The scheme gave leaders the time and space to reflect and plan, away from the everyday pressure of the workplace. It brought new skills and confidence into organisations, and helped them tackle substantial organisational issues. It also demonstrated the clear benefits of providing consultancy for the voluntary sector from within the sector itself.

Building on a positive evaluation, the Big Lottery Fund has joined Comic Relief in further developing this novel approach to providing leadership support.

The M·A·C AIDS Fund

As part of our partnership agreement with M·A·C AIDS Fund, we also provided support funding for organisations to increase access to quality services for young people living with HIV in Eastern and Southern Africa, particularly vulnerable women and girls and LGBTQ communities.

All In, All Learning

After Red Nose Day 2015, the Department for International Development (DfID) and Comic Relief agreed a £20m co-funding initiative to provide education for some of the world's most marginalised communities. 'All In, All Learning' focused on four key areas: increasing access to education for disabled children, preventing sexual violence in schools, improving provision of early education, and facilitating access to quality education for marginalised groups.

The work continued through 2016/17, with most of the £20m being invested in Malawi and Tanzania, and the remainder going to other strong projects across Africa.

The initiative aims to help ensure that education systems are more inclusive and responsive to disadvantaged groups, and that officials and staff have the capacity to deliver quality education, and support parents, communities and local organisations to actively engage in education.

Levelling the Field

At a joint event at Wembley Stadium in September 2017, 40 organisations from across the Sport for Change and Women and Girls sectors helped design a new approach to women's empowerment through sport. 'Levelling the Field' is the first initiative offering funding for joint work between organisations working in these sectors to inspire women and girls to reach their full potential.

The aims are to reduce gender stereotypes that have a negative impact, while increasing social inclusion, and opportunities for women and girls to access education, employment and training.

In the UK, Comic Relief has worked with HM Treasury and eleven grants have been approved, ranging between £55,000 and £189,000 for up to three years.

Organisations were also able to apply for grants to support work in Colombia, India, Malawi, Rwanda and Zambia, funded in partnership with the Scottish Government. So far, three grants have been approved – one in Colombia and two in Zambia – and further scoping was done for work in Malawi and Rwanda.

"I have a teacher that makes maths fun."

Liso
Green Shoots
Cape Town
South Africa

Aziza Tanzania

“Once every month, someone in the family is sick. It impacts my daily life.”

Malaria continues to threaten lives across Africa and elsewhere, and in Tanzania, it remains a major public health concern. Aziza lost her firstborn child to the disease and, despite her best efforts, her family's health, education and income are affected by it every day.

In partnership with GSK, Comic Relief is supporting the Tanzania Communication and Development Center in communicating life-saving malaria messages in the country's Kagera and Kigoma districts.

The project uses innovative and fun ways to get its message across – including radio shows, t-shirts and banners, cultural events, dance, skits and games. And it's also training community health workers to help prevent and treat malaria, and raise awareness. Helping people like Aziza and her family, and potentially saving thousands of lives.

“Now because of my experience, I'm taking all the precautions.”



Working in partnership

GSK and malaria

Comic Relief's partnership with GSK to support strengthening health systems and the fight against malaria has made 20 grants across five target locations. Now we're consulting with these projects to agree a new strategy to ensure that we are learning as much as we can about how to tackle this debilitating disease.

The partnership is now implementing the fourth pillar of its 'Theory of Change' – amplifying community voices to demonstrate why and how health systems can be strengthened through a focus on malaria. Storytelling and learning to support 'demand for quality health care' will run alongside supporting national advocacy for increased funding and holding decision makers to account.

One of the key aims of our work with GSK, both here in the UK and with our local partners around the world, is to drive awareness of malaria, highlight progress and to show and share the work of national malaria prevention initiatives. We are also seeking to provide a platform for community voices who can help to demonstrate the importance of tackling malaria, with the ultimate aim of helping to maintain the levels of international commitment and funding needed to defeat this treatable and preventable disease.

The Queen's Young Leaders

The 'Queen's Young Leaders' programme is a partnership between Comic Relief, The Queen Elizabeth Diamond Jubilee Trust and The Royal Commonwealth Society, which aims to discover, celebrate and support exceptional young people from across the Commonwealth through grants and awards.

In the summer of 2016, we received nearly 3,000 applications for the penultimate cohort of Queen's Young Leaders Award winners. Our dedicated advisory panel of young people – chosen to represent the views and interests of young people across the Commonwealth – supported the shortlisting process. And in December 2016, the final selection was announced, with 60 award winners from 36 Commonwealth countries, and 64 highly commended runners-up.

Comic Relief went on to help design and manage the programme's UK Residential Week in June 2017, contributing to its success. As well as visiting inspiring organisations such as the creative agency AMV BBDO, Facebook and PWC, the Queen's Young Leaders also got to see some of the issues affecting young people in London at youth organisations we fund. Then on the last day, they went to receive their awards from Her Majesty the Queen, with HRH Prince Harry making a guest appearance.

High profile Comic Relief supporters, including Sir Mo Farah and Liam Payne, also attended the ceremony, and for the first time ever there was a live broadcast with exclusive content from Buckingham Palace. BBC One's 'The One Show' set up camp in the Green Drawing Room, recording at 4.5 million the highest viewing figures for the series to date, accompanied by the first ever Royal Family Facebook live stream for the ceremony itself, with more than 463,000 views.

The final year of the programme is now underway, with the winners due to attend the closing awards ceremony in June 2018.

The Bill & Melinda Gates Foundation

The Bill & Melinda Gates Foundation continues to be one of Comic Relief's most valuable long term partners. Thanks to matched funding from the Foundation, we are able to give grants to organisations like The Global Fund to accelerate the end of AIDS, TB and malaria as epidemics, and to the vaccines alliance, GAVI, to increase access to immunisation in poorer countries.

In April 2017, in partnership with the Foundation and Debate Mate, Comic Relief hosted 'The Big Debate', an event involving 250 young people from schools from across the UK. Split into two teams, they were asked to debate the motion: "This house believes that, for people in developing countries, the world is getting better".

Bill Gates was in attendance as a surprise guest, hosting a live Q&A, and was also joined by celebrity MCs and judges such as the Vlogger, Fleur De Force, and TV news and sports presenter, Ore Oduba.

“By working in partnership we can share resources and expertise and achieve so much more across many more issues.”

Understanding. Exploring. Transforming

INVESTING IN RESEARCH

Over the past year, we've invested in research to help us better understand the challenging contexts we work in. This has included research on community-led development and citizen engagement; scoping studies into the effects of Brexit on human rights; and sexual and reproductive health for young people internationally.

After launching our Core Strength initiative supporting organisations that play a vital role in delivering services to local areas, we also did research to improve our understanding of its applicant profile. This identified ongoing cuts to funding, increased demand for support due to changes in benefits, and a lack of resources for strategic planning and capacity building as the top three areas of concern.

These issues are inter-related and have hindered the ability of organisations to grow and innovate. With core funding largely unobtainable for this group of charitable organisations, our analysis shows that many struggle to maintain quality services, and develop and respond to current and emerging issues.

Other research projects have focused on the Tech for Good sector, including one on the funding landscape for Tech for Good, undertaken by Shift Foundation; co-funding the Good Tech Lab's research into the intersections between technology, entrepreneurship and venture funding, and our intensive user-led research that resulted in the five design challenges we created for Tech vs Abuse.

"Thanks to Tai Chi, I've stopped the downhill slide and started to climb a hill."

Ian
New Heights
Birmingham

Looking for opportunities internationally

Over the course of the year, we've continued to explore opportunities to take our campaign model to new audiences internationally, harnessing the power of global communications to achieve maximum impact in three geographies in particular.

The United States

In the USA, Red Nose Day returned for the third time in May 2017, with three hours of primetime programming on NBC, including the 'Red Nose Day Special' with Chris Hardwick as host; the first-ever celebrity edition of 'American Ninja Warrior' for Red Nose Day, and 'Running Wild with Bear Grylls for Red Nose Day,' featuring Bear Grylls and Julia Roberts delivering life-saving vaccines to children in rural Kenya.

In all, Red Nose Day raised over \$40m for Comic Relief Inc. bringing the running total of funds raised up to \$100m in its first three years in the USA. A repeat commission was confirmed by NBC and plans are now underway with Mars, Walgreens and new corporate partners to make the 2018 US event bigger than ever.

China

In June 2016, China saw its first ever Red Nose Day, which reached an extraordinarily large audience, thanks to a digitally-led campaign. The next event has been confirmed for 2018 and we hope to build on the success by increasing donations and broadening partnerships to raise more funds. Money raised will be used to support projects that help disadvantaged children in China and Africa.

Around the world

There were also licensed events in Belgium, Canada, Finland, Germany, and Iceland, which raised almost £3m collectively, helping amplify the Red Nose Day brand and increase income for selected beneficiaries delivering projects aligned with Comic Relief's vision of a just world, free from poverty.

Further opportunities are being explored as we go to press for campaigns in new territories in the Americas, Asia and Europe.

Transforming the organisation

As we've been quick to recognise, the ways in which people seek information and entertainment, watch TV, and contribute to charity are changing rapidly.

Our partner organisations are increasingly looking at different ways to create impact through their support, and the drive to create social change itself is highly dynamic, with ever-changing needs and exciting opportunities for innovation.

So Comic Relief is changing too. Led by our new CEO, Liz Warner, we are transforming how we work to make sure that Comic Relief is fit for the challenges of the future. These changes will help to ensure that Comic Relief will have the biggest possible impact tackling poverty and injustice, and making social change happen.

Here are some of the change projects set in motion in 2016/17, most of which are continuing into 2017/18.

A new purpose, structure and culture

Comic Relief has been redefining the role it seeks to play in the world and, recognising our unique storytelling potential, our new purpose is to: 'entertain, engage, accelerate change'. Everything Comic Relief does will be aimed at making sure that we are fulfilling our purpose.

We are also in the process of restructuring our organisation to make it fit for the future and enable us to deliver on our purpose in a changing world.

This includes evolving the Comic Relief culture and celebrating the unique way that we connect with supporters to create change. We want to be 'a creative agency for social change'.

A new social change strategy

A vital part of our transformation programme is reviewing how Comic Relief creates impact. This process is already underway and will result in a communicable, deliverable and measurable social change strategy that shapes not just grant making, but all the areas in which Comic Relief can drive change.

A new focus on diversification

Comic Relief will continue to protect and nurture its major campaign brands, Red Nose Day and Sport Relief. But we are also piloting new ways to project our brand, make it more effective, raise more money and create change outside of and beyond our major events.

"Developing our knowledge and understanding, reaching out internationally and not being afraid of change all help keep Comic Relief moving forward and fit for the future."



Naeesha Manchester

"My mentor is more like my friend."

Naeesha's dad died when she was 10. Suddenly, her life was turned on its head. As she was trying to deal with her loss, she was moved from the countryside then to one city after another. She was struggling to cope, mixing with 'the wrong crowd', and ended up 'kicking off' at school and was expelled for assault.

It was then that Naeesha's social worker introduced her to 'Manchester Active Voices', which works with Manchester Metropolitan University to help girls whose lives are in crisis and at risk of joining gangs.

Supported by money from Comic Relief, the project gives young women like Naeesha mentoring, and the chance to take part in things like drama, football and boxing. They mix with different people and gain confidence to help them make more positive choices in their lives.

Naeesha's mentor feels like a friend who has helped her find a new direction, and the motivation to start over and make something of her life.

"It's good because it gives you time and space...so it's like discovering myself a bit more."

Principal risks and uncertainties

MANAGING, MITIGATING AND RESPONDING TO RISK

Comic Relief works in an environment where there are inherent risks. These might occur when we're funding projects in vulnerable or hostile parts of the world, for instance, when we're funding complex projects in the UK, or in our duty of care to the public at fundraising events. In each case, we work hard to pre-empt, mitigate and manage them.

We have robust procedures in place to identify the main risks that Comic Relief faces, evaluate likelihood and potential impact, and monitor how we're managing those risks to limit detrimental impacts.

We consider all types of risk, including internal (for instance, financial, operational, reputational, governance and compliance) and external (such as political, environmental, social, technical, legal and economic). Many external risks are outside our direct control, so our aim is always to mitigate the potential impact of risks arising.

The Trustees consider that they have established appropriate systems to anticipate the major risks to which Comic Relief might be exposed and to manage those risks as they arise. They believe that implementation of agreed actions and procedures will reduce the probability and impact of these risks to appropriate levels.

Approach to risk management

We are guided by the following principles:

Risk management is a practical tool, not a bureaucratic process.

We cannot ever be risk free.

Risk management should enable innovation and creativity, not stifle it.

We all have a responsibility to manage risk.

Significant risks are compiled on a risk register which is regularly reviewed by the senior management team, going to the executive directors at monthly intervals, and to the Finance & Risk Committee of the Board at each of their meetings.

The Trustee Board considers risk formally twice a year, with emergent and significant risks discussed on a rolling basis. Our internal auditors carried out an audit in 2016 and found reasonable assurance around Comic Relief's risk management arrangements.

As you would expect from a charity responsible for handling public money, Comic Relief's tolerance of risk is generally low. In respect of fraud, corruption, mismanagement or misconduct in relation to Comic Relief grants, whether by staff, suppliers or grant holders, we operate a zero tolerance policy.

However, in certain circumstances we may need to take some risks in order to take advantage of new opportunities.

Major risks

In 2016/17, the Trustees reviewed the major risks to which Comic Relief is exposed.

Changes in media consumption

The shifting trends in how the public consume entertainment mean a decline in linear TV viewing – the main platform on which we have historically communicated – and an increase in online activity, such as on demand, non-scheduled TV, social media and YouTube. This brings with it a shift in public engagement and public income channels – presenting both opportunities and threats.

The Trustees and staff of Comic Relief are constantly reviewing our communication and engagement strategy to ensure that we respond to changes in the media environment. By putting digital at the heart of everything we do and always innovating, our creative teams work to reimagine our fundraising campaigns, making sure the brand stays relevant and exciting to our supporters, and we achieve cut-through in an increasingly competitive marketplace.

We encourage feedback from our supporters, fundraisers and the public to help us keep campaign activity and materials as engaging and accessible as possible. We work closely with the BBC to evolve different approaches to TV shows and other content, including digital, and constantly review payment technologies, working with our partners to trial them as they become available.

A decline of public trust and confidence in charities

Comic Relief is not complacent about its reputation and the level of trust it enjoys, and wants to make sure that it continues to deliver for the public and other stakeholders. Transparency and accountability are central to all our external interactions, and we pay close attention to sector guidance and regulatory developments.

We welcome questions, challenge and scrutiny. We are investing in telling the story of the progress being made as a result of Comic Relief funding to demonstrate positive impacts and the need to keep on giving.

We take a proactive approach to reputation management and a crisis management protocol is in place if needed. There is rigorous oversight of our UK and international grant making, and close monitoring of any potentially critical issues related to the projects we fund. So we can be confident in our own activities and their impact.

Meeting our duty of care to the people we work with

In the past year, Comic Relief has reviewed all the elements of its safeguarding practice and has embarked on an ambitious programme to ensure that safeguarding is at the heart of all we do. Renewed safeguarding policies are in place and have been communicated to all staff and third parties, including supporters and the beneficiaries of our grant making activities.

We'll be appointing our first dedicated head of safeguarding during the next financial year, and this role will be pivotal in achieving our ambitions around safeguarding children and adults at risk.

Risk assessments are completed for all overseas trips and consents are obtained from all individuals featured in our films and other materials. We work with our landlord and building manager to ensure that health and safety standards are met throughout our offices and that the premises are secure.

Making sure our business model supports long term financial stability

We continue to review how Comic Relief is run and aim to develop the organisation to maximise its efficiency and effectiveness. Our investment portfolio is continually monitored and kept under review. And we continue to monitor the external economic landscape and look for ways to protect and optimise our different income streams.

Ensuring we have the skills and talent to achieve our objectives

As part of our ongoing transformation programme, we have reviewed staff pay and benefits, as well as our standard contract terms. This will ensure that we offer competitive packages that allow us to attract the best and broadest range of talent – balancing this with the need to be prudent and restrain expenditure.

We invest in succession planning by training and coaching members of the management team, and carry out an annual employee engagement survey to help understand the views of our workforce and identify ways to retain talent.

Protecting Comic Relief from the misappropriation or misuse of grant money

An internal control framework is in place – tested regularly by internal and external audits – to protect Comic Relief against misuse of money donated or granted to partners, and recommendations for improvements are implemented in a timely manner.

Grantees are required to provide regular reports on the progress of project delivery and the project's finances. There is ongoing grant monitoring and review, with a dedicated risk and compliance manager working alongside our partners to manage fraud investigations and mitigate loss.

Our donations platform is designed and built to handle the failure of multiple components without inhibiting our ability to collect donations, and regular penetration and performance testing ensures a high level of confidence in our ability to transact donations in a secure and seamless fashion.

The creation of a new Head of Assurance role will ensure that compliance is embedded across all our activities and that this work is represented at a senior level within the organisation.

Managing acceptable levels of dependency on key business and institutional partners

We continually review our relationships with partners and our dependency on them, whether for pro bono or reduced cost support, gifts in kind, funding or fundraising, and have mechanisms in place for any issues to be resolved. Account management structures are also in place to ensure strong governance and clear roles and responsibilities.

“The work we do in managing and responding to risk is vital if we are to discharge our responsibilities to those who support us and those we support in a responsible and effective way.”

Major risks

Making sure the data and information we hold are well protected

We have strong data protection processes in place and a Data Stewards Network has been established to reinforce cross-departmental communication on data protection issues.

During the year, we achieved CyberEssential accreditation for all our enterprise platforms, websites and systems, and also won an industry award for our work programme preparing the organisation for the upcoming General Data Protection Regulation (GDPR). Our cyber security is contracted to specialist third party organisations for testing to ensure we meet best practices, standards and compliance requirements.

We do not sell our data to third parties and all staff have data protection training. A disaster recovery plan is in place and is regularly reviewed to make sure Comic Relief is able to keep functioning if a range of unexpected events impacts on us, both during regular working and on key event dates throughout the year.

Risk of fraud

We recognise that we fund work in some of the world's most challenging environments, where fraud and corruption are significant risks. We are committed to investigating fully any concerns raised by staff, grant holders and the general public, as well as any concerns identified by our internal reviewing and monitoring process.

We have a dedicated Risk and Compliance Manager and draw upon external audit support to manage fraud investigations and mitigate loss. We continuously aim to improve our approach in this area, working closely with other funders and drawing on good practice. In the past year, we started a review of our approach to countering fraud with the aim of developing a strategy to further minimise any risk of loss.

In 2016/17, we investigated and closed nine cases of possible fraud. We found that fraud had occurred in four cases, for which we recovered all the funds in question (£127,584.90).

In two other cases, we found no loss of Comic Relief funds, but discovered weaknesses within grant recipient management practices and took mitigating action. For example, working with grant holders to strengthen grant management processes or closing grants early.

As of 31 July 2017, three further cases of potential fraud remain open, with investigations ongoing in relation to £867,699 of spend. In all, these seven cases of proven or potential fraud represent 0.32% of total grants under management by value, and 0.75% of total grants under management by number.

The risks of Brexit

The vote to leave the European Union has not yet impacted on Comic Relief's operations. However, the continued uncertainty of the UK's relationship with the EU is of concern.

In terms of risk, we know that there could be an impact on our investment returns due to market volatility, and also on donations due to possible changes in tax and inflation. There are also potential economic impacts on individuals, and on our corporate partnerships due to business pressures.

While we do not receive any EU funding, some of our funded organisations do, and the loss of this funding will have an impact. Also, our funded projects could face real difficulties in the event of currency fluctuations where we make our grants in GBP and they spend in USD or local currency.

On a macro-societal level, Brexit, the political atmosphere in the US, and the mood across Europe and beyond suggest that there's a growing sense of division in society. Such divisions are likely to be at their most pronounced in areas of high unemployment, low social mobility and poverty.

Our approach to safeguarding

Protecting vulnerable and disadvantaged people and putting them at the heart of everything we do has always been a priority for Comic Relief.

As a funder of other charities, we have a moral obligation to lead the way in promoting safe practice, both within our own organisation and in those we fund.

We set the highest standards and always aim to adhere to them. But we will never be complacent and constantly strive for improvement, doing all we can to ensure that we, and the organisations we fund, put the well-being of vulnerable and disadvantaged people first in every aspect of our work.

Safeguarding the vulnerable and preventing abuse, bullying, harassment and other inappropriate behaviours is something that we are all responsible for. So we invite people who have any concerns about anything connected to Comic Relief to contact us.

For more information please visit www.comicrelief.com/reporting-concerns-about-our-organisation-or-operations

“Our standards are already high. Now, as both a charity and a funder, we're raising the bar even higher.”



“I saw that agriculture was more than a man going to his farm on a daily basis. It’s a business I could earn a living off. I took part and I’m here now.”

Omarcha

Jamaica

“I’ve been shown how to be a better woman in society and how to reach some of the goals I’ve set myself.”

In isolated rural areas of Jamaica, young people often struggle to finish high school and find employment. To help solve this problem, Comic Relief and the Queen Elizabeth Diamond Jubilee Trust awarded a major grant through the Queen’s Young Leaders programme to the Sandals Foundation, the philanthropic arm of Sandals Resorts International.

The money is being used to support the Foundation’s ‘Youth Development Centre for Agricultural Enterprise’, where young people can get a basic high school certificate and hands-on training in agriculture and related services, with the emphasis on new technology. After training, they have the opportunity to start their own businesses such as rabbit rearing or soap production and they are better prepared for employment.

For young people like 18-year-old Omarcha, usually coming from tough backgrounds, it means a lot – a chance to turn their lives around, be self-reliant and improve their future prospects.

LOOKING AHEAD

Comic Relief has a new purpose that describes what we are trying to achieve as an organisation: ‘entertain, engage, accelerate change’.

We’ll do this by inspiring people, so they react to the stories we tell, feel something and do something to support us, encouraging them to be creative and come together, collaborating and being made more aware that what we do works – by changing attitudes, organisations and people’s lives.

We’ve developed three strategic priorities to help us:

- 1 We will nurture, develop and future proof our existing brands**
Making the most of Red Nose Day and Sport Relief, increasing engagement and emotional connections with Comic Relief.
- 2 Diversify to bring in new sources of revenue, brand value and impact**
We will explore new product offerings and ways to reach new audiences in order to increase our impact outside of Red Nose Day and Sport Relief.
- 3 Shape the organisation to be an effective creative agency for social change**
We will align the organisation behind a new social change programme, with a changed staff structure and new ways of working to ensure that Comic Relief is fit for purpose in a changing world.

Financial review

The results for the year for Charity Projects (better known as Comic Relief) are set out in the consolidated statement of financial activities on page 64. The position of the group at the end of the year is shown in the consolidated balance sheet on page 65.

For the first time last year, Charity Projects adopted FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Net assets of the group at 31 July 2017 were £116.9 million, compared to £93.5 million at 31 July 2016.

There still remains a substantial difference between a Red Nose Day year and a Sport Relief year in terms of the annual income and expenditure for the group, and therefore reference to the comparative figures for the previous year's operation will not always prove useful and can be misleading.

Income and expenditure

Red Nose Day 2017 raised £82,154,943 thanks to the generosity of the public with all their many fundraising efforts and the support of our corporate partners.

As well as our main fundraising campaign, Comic Relief also receives income from a number of different sources and the total income we recognised in the 2016/2017 financial year was £104.7m (see the accounts for the full details).

In addition to this £104.7m of income, we also generated £17.2m in investment gains which, together with our operating income, allow us to continue to deliver the Comic Relief Commitment.

Red Nose Day 2017 raised a total of £82.1m. The total income shown for the year 2016-17 is £104.7m. The difference relates to income from donors received outside the Red Nose Day campaign and other income received in different periods most notably from corporate and institutional donors.



How the money is spent

Comic Relief is committed to making sure that every pound the charity gets directly from the public is a pound that goes towards helping transform the lives of people dealing with poverty and social injustice (The Comic Relief Commitment). This includes the cost of making sure that our grants are allocated to effective organisations and are properly monitored and evaluated.

While the economic environment remains challenging, we are fortunate to be in a position where all other Comic Relief costs relating to fundraising and organisational overheads are covered in cash or in kind by supporters, such as corporate sponsors and donors, suppliers, generous individuals and government (including Gift Aid), as well as from investment income and interest.

The group held reserves amounting to £116.9m as at 31 July 2017 (2016: £93.5m), broken down into restricted, designated and other unrestricted funds as follows:

Restricted funds (£18.3m)

Restricted funds can only be used for purposes as specified by the donor. These funds are in deficit in aggregate because grant costs are recognised in full when the grant is awarded, whereas the related incoming resources are recognised only when Comic Relief is entitled to receive the funds from funding partners, which will typically be in stage payments over a number of years. These negative balances will be eliminated over a number of years as funds are received (for further details see note 19).

Unrestricted designated funds (£84.6m)

• Grant funds (£78.4m)

These funds represent amounts designated by Trustees for grant making which have not yet been allocated to grantees. Funds are allocated over a two-year period following each fundraising campaign.

• Common Ground Initiative (£4.3m)

The Common Ground Initiative is funded by DfID and managed by Comic Relief. Its negative balance reflects the fact that incoming resources are only recognised on entitlement to income from DfID, but the corresponding grants made are recognised in full at the time they are awarded. These negative balances will be eliminated over a number of years as funds are received.

• Red Shed (£8.7m)

Red Shed funds represent a designation of surplus operating income from previous years, which is being used to help develop new and innovative ways to support our mission and vision.

• Bill & Melinda Gates Foundation (£0.6m)

In discussion with the Foundation, Trustees have designated this general operating grant towards supporting the expansion of Comic Relief's international activities, developing creative ways of demonstrating success stories from Africa, engaging millennials and supporting global advocacy.

• Fixed assets (£1.2m)

This represents the net book value of fixed assets, recognising that such assets cannot be readily liquidated on demand.

Other unrestricted funds (£50.5m)

• General Fund (£50.5m)

The remaining balance of unrestricted funds, the General Fund, is monitored regularly by Trustees in accordance with their agreed reserves policy. Income in the General Fund is generated from Gift Aid, investment return, licensing activities and sponsorship and/or specific contributions to cover costs.

The General Fund is used to cover all costs of the organisation that are not related to grant making or management. Following adoption of FRS 102, the difference between the historic cost and current market value of the investment portfolio is no longer held in a separate investment reserve.

The Comic Relief Commitment

Every pound the charity gets directly from the public is a pound that goes towards helping transform the lives of people dealing with poverty and social injustice.

Reserves

In order to set the appropriate level of the General Fund, Trustees have considered the potential scenario that a single year's fundraising campaign has to be cancelled or that the charity experiences a significant loss on investments, recognising that under the Comic Relief Commitment, the charity relies on investment returns to help cover the running costs of the organisation.

Comic Relief is in the unusual and fortunate position whereby, if there was a deficit on the General Fund in any particular year, there is a very limited risk of it affecting the charity's ability to continue its operations. The positive cash flow generated by the annual fundraising event would assist in financing a temporary deficit should the need arise.

Therefore, the Trustees believe they would be able to plan the recovery of the organisation's finances over a reasonable timeframe, without threatening the grant commitments to the charity's beneficiaries should such a situation occur.

The target balance on the General Fund is therefore an amount equal to the sum of:

- Six months' operating costs (to be held in cash), and
- 15% of the value of the investment portfolio, in order to afford a degree of protection to the General Fund (and organisational operating budget) against market fluctuations.

At 31 July 2017, this gives rise to a target General Fund balance of £38.6m against actual balance of £50.5m, which the Trustees are satisfied is consistent with the long term policy, given the budgets and planning assumptions for coming years.

Investments

Comic Relief is a cash-generative organisation. The business model is that the funds raised from a Red Nose Day or Sport Relief campaign will mostly be received during March to July in the relevant year. The funds will then be awarded in grants over the subsequent two years, before the next Red Nose Day or Sport Relief campaign, with the great majority of the grants being multi-year, often for three years, but sometimes for five years or more.

Grants are scheduled for payment in instalments over the period of the grant to ensure that the money is being spent as agreed and delivering the intended impact.

Sufficient funds are held in cash or cash equivalents to cover three months, operating costs and grant commitments or £25m whichever is the higher. The requirement is assessed over a 12-month average forecast. This change was agreed by the Trustees in July 2017. A tolerance of 5% from the policy target is allowed to cover any forecasting estimation errors. £15m will always be available within one month and none of the cash holdings will be placed with maturity of more than one year. Beyond the sums to be held in cash there is, therefore, permanent core capital which can prudently be held in longer-term assets to achieve an enhanced level of return.

Investment approach

The overall objective of the investment policy is to maintain and grow the value of the portfolio, while remaining true to our mission and vision. In addition, we aim to maximise the return from the portfolio, but only within an acceptable level of risk.

Despite our reliance on returns from the investment portfolio to help pay for our overheads, we are mindful that the portfolio represents donations received from the public and, consequently, we have a responsibility to invest in relatively safe areas that minimise the risk of suffering capital losses.

We recognise the importance of investing responsibly and sustainably. To make sure that our investments do not conflict with our grant making, our investment policy prohibits investing in companies which manufacture armaments or tobacco products or whose primary business is adult entertainment or the manufacture of alcohol products. The list of sectors to be excluded from the portfolio is reviewed by Trustees twice a year.

In 2014, we signed up to the UN Principles for Responsible Investment (UNPRI), an international network of over 1,300 investors working towards putting environmental, social and governance issues at the centre of their investing approach.

We completed our first self-assessment as signatories to UNPRI in March 2016 and scored B or C on all completed modules (on a scale of A+ to E, and versus peer medians of B for all modules).

First time reporters typically lag medians, so we were pleased with this result. In 2017, we worked with our newly appointed

investment advisors, Cambridge Associates, and were delighted to achieve a score of A in all three completed modules which exceeds the peer median scores of A in the module on strategy and governance, B for listed equities and C for property.

We are also members of the Charities Responsible Investing Network, supported by ShareAction. Through this network of 21 UK-based charities and foundations, we aim to secure public benefit through the judicious use of shareholder engagement with investee companies, as well as developing and sharing best practice in responsible investment across the foundation and charity sectors, building skills for responsible investment among foundation and charity investors, and achieving positive change cost effectively, by working collaboratively.

Trustees delegate oversight and management to the Investment Committee for the investment portfolio, and the Cash Management Advisory Group (which reports to the Finance & Risk Committee) for the cash portfolio.

The committee and the group are made up of financial and sector professionals who donate their time for free. Their expertise covers the relevant range of knowledge and skills needed to monitor the asset allocation of the portfolios and the performance of individual asset managers on an ongoing basis. They will recommend to Trustees such changes as they may consider appropriate.

Investment performance

The opening value of the investment portfolio was £160m. During the year, investments valued at £25m were sold to release cash to current assets. A further £2m were sold, and immediately reinvested, as part of portfolio management. By the end of the year the closing value had risen to £150m, an increase of 11%. After taking into account dividend income and the costs of managing the portfolio, the total return for the year to 31 July 2017, net of costs, was £19.9m or 16.1% (2016: £20.7m, or 14.3%).

The Trustees have adopted a nominal total return target of 4.5% after costs, annualised over a rolling five-year period. Based on figures independently calculated by our advisors, total returns over the last five years have been as follows:

| | Actual Total Return (%) | Target Total Return (%) | Over Performance (%) |
|-------------------------|-------------------------------|-------------------------------|----------------------------|
| 1 Year to 30 Sept 2017 | 13.5 | 4.5 | 9.0 |
| 5 Years to 30 Sept 2017 | 10.3 | 4.5 | 5.8 |

The portfolio started the year with 15% invested in cash (£24.5m). During November 2016, equity investments in the Fundsmith portfolio valued at £20m were sold and £5m of cash was released from the portfolio. At the end of the year, the cash of £19.5m represented 12% of the portfolio. There were no other changes in managers or holdings during the year.

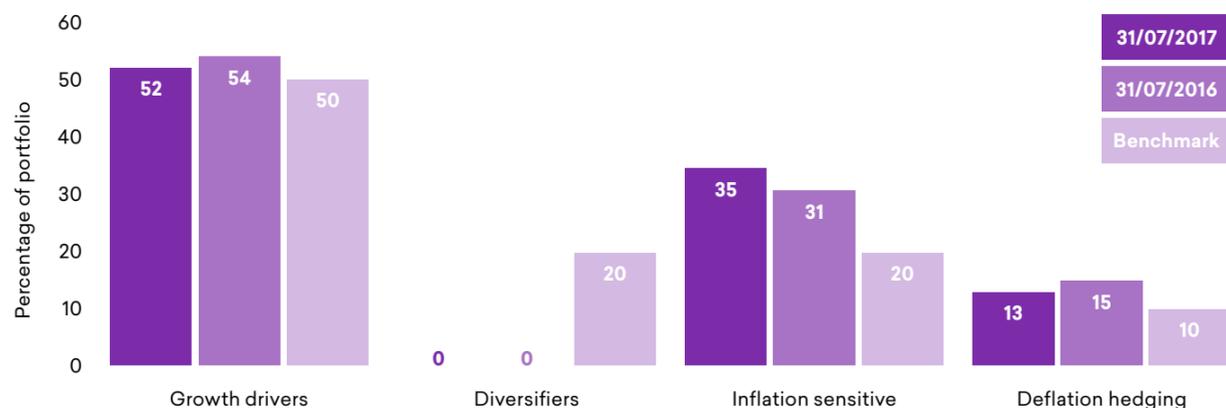
In response to the current economic climate, a balance of £19.5m (13% of portfolio) was held in cash throughout the year and Trustees have approved a deviation from the benchmark asset allocation in order to have the best chance of delivering the target return within an appropriate level of risk. The actual asset allocation of the portfolio and the benchmark allocation at 31 July 2017 are presented in a later section.

In 2013/14, we commissioned an independent review of our investment policy. The purpose of the review was to recommend principles and frameworks for a new investment policy for Comic Relief with levels of transparency, which would reinforce and ensure continued public trust in the charity, be consistent with our charitable aims, and in line with charity regulation and law.

More information on the investment review and the new investment policy can be found at www.comicrelief.com/about-comic-relief/finances

Investment portfolio by asset role

During 2016/17, with advice from Cambridge Associates, the Trustees agreed to revise the investment benchmark. The new benchmark uses role-based targets. This approach focuses on the role an asset plays in the portfolio, resulting in better diversification and allowing greater flexibility. The allocations for the current and previous year end are:



Going concern

The Trustees have reviewed the level of reserves and available liquid resources in the context of operating and spending plans over the next 12 months, the five-year business plan and the organisational risk assessment.

They believe that Comic Relief has sufficient financial resources to continue in operational existence for the foreseeable future and that the group is well placed to manage its operating risks successfully. They have therefore continued to adopt the going concern basis of accounting in preparing the annual financial statements.

Employment policies

All our staff and job applicants are offered equality of opportunity and fair treatment. Comic Relief provides line managers with development sessions about discrimination and equality, and makes every effort not to discriminate, either directly or indirectly, on the grounds of nationality, ethnic or national origins, religion, gender, marital status, sexual orientation, disability, age, spent convictions, and membership or non-membership of a trade union.

There are policies and processes in place to prevent bullying and harassment, to ensure the safeguarding of children and vulnerable adults, to support staff members affected by issues including domestic violence, and to provide a positive and supportive working environment for people with mental health conditions.

We have a strong commitment to developing the diversity of our staff through equal opportunity policies, training and practical action.

This includes encouraging applications from disabled people, taking every reasonable measure to adapt our premises and working conditions to enable disabled people to work for or volunteer with us, and making sure all staff are able to access training and skills development opportunities.

Staff engagement is very important to us. Comic Relief holds regular employee consultation through our Staff Representation Group. We conduct an annual staff survey to get anonymous feedback from across the organisation, and hold monthly staff meetings. All employees are invited to the annual staff conference, and are kept up to date on news and events through a weekly email newsletter.

Remuneration at Comic Relief

We are proud to be a Living Wage employer and all of our London based staff are paid at least £9.75 per hour, in line with guidance from the Campaign for a Living Wage.

Responsibility for overseeing our pay policy, setting CEO and Director pay, and agreeing annual staff pay increases lies with the Remuneration & Nominations Committee, a subgroup of the Board of Trustees, attended by the Chair. The committee takes external benchmarking advice to inform its decisions, and make sure that we recruit and retain the best people for the job. Meetings are held four times a year with senior Comic Relief staff, supported by external HR experts who attend in an advisory capacity.

Comic Relief is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic).

The report for the snapshot date of 5 April 2017 is as follows:

The mean gender pay gap for Comic Relief is 10.3%.

The median gender pay gap for Comic Relief is 9.6%.

Staff numbers in employment:

| Pay quartile | Male | Female |
|--------------|-----------|------------|
| Upper | 14 | 23 |
| Upper Middle | 12 | 26 |
| Lower Middle | 12 | 26 |
| Lower | 8 | 30 |
| Total | 46 | 105 |

It is the intention of Comic Relief to balance the expectations of our supporters and beneficiaries, who trust us to use their money effectively, with the requirement to recruit and retain the best people. We know that our staff are attracted to working for us because of the opportunity it gives them to have a positive impact on the lives of others.

We also believe that a key driver for attracting and retaining talent is our commitment to family-friendly policies and flexible working practices in order to help staff gain a good work/life balance, as well as our investment in training, development and well-being.

For all staff, including the CEO and directors, pay is reviewed on an annual basis and our salaries reflect the knowledge, skills, responsibilities and attributes required for the performance of each position. Our salaries are benchmarked against similar roles in other charities and relevant organisations.

A set percentage increase, directed by the Retail Price Index, Consumer Price Index and the actions of other organisations in the sector, and agreed on by the Remuneration & Nominations Committee, is given annually to all permanent staff with six months' service, though exceptional performers may receive a higher increase. We have also moved away from the annual appraisal system to a more frequent one to make sure that productivity is high and staff are supported.

Our ratio of top to median pay is 3.8:1

and our ratio of top to lowest pay is 7.8:1

Comic Relief also benefits from the incredible efforts of a huge family of volunteers who help us to achieve our goals. Their support allows us to minimise core running costs, and enables our highly professional staff to focus on delivering ground-breaking campaigns, co-ordinating fundraising efforts, and helping ensure that the money raised is distributed fairly, efficiently and usefully through the grants we make in the UK and around the world.

We also accept pro bono work and gifts in kind from commercial partners wherever appropriate, in order to operate as efficiently and cost-effectively as possible.

Structure, governance and management

Comic Relief does not have share capital and is a company limited by guarantee. It is constituted by its Articles of Association. Its registered name is Charity Projects, but since it is better known as Comic Relief, all references to the organisation in this annual report and accounts are in the name of Comic Relief.

Charity Projects has two wholly owned subsidiaries, Comic Relief Ltd and Brand Relief Ltd (dormant). This Trustees' Annual Report and the financial statements represent the activities and position of the consolidated group for the year to 31 July 2017.

Trustees

Ultimate control of Comic Relief is vested in the Trustees, who give their time, experience and expertise for free. They are:



Tim Davie
(Chair of Trustees, and Remuneration & Nominations Committee)



Richard Curtis CBE
(Vice Chair of Trustees)



Suzi Aplin
(UK Grants Committee)



Diana Barran
(Investment and Finance & Risk Committees)



Harry Cayton CBE
(UK Grants Committee)



Tristia Clarke
(Commercial & Technology Board)



Michael Harris
(Treasurer, Finance & Risk, Investment and Remuneration & Nominations Committees)



Colin Howes
(Commercial & Technology Board, Investment Committee)



Saul Klein
Trustee



Theo Sowa CBE
Trustee



Danny Sriskandarajah
(appointed 30 November 2016) (International Grants Committee)



Robert S Webb QC
(International and UK Grants Committees) (resigned 29 November 2017)



Charlotte Moore
(appointed 15 March 2017)

In addition, the following Trustees also held office during the year:



Sir Lenny Henry
(resigned 1 April 2017)



Alexander Woolcombe
(resigned 1 March 2017)

New Trustees are selected and appointed by the Trustee Board to maintain an appropriate balance of skills and experience. They are given a programme of induction, and training is available when required and relevant.

In September 2016, a nine-year tenure limit was introduced for Trustees (two terms of three years, with a third possible following appropriate review and agreement), and transitional arrangements agreed for all existing Trustees.

The Trustees are advised by a committee structure, including UK and International Grants, Finance & Risk, Remuneration & Nominations and Investment Committees, all of which meet regularly, and whose Trustee representation is indicated on the previous page.

The committees benefit from the specialist expertise of co-opted members, selected to complement the skills and experience of the Trustees. There is also a Commercial & Technology Board, some members of which serve as the Board for the two trading subsidiaries and on which there is Trustee representation.

The Remuneration & Nominations Committee is responsible for setting the pay for the CEO and approving salary of senior management and increases to staff pay.

In addition, a series of advisory groups meet to discuss specific issues or opportunities.

Decisions of the Trustees are implemented by the Chief Executive and the executive team who are appointed by the Trustees.

The Trustees continue to be very grateful to all committee and advisory group members for their advice, work and time given during the year, and in 2017, appointed Sir Lenny Henry and Kevin Cahill as Honorary Life Presidents of Comic Relief in recognition of their great contribution to the charity over many years.

Executive directors

The Trustees delegate the day-to-day running of the charity to the CEO and the executive directors, who are responsible for particular areas of the charity as listed

below. The Chief Executive reports to the Chair of Trustees. After the year end, several senior management roles were replaced with a reconfigured management team. This included the establishment of an Executive Director of Finance and

Resources, an Executive Director of Brand and Creative, and an Executive Director of Commercial and Partnerships, and the discontinuation of the Chief Operating Officer (COO) post. The executive directors are as follows:



Kevin Cahill
CEO
(until 3 October 2016)



Liz Warner
CEO
(from 3 October 2016)



Derek Gannon
COO
(until 31 October 2017)



Nick Lewis
Interim Executive Director of Finance and Resources (started 29 August 2017)



Helen Wright
Finance Director



Michele Settle
Director of UK Campaign and Brands



Judith McNeill
Grants Director
(until 19 September 2016)



Ruth Davison
Grants Director
(started 3 July 2017)



Amanda Horton-Mastin
International Director
(until 4 August 2017)



Charlotte Ashton
Creative Director
(until 31 July 2017)

Auditor

KPMG has indicated their willingness to continue as auditors for 2017-2018.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and financial statements in accordance with applicable law and regulations.

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under the law, they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company, and of the group's excess of income over expenditure for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

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

Conclusion

The Trustees, who are also the directors of the company, submit this annual report and accounts of Charity Projects and its subsidiaries for the year ended 31 July 2017. In approving the Trustees' Annual Report, the Trustees are also approving the Directors' report and strategic report in their capacity as company directors. The administrative information on page 59 forms part of this report.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland, published on 16 July 2014.



Tim Davie
Chair
23 April 2018

Reference and administrative details

Company Secretary

Vincent Collins
(appointed 27 September 2017)

Helen Wright
(resigned on 27 September 2017)

David Lewis (was previously company secretary until 7 November 2016)

Chief Executive

Liz Warner
(Kevin Cahill CBE until 3 October 2016)

Registered Office

Hanover House
14 Hanover Square
London W1S 1HP

Principal Address

1st Floor
89 Albert Embankment
London SE1 7TP

Statutory Auditor

KPMG LLP
15 Canada Square
London E14 5GL

Honorary Accountants

EY LLP
1 More London Place
London SE1 2AF

Bankers

National Westminster Bank plc
Bloomsbury Parr's Branch
P.O. Box 158
214 High Holborn
London WC1V 7BX

Investment Advisors

Tilney Asset Management Ltd
(previously Ingenious Asset Management)
6 New Street Square
New Fetter Lane
London EC4A 3BF

Cambridge Associates Ltd
80 Victoria Street
Cardinal Place
London SW1E 5JL

Custodian

Pershing Limited
One Canada Square
Canary Wharf
London E14 5AL

Solicitors

Harbottle & Lewis LLP
Hanover House
14 Hanover Square
London W1S 1HP

Bates Wells Braithwaite LLP
10 Queen Street Place
London EC4R 1BE

Company Number

1806414

Charity Numbers

326568 (England and Wales)
SC039730 (Scotland)

Independent auditor's report to the trustees and members of Charity Projects

Opinion

We have audited the financial statements of Charity Projects (the charitable company) for the year ended 31 July 2017 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Statement of Cash Flows and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 July 2017 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed as auditor under section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

Other information

The directors are responsible for the other information, which comprises Trustees' Annual Report, and Strategic Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the strategic report and the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) we are required to report to you if in our opinion:

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

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 58 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; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and 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 they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charity's Trustees, as a body, in accordance with section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and the charity's trustees 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 charity, its members as a body and its trustees as a body, for our audit work, for this report or for the opinions we have formed.



Lynton Richmond
(Senior Statutory Auditor)
for and on behalf of KPMG LLP,
Statutory Auditor

Chartered Accountants
KPMG LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

15 Canada Square, London, E14 5GL

26 April 2018

FINANCIAL STATEMENTS

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Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 July 2017

| | Notes | 2017 | | | 2016 | | |
|---|----------------|----------------------------|--------------------------|---------------------|----------------------------|--------------------------|---------------------|
| | | Unrestricted funds £000 | Restricted funds £000 | Total funds £000 | Unrestricted funds £000 | Restricted funds £000 | Total funds £000 |
| Income from: | | | | | | | |
| Donations and legacies | (2) | 59,250 | 27,697 | 86,947 | 52,642 | 26,929 | 79,571 |
| Trading activities | | 13,638 | – | 13,638 | 8,165 | – | 8,165 |
| Investments | (2/4) | 4,133 | – | 4,133 | 4,485 | – | 4,485 |
| Total income | (2) | 77,021 | 27,697 | 104,718 | 65,292 | 26,929 | 92,221 |
| Expenditure on: | | | | | | | |
| Raising funds | | 16,810 | 256 | 17,066 | 17,996 | – | 17,996 |
| Charitable activities | | | | | | | |
| Tackling poverty and social injustice: | | | | | | | |
| UK | | 17,381 | 6,036 | 23,417 | 29,464 | 3,079 | 32,543 |
| International | | 28,471 | 25,694 | 54,165 | 47,402 | 24,870 | 72,272 |
| Global awareness, education and social change | | 3,900 | 8 | 3,908 | 4,993 | – | 4,993 |
| | | 49,752 | 31,738 | 81,490 | 81,859 | 27,949 | 109,808 |
| Total expenditure | (5a) | 66,562 | 31,994 | 98,556 | 99,855 | 27,949 | 127,804 |
| Operating surplus/(deficit) | | 10,459 | (4,297) | 6,162 | (34,563) | (1,020) | (35,583) |
| Gains on investments | (4/12) | 17,181 | – | 17,181 | 17,807 | – | 17,807 |
| Net income/(expenditure) | (18/19) | 27,640 | (4,297) | 23,343 | (16,756) | (1,020) | (17,776) |
| Transfers between funds | | (72) | 72 | – | (187) | 187 | – |
| Net movement in funds | | 27,568 | (4,225) | 23,343 | (16,943) | (833) | (17,776) |
| Funds brought forward at 1 August | | 107,579 | (14,037) | 93,542 | 124,522 | (13,204) | 111,318 |
| Funds carried forward at 31 July | (18/19) | 135,147 | (18,262) | 116,885 | 107,579 | (14,037) | 93,542 |

All amounts relate to the continuing activities of the group. The reference to the notes, which form part of these financial statements, is shown on each line as appropriate. The notes are shown on pages 67 to 87.

The group has taken advantage of the exemption under section 408 of the Companies Act 2006 and has not prepared a separate Statement of Financial Activities for the charity. The net income for Charity Projects in the year was £23.3m (2016: £17.8m).

Balance sheets

As at 31 July 2017

| | Notes | 2017 | | 2016 | |
|--|-------------|----------------|-----------------|---------------|-----------------|
| | | Group £000 | Charity £000 | Group £000 | Charity £000 |
| Fixed assets | | | | | |
| Intangible assets | (10) | 988 | 709 | 1,581 | 1,276 |
| Tangible assets | (11) | 213 | 213 | 260 | 260 |
| Investments | (12a) | 150,453 | 150,453 | 160,147 | 160,147 |
| | | 151,654 | 151,375 | 161,988 | 161,683 |
| Current assets | | | | | |
| Investments | (13) | 60,757 | 60,701 | 43,754 | 43,698 |
| Debtors (including £3.7m due after more than one year) | (14) | 31,259 | 35,301 | 38,635 | 38,793 |
| Cash at bank and in hand | | 12,845 | 8,961 | 5,608 | 5,489 |
| | | 104,861 | 104,963 | 87,997 | 87,980 |
| Creditors | | | | | |
| Amounts falling due within one year | (15a) | (82,345) | (82,318) | (87,175) | (87,001) |
| Net current assets | | 22,516 | 22,645 | 822 | 979 |
| Total assets less current liabilities | | 174,170 | 174,020 | 162,810 | 162,662 |
| Creditors | | | | | |
| Amounts falling due after more than one year | (15b) | (57,285) | (57,285) | (69,268) | (69,268) |
| Net assets | (17) | 116,885 | 116,735 | 93,542 | 93,394 |
| Funds | | | | | |
| Unrestricted funds | | | | | |
| Designated funds | (18) | 84,604 | 84,604 | 67,251 | 67,251 |
| General fund | (18) | 50,543 | 50,393 | 40,328 | 40,178 |
| Total unrestricted funds | | 135,147 | 134,997 | 107,579 | 107,429 |
| Restricted funds | (19) | (18,262) | (18,262) | (14,037) | (14,037) |
| Total funds | | 116,885 | 116,735 | 93,542 | 93,392 |

Approved by the Trustees and signed and authorised for issue on their behalf by:



Tim Davie
Chair
23 April 2018



Michael Harris
Trustee and Chair of Finance
& Risk Committee
23 April 2018

The notes on pages 67 to 87 form part of these financial statements.

Consolidated statement of cash flows

For the year ended 31 July 2017

| | Notes | 2017 £000 | 2016 £000 |
|--|-------|----------------|--------------|
| Cash flows from operating activities: | A | | |
| Net cash used in operating activities | | (6,372) | (41,785) |
| Cash flows from investing activities: | | | |
| Dividends and interest | (4) | 4,133 | 4,485 |
| Purchase of tangible fixed assets | (11) | (143) | (209) |
| Purchase of intangible fixed assets | (10) | (253) | (415) |
| Net proceeds from sale/purchase of fixed asset investments | (12b) | 26,875 | 2,088 |
| Net movement on current investments <3 months | (13) | 10,406 | (15,977) |
| Net cash provided by (used in) investing activities | | 41,018 | (10,028) |
| Change in cash and cash equivalents in the reporting period | B | 34,646 | (51,813) |
| Cash and cash equivalents at 1 August | | 18,841 | 70,654 |
| Cash and cash equivalents at 31 July | | 53,487 | 18,841 |

a) Reconciliation of net expenditure to net cash flow used in operating activities

| | | | |
|---|------|----------------|----------|
| Net expenditure for the reporting period | | (23,343) | (17,776) |
| Adjustments for: | | | |
| Depreciation and amortisation charges | (5a) | 1,036 | 1,333 |
| Gains on investments | (12) | (17,181) | (17,807) |
| Dividends and interest | (4) | (4,133) | (4,485) |
| (Increase)/decrease in debtors | (14) | 7,376 | (9,386) |
| Increase/(decrease) in creditors | (15) | (16,813) | 6,336 |
| Net cash used in operating activities | | (6,372) | (41,785) |

b) Analysis of cash and cash equivalents

| | At 1 August 2016 | Movement | At 31 July 2017 |
|--|---------------------|---------------|--------------------|
| Cash at bank and in hand | 5,608 | 7,237 | 12,845 |
| Current investments <3 months | (13) | 13,233 | 27,409 |
| Total cash and cash equivalents | 18,841 | 34,646 | 53,487 |

The notes on pages 67 to 87 form part of these financial statements.

Notes to the financial statements

For the year ended 31 July 2017

1 Accounting policies

Charity Projects is a public benefit entity constituted as a charitable company limited by guarantee (company number 1806414) and a charity registered in England and Wales (charity number 326568) and registered as a charity in Scotland (charity number SC039730). The address of the registered office is 14 Hanover Square, London, W1S 1HP and the charity operates from its principal address 1st Floor, 89 Albert Embankment, London SE1 7TP.

a) Basis of accounting

The financial statements have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, Financial Reporting Standard 102 (FRS 102), the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102 and UK Generally Accepted Practice as it applies from 1 January 2015.

The accounting policies below have been adopted for material items. No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees.

b) Consolidation

These financial statements represent the consolidated results and net assets of Charity Projects and its subsidiaries up to 31 July 2017. The shareholding of the two subsidiaries, Comic Relief Limited and Brand Relief Limited, are shown in note 12c on page 79.

The charity has taken advantage of the exemption in section 408 of the Companies Act 2006 not to publish a charity only Income and Expenditure Account. The net expenditure of the charity for the financial year was £23.3m (2016: £17.8m).

c) Critical accounting judgements and key sources of estimation and uncertainty

In the application of the charity's accounting policies, which are described below, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period and future periods if the revision affects the current and future periods.

In the view of the Trustees, no critical judgements have been necessary in the preparation of the financial statements and no significant estimation, uncertainty or assumptions concerning the future affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

d) Financial instruments

Charity Projects has financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of the fixed asset investments, basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of the future cash flows unless the effect of discounting would be immaterial. Financial assets comprise cash at bank and in hand, together with current asset investments, other debtors, accrued income and social investment loans. Financial liabilities comprise grants payable, other creditors and accrued expenditure.

Fixed asset investments, including bonds and cash held as part of the investment portfolio, are reported at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

Notes to the financial statements

For the year ended 31 July 2017

1 Accounting policies (continued)

e) Fixed assets

Intangible fixed assets

Intangible fixed assets are stated at historical cost and amortisation is provided on all intangible fixed assets on a straight-line basis. Trademarks are written down over the length of period for which they are valid. Technology assets are capitalised software development costs and these are written off over their useful economic life. Amortisation rates are as follows:

| | |
|------------|--------------------------------|
| Trademarks | 10% straight-line basis |
| Software | 20% - 33½% straight-line basis |

Assets are assessed at least annually for impairment. Any impairment value is recognised immediately in the Statement of Financial Activities. Individually purchased software is written off in the year of acquisition.

Tangible fixed assets

Tangible fixed assets are stated at historical cost, less accumulated depreciation and any recognised impairment loss.

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

| | |
|---------------------------------|--------------------------|
| Fixtures and fittings | 25% straight-line basis |
| Computer equipment | 33½% straight-line basis |
| Office premises (refurbishment) | 20% straight-line basis |

Residual values and useful economic lives are reviewed annually. Any impairment in value is charged to the Statement of Financial Activities.

f) Cash

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts.

g) Debtors/Creditors

Trade and other debtors are initially recognised at transaction price and subsequently adjusted, where necessary, for bad and doubtful debts. Similarly, trade and other creditors are recognised at transaction price. These are subsequently revalued and amortised.

h) Income

Incoming resources are accrued and included in the Statement of Financial Activities when the group is entitled to the income, it can be quantified with reasonable certainty and it is more likely than not that the economic benefits associated with the transaction or gift will flow to the charity. Income is deferred when it relates to future accounting periods.

Donation income represents monies received by the charity from charitable donations, fundraising events and grants. Donation income is recognised in the Statement of Financial Activities in the period that it is received unless there is an unequivocal obligation to donate, in which case it is recognised in the period in which it falls due. Where a donation is made with a valid Gift Aid declaration, the Gift Aid is recognised in the period in which the original donation was made.

Grant income is recognised in the Statement of Financial Activities in the year in which this becomes receivable and when any conditions for receipt have been met.

Legacies are accounted for as income once the receipt of the legacy becomes more probable than not and quantifiable. For pecuniary legacies, this will generally be at the point probate is granted. For residuary legacies, this will generally be on the earlier of cash receipt or once confirmation has been received from the representatives of the estates that payment of the legacy will be made or property transferred once all conditions attached to the legacy have been fulfilled.

Trading income is derived from the activities of the charity's subsidiary, Comic Relief Limited (and historically Brand Relief Limited).

i) Donated goods and services

Where the charity receives donations of goods and services in kind and where there is a measurable value to the charity, which can be ascertained with reliability, they are included as both income and expenditure in the Statement of Financial Activities.

Notes to the financial statements

For the year ended 31 July 2017

1 Accounting policies (continued)

j) Expenditure

Resources expended are accounted for on an accruals basis. Where expenditure does not fall clearly into one category, it is allocated to appropriate headings on the basis of staff costs as a proxy for headcount in each cost area.

Expenditure on raising funds comprises the costs of generating voluntary income (primarily fundraising and event costs) and trading and other costs associated with the expenditure of the charity's trading subsidiaries.

Charitable activities represent the grants awarded, staff and other direct costs associated with grant making, and awareness raising activities including international poverty, fair trade campaigns and education projects.

Support costs represent overhead costs which have been apportioned to each expenditure heading on the basis of staff costs as a proxy for headcount as detailed in note 5b.

Governance comprises costs in relation to statutory and regulatory compliance as shown in note 5c.

k) Grants payable

Grants are recognised in the Statement of Financial Activities when they have been approved by the Trustees and notified to the beneficiaries, and are apportioned between amounts due within one year and after more than one year based on the expected payment profile. The charity monitors the usage to which a grant is put and reports are required from beneficiaries before the next annual instalment is paid. However, the beneficiary would have a valid expectation that they will receive the grant as offered and accepted. Cancelled grants are credited to the Statement of Financial Activities when the cancellation has been approved. Circumstances in which a grant may be cancelled include adverse performance issues, a breach of the conditions of the grant, the grantee no longer being able to accept the grant, or there being an underspend on the project which would lead to a partial cancellation.

Grant liabilities are initially recognised at the amounts awarded and thereafter stated at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

l) Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

m) General fund

The general fund is available to cover the costs of the organisation, other than the grants payable and cost of grant making and management which are covered from the designated and restricted funds. Income that is credited to this fund includes sponsorship and corporate support, Gift Aid, investment income and gains/losses, interest and donations given specifically to cover running costs.

n) Designated funds

These unrestricted funds have been designated by the Trustees for specific purposes and are listed in note 18.

o) Restricted funds

These funds can only be used for purposes as specified by the donor and are listed in note 19.

p) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the surplus/deficit for the year.

q) Irrecoverable VAT

Irrecoverable VAT is allocated to the principal areas of costs in which it has been incurred.

Notes to the financial statements

For the year ended 31 July 2017

2 Total income – group

| | Notes | Unrestricted funds £000 | Restricted funds £000 | 2017 total £000 | 2016 total £000 |
|----------------------------------|-------|----------------------------|--------------------------|--------------------|--------------------|
| Donations and legacies | | | | | |
| Fundraising events | | 53,138 | 199 | 53,337 | 44,984 |
| Grant income | (2a) | 1,416 | 25,336 | 26,752 | 27,697 |
| Other donations | | 264 | 2,128 | 2,392 | 1,830 |
| Gift Aid | | 3,979 | – | 3,979 | 4,426 |
| Contributions to operating costs | | 453 | 34 | 487 | 634 |
| | | 59,250 | 27,697 | 86,947 | 79,571 |
| Trading activities | | | | | |
| Trading income | (3) | 13,638 | – | 13,638 | 8,165 |
| Investment income | (4) | 4,133 | – | 4,133 | 4,485 |
| | | 77,021 | 27,697 | 104,718 | 92,221 |

Fundraising events alternate annually between our Red Nose Day and Sport Relief campaigns. 2017 was a Red Nose Day year whereas the comparative 2016 period was a Sport Relief year. Due to the substantial difference in annual income between these two campaigns, comparisons may not always prove useful.

Trading activities comprise the turnover of Comic Relief Limited, a trading subsidiary of Charity Projects. Comic Relief Limited's turnover consists of income from merchandising and royalties of £10.2m, (2016: £4.8m), income of £4.1m (2016: £3.8m) from licensing activities and sponsorship (including £730k (2016: £423k) of inter-company charges netted off on consolidation) to help cover costs.

Brand Relief Limited is dormant and had no turnover in the year (2016: nil turnover).

Donated goods and services are included within contributions to operating costs. Both Red Nose Day and Sport Relief rely on the generosity of the BBC in providing support for the preparation and broadcast of the annual television show. In addition, content, promotional support and coverage of activities is provided by local and national BBC television and radio, both on the day and in the lead up to the appeal night. The value of each of these elements is very difficult to quantify as they are not discrete activities but embedded, partly as newsworthy and entertainment content, within the operations and business of the BBC. Sport Relief and Red Nose Day provide valuable content which attracts a large audience, and without this the BBC would have to produce alternative content. As such, the support provided by the BBC has not been included in the charity's Statement of Financial Activities as it is not possible to meaningfully quantify it.

Comic Relief is also grateful to other organisations which provide valuable support across a wide of activities including, but not limited to, advertising space, creative content, technology partners and consultancy work.

Notes to the financial statements

For the year ended 31 July 2017

2a Grant income

| | Unrestricted funds £000 | Restricted funds £000 | 2017 total £000 | 2016 total £000 |
|---|----------------------------|--------------------------|--------------------|--------------------|
| Grant income was comprised of: | | | | |
| Name of funder | | | | |
| Department for International Development (DfID) | 724 | 8,907 | 9,631 | 10,415 |
| GlaxoSmithKline | – | 2,550 | 2,550 | 3,400 |
| HM Treasury – Tampon Tax | – | 1,155 | 1,155 | – |
| Lawn Tennis Association – Step up to Serve | – | 1,000 | 1,000 | – |
| M·A·C Aids | – | 477 | 477 | – |
| Premier League Football Initiative | – | 800 | 800 | – |
| Scottish Government | – | 500 | 500 | – |
| The Ballinger Charitable Trust | – | – | – | 123 |
| The Big Lottery | – | 1,978 | 1,978 | 3,131 |
| The Bill & Melinda Gates Foundation | 463 | 7,000 | 7,463 | 7,084 |
| The Paul Hamlyn Foundation – Tech for Good | 220 | – | 220 | – |
| The Queen Elizabeth Diamond Jubilee Trust | – | 700 | 700 | 3,294 |
| The Sainsbury's Fair Trade Development Fund | – | 125 | 125 | 250 |
| William Grant Foundation | – | 110 | 110 | – |
| Other grant income | 9 | 34 | 43 | – |
| Total grant income | 1,416 | 25,336 | 26,752 | 27,697 |

3 Comic Relief Limited and Brand Relief Limited

| | Comic Relief Limited 2017 £000 |
|---|--------------------------------------|
| The results for Comic Relief Limited, a wholly owned trading subsidiary of Charity Projects, were as follows: | |
| Turnover | 14,318 |
| Overhead expenditure | (2,252) |
| Operating profit | 12,066 |
| Interest receivable | 5 |
| Profit on ordinary activities before taxation | 12,071 |
| Taxation | (2,414) |
| Retained profit for the year after taxation | 9,657 |
| Commitment under Gift Aid | (12,071) |
| Current year tax credit | 2,414 |
| Change in shareholders' funds | – |

Notes to the financial statements

For the year ended 31 July 2017

3 Comic Relief Limited and Brand Relief Limited (continued)

| | Balance sheet for Comic Relief Limited | |
|-------------------------------|---|------|
| | 2017 | 2016 |
| | £000 | £000 |
| Assets and liabilities | | |
| Intangible fixed assets | 279 | |
| Current assets | 6,207 | |
| Current liabilities | (6,336) | |
| Net current liabilities | (129) | |
| Net assets | 150 | |

Brand Relief Limited, a wholly owned subsidiary of Charity Projects, was dormant throughout the year and there are no plans for further trading activities in this company in the foreseeable future.

4 Investment income – group

| | 2017 | 2016 |
|---------------------------|-------|-------|
| | £000 | £000 |
| Dividends | 3,529 | 3,675 |
| Other interest receivable | 604 | 810 |
| Gross investment income | 4,133 | 4,485 |

Investment income is split between returns from the investment portfolio and from cash holdings as follows:

a) Investment portfolio

| | 2017 | 2016 |
|---------------------------------|---------------|---------------|
| | £000 | £000 |
| Dividends | 3,529 | 3,675 |
| Gains on investments | 17,181 | 17,807 |
| Gross investment return | 20,710 | 21,482 |
| Less portfolio management costs | (814) | (814) |
| Net investment return | 19,896 | 20,668 |

b) Income from cash holdings

| | 2017 | 2016 |
|--------------------------------------|------------|------------|
| | £000 | £000 |
| Interest receivable | 604 | 810 |
| Less cash management charges | (23) | (52) |
| Net return from cash holdings | 581 | 758 |

Notes to the financial statements

For the year ended 31 July 2017

5a Analysis of expenditure – group

| | Grant costs (note 6) £000 | Staff costs (note 7) £000 | Support costs (note 5b) £000 | Other direct costs £000 | 2017 total £000 | 2016 total £000 |
|---|---------------------------------|---------------------------------|------------------------------------|----------------------------|--------------------|--------------------|
| Expenditure on raising funds | | | | | | |
| Costs of generating donations and legacies | – | 9,002 | 2,289 | 2,686 | 13,977 | 15,932 |
| Fundraising, trading and other costs | – | 1,363 | 345 | 544 | 2,252 | 1,198 |
| Investment management costs | – | – | 837 | – | 837 | 866 |
| | – | 10,365 | 3,471 | 3,230 | 17,066 | 17,996 |
| Charitable activities | | | | | | |
| Tackling poverty and social injustice: | | | | | | |
| UK | 21,210 | 1,437 | 364 | 406 | 23,417 | 32,543 |
| International | 50,836 | 1,894 | 480 | 955 | 54,165 | 72,272 |
| Global awareness, education and social change | 706 | 1,917 | 487 | 798 | 3,908 | 4,993 |
| | 72,752 | 5,248 | 1,331 | 2,159 | 81,490 | 109,808 |
| Total expenditure | 72,752 | 15,613 | 4,802 | 5,389 | 98,556 | 127,804 |

| | 2017 | 2016 |
|---|-------|-------|
| | £000 | £000 |
| Resources expended include: | | |
| Auditor's remuneration: | | |
| Audit of these financial statements – charity | 35 | 33 |
| Under accrual from previous year | 8 | – |
| Amounts receivable by auditors and their associates in respect of: | | |
| – Audit of financial statements of subsidiaries pursuant to legislation | 16 | 15 |
| – Other services relating to taxation | 15 | 2 |
| Operating lease rentals – land and buildings, and other | 589 | 596 |
| Depreciation and amortisation | 1,036 | 1,333 |

5b Analysis of support costs – group

| | Premises £000 | Depreciation £000 | IT and office £000 | HR, finance & management £000 | 2017 total £000 | 2016 total £000 |
|---|------------------|----------------------|-----------------------|--|--------------------|--------------------|
| Costs of raising funds | | | | | | |
| Costs of generating donations and legacies | 561 | 627 | 615 | 486 | 2,289 | 2,216 |
| Fundraising, trading and other costs | – | 44 | – | 301 | 345 | 231 |
| Investment management costs | – | – | – | 837 | 837 | 866 |
| Charitable activities | | | | | | |
| Tackling poverty and social injustice: | | | | | | |
| UK grant making | 89 | 100 | 98 | 77 | 364 | 444 |
| International grant making | 118 | 132 | 129 | 101 | 480 | 438 |
| Global awareness, education and social change | 119 | 133 | 131 | 104 | 487 | 749 |
| Total support costs | 887 | 1,036 | 973 | 1,906 | 4,802 | 4,944 |

All support costs are allocated on the basis of headcount as a proxy for staff time.

Notes to the financial statements

For the year ended 31 July 2017

5c Analysis of governance costs – group and charity

| | 2017 £000 | 2016 £000 |
|--|--------------|--------------|
| Internal audit | 10 | 16 |
| External audit (charity only) | 43 | 33 |
| Trustee indemnity insurance | 6 | 6 |
| Legal and professional fees | 6 | 6 |
| Trustees' and committees' costs | 24 | 9 |
| Apportionment of staff and support costs | 40 | 40 |
| Total governance costs | 129 | 110 |

6 Charitable activities – grants awarded – group and charity

| | 2017 Unrestricted £000 | 2017 Restricted £000 | 2017 total £000 | 2016 total £000 |
|---|------------------------------|----------------------------|-----------------------|-----------------------|
| Tackling poverty and social injustice – UK | | | | |
| Better futures | – | – | – | 6,596 |
| Building stronger communities | 10,482 | 46 | 10,528 | 1,186 |
| Empowering women and girls | 1,097 | 2,299 | 3,396 | – |
| Fairer society | – | – | – | 8,081 |
| Healthier finances | – | – | – | 3,284 |
| Improving health and well-being | 3,752 | 915 | 4,667 | 750 |
| Investing in children and young people | 2,153 | 147 | 2,300 | – |
| Queen's Young Leaders | – | – | – | 554 |
| Safer lives | – | – | – | 7,709 |
| Special initiatives | – | 55 | 55 | 591 |
| Sport for change | – | – | – | 873 |
| The BT Supporters Club | – | 650 | 650 | 1,000 |
| Total grants allocated | 17,484 | 4,112 | 21,596 | 30,624 |
| UK cancelled grants | (324) | (139) | (463) | (646) |
| UK learning and evaluation direct costs | 31 | 46 | 77 | 163 |
| Total UK grant costs (note 5a) | 17,191 | 4,019 | 21,210 | 30,141 |

Notes to the financial statements

For the year ended 31 July 2017

6 Charitable activities – grants awarded – group and charity (continued)

| | 2017 Unrestricted £000 | 2017 Restricted £000 | 2017 total £000 | 2016 total £000 |
|--|------------------------------|----------------------------|-----------------------|-----------------------|
| Tackling poverty and social injustice – international | | | | |
| Building stronger communities | 4,370 | 204 | 4,574 | 6,102 |
| Education | – | – | – | 10,757 |
| Empowering women and girls | 1,654 | 441 | 2,095 | – |
| Health | – | – | – | 14,752 |
| Improving health and well-being | 30,960 | 2,021 | 32,981 | – |
| Investing in children and young people | 12,090 | – | 12,090 | – |
| People affected by HIV/AIDS | – | – | – | 2,166 |
| People living in urban slums | – | – | – | 7,566 |
| Queen's Young Leaders | – | – | – | 3,324 |
| Special initiatives | 5 | 92 | 97 | 374 |
| Sport for change | – | – | – | 161 |
| The BT Supporters Club | – | 254 | 254 | 553 |
| Trade, enterprise and employment | – | – | – | 17,242 |
| Women and girls | – | – | – | 6,431 |
| Total grants allocated | 49,079 | 3,012 | 52,091 | 69,428 |
| International cancelled grants | (1,748) | (37) | (1,785) | (1,705) |
| International learning and evaluation direct costs | 530 | – | 530 | 262 |
| Provision for doubtful debt on Shared Interest social investment portfolio | – | – | – | 500 |
| Total international grant costs | 47,861 | 2,975 | 50,836 | 68,485 |
| Global awareness, education and social change | | | | |
| Other grants allocated | 47 | 659 | 706 | 861 |
| Total grant costs (note 5a) | 65,099 | 7,653 | 72,752 | 99,487 |

Total grants awarded in the year £74.4m (2016: £100.9m).

Total grants awarded excludes cancelled grants.

Grants for 2016-17 are presented under the new grant themes, prior year comparatives remain as stated in 2015-16.

All grants are made to institutions. A breakdown of our grants is available from Comic Relief, 89 Albert Embankment, London SE1 7TP, or on our website www.comicrelief.com/what-we-do

Notes to the financial statements

For the year ended 31 July 2017

7 Staff – group

| | 2017 No. | 2016 No. |
|---|-------------|-------------|
| The average weekly number of persons employed by the group during the year was: | | |
| Fundraising events | 93 | 97 |
| Operations | 76 | 66 |
| Education/communications | 50 | 66 |
| Grant making and management | 70 | 66 |
| International campaigns | 6 | 9 |
| | 295 | 304 |

| | 2017 £000 | 2016 £000 |
|--|---------------|---------------|
| Staff costs for the above persons comprised: | | |
| Wages and salaries | 11,904 | 11,795 |
| Redundancy costs | 521 | 344 |
| Social security costs | 1,299 | 1,276 |
| Pension costs | 1,043 | 1,090 |
| | 14,767 | 14,505 |
| Agency staff | 846 | 1,046 |
| | 15,613 | 15,551 |

Total redundancy and termination costs during the year were £521k (2016: £344k). These costs were incurred as a result of an internal senior management restructure and all liabilities were recognised at the point at which the employee was notified of the decision.

The transformation of the organisation began in November 2017. As part of this, a number of roles were made redundant. Staff affected have all been advised and have been leaving the organisation since December 2017. The cost of redundancy and other termination payments agreed to the date of signing the accounts is £ 1.5m.

The number of employees earning over £60,000 per annum, including taxable benefits but excluding pensions, was:

| | 2017 No. | 2016 No. |
|---------------------|-------------|-------------|
| £60,001 - £70,000 | 10 | 12 |
| £70,001 - £80,000 | 11 | 3 |
| £80,001 - £90,000 | 3 | 1 |
| £90,001 - £100,000 | 1 | 3 |
| £100,001 - £110,000 | 1 | 1 |
| £110,001 - £120,000 | 2 | 1 |
| £120,001 - £130,000 | 1 | 1 |
| £130,001 - £140,000 | 1 | 1 |
| £140,001 - £150,000 | - | - |
| £150,001 - £160,000 | - | 1 |
| | 30 | 24 |

Key management personnel constitute the Chief Executive, Executive Directors, the General Counsel and Company Secretary. Total remuneration received by the key management personnel was £936k (2016: £966k).

The total remuneration for the year, excluding pensions, for the Chief Executive role was £211k (2016: £156k). The remuneration paid to Liz Warner since her appointment was £133k and the amount paid to Kevin Cahill was £78k.

Notes to the financial statements

For the year ended 31 July 2017

8 Trustees

Trustees received £nil remuneration in the year (2016: £nil). Costs of £5,432 were incurred in relation to travel, accommodation and subsistence in relation to Trustee duties (2016: £9,726). A further £7,107 on meeting expenses (2016: £6,402) and £12,745 was spent on Trustee training (2016: £2,700).

Indemnity insurance costing £6,570 (2016: £6,360) was purchased on behalf of the Trustees.

9 Taxation

Comic Relief is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The charity's trading subsidiaries donate to Charity Projects an amount equal to any taxable profits under Gift Aid. Consequently there is no taxation charge for the year (2016: £nil).

10 Intangible fixed assets – group

| | Trademarks £000 | Software £000 | Total £000 |
|------------------------|--------------------|------------------|---------------|
| Cost | | | |
| At 1 August 2016 | 508 | 6,851 | 7,359 |
| Additions | 18 | 235 | 253 |
| At 31 July 2017 | 526 | 7,086 | 7,612 |
| Amortisation | | | |
| At 1 August 2016 | 203 | 5,575 | 5,778 |
| Charged in the year | 44 | 802 | 846 |
| At 31 July 2017 | 247 | 6,377 | 6,624 |
| Net book value | | | |
| At 31 July 2017 | 279 | 709 | 988 |
| At 31 July 2016 | 305 | 1,276 | 1,581 |

As a result of annual impairment reviews, no impairment of intangible assets as at 31 July 2017 has been identified (2016: £nil).

Notes to the financial statements

For the year ended 31 July 2017

11 Tangible fixed assets – group and charity

| | Premises and fixtures £000 | Computer equipment £000 | Total £000 |
|------------------------|----------------------------------|-------------------------------|---------------|
| Cost | | | |
| At 1 August 2016 | 2,394 | 2,013 | 4,407 |
| Additions | 56 | 87 | 143 |
| At 31 July 2017 | 2,450 | 2,100 | 4,550 |
| Depreciation | | | |
| At 1 August 2016 | 2,316 | 1,831 | 4,147 |
| Charged in the year | 42 | 148 | 190 |
| At 31 July 2017 | 2,358 | 1,979 | 4,337 |
| Net book value | | | |
| At 31 July 2017 | 92 | 121 | 213 |
| At 31 July 2016 | 78 | 182 | 260 |

12 Fixed asset investments – group and charity

a) The investment portfolio is held in a range of segregated and pooled, managed funds:

| | 2017 £000 | 2016 £000 |
|---|----------------|----------------|
| Segregated global equities | | |
| Fundsmith LLP | 67,889 | 75,649 |
| Stewart Investors Worldwide Sustainability Fund | 8,761 | 7,658 |
| Private equity | | |
| Bridges Community Development Ventures Fund II LP | 24 | 830 |
| Schroders Private Equity Fund of Funds III | 1,920 | 2,795 |
| Property | | |
| F&C Commercial Property Trust | 18,459 | 15,405 |
| Charity Property Fund | 33,857 | 33,267 |
| Cash | 19,543 | 24,543 |
| Total group and charity | 150,453 | 160,147 |

The segregated equities managed by Fundsmith LLP consisted of 22 investments as at 31 July 2017 (2016: 21 segregated equities). The holding in Idexx Laboratories was valued at £5.3m at 31 July 2016 (2016: Idexx Laboratories £5.1m). All others were valued at less than £5m.

The market value of each of the individual shareholdings represents less than 5% of the total portfolio value in both 2017 and 2016.

Notes to the financial statements

For the year ended 31 July 2017

12 Fixed asset investments – group and charity (continued)

b) Reconciliation of opening and closing market value

| | 2017 £000 | 2016 £000 |
|--|----------------|----------------|
| Market value at 1 August | 160,147 | 144,428 |
| Net (disposals)/purchases | (26,875) | (2,088) |
| Net investment gains | 17,181 | 17,807 |
| Market value of portfolio at 31 July | 150,453 | 160,147 |
| Historic cost of investments at 31 July | 111,896 | 129,570 |

c) The charity holds unlisted investments costing £3 (2016: £3) in the following subsidiary undertakings:

| | Cost £ | Country of incorporation | Principal activity | Class of shares | Share capital held |
|-------------------------------|-----------|-----------------------------|-----------------------|--------------------|-----------------------|
| Subsidiary undertakings | | | | | |
| Comic Relief Limited (note 3) | £2 | England | Trading | Ordinary £1 | 100% |
| Brand Relief Limited (note 3) | £1 | England | Non trading | Ordinary £1 | 100% |

13 Current asset investments

| | <3 months to maturity £000 | >3 months to maturity £000 | 2017 £000 | 2016 £000 |
|---|----------------------------------|----------------------------------|---------------|---------------|
| Call accounts | 10,556 | – | 10,556 | 2,440 |
| Fixed-term deposits | 29,831 | 20,115 | 49,946 | 41,060 |
| Global liquidity funds – Charity Projects | 199 | – | 199 | 198 |
| Market value at 31 July – charity | 40,586 | 20,115 | 60,701 | 43,698 |
| Global liquidity funds – Comic Relief Limited | 56 | – | 56 | 56 |
| Market value at 31 July – group | 40,642 | 20,115 | 60,757 | 43,754 |

Notes to the financial statements

For the year ended 31 July 2017

14 Debtors

a) Amounts falling due within one year:

| | 2017 | | 2016 | |
|--|---------------|-----------------|---------------|-----------------|
| | Group £000 | Charity £000 | Group £000 | Charity £000 |
| Amounts due from subsidiary undertakings | – | 6,309 | – | 2,655 |
| Other debtors | 3,563 | 3,004 | 8,494 | 6,463 |
| Taxation and social security | 1,294 | – | – | – |
| Social investment loans | 177 | 177 | 412 | 412 |
| Provision for doubtful debts | (7) | (3) | – | – |
| Prepayments and accrued income | 22,524 | 22,106 | 22,595 | 22,129 |
| | 27,551 | 31,593 | 31,501 | 31,659 |

b) Amounts falling due after more than one year:

| | 2017 | | 2016 | |
|-------------------------------|---------------|-----------------|---------------|-----------------|
| | Group £000 | Charity £000 | Group £000 | Charity £000 |
| Social investment loans | 977 | 977 | 977 | 977 |
| Provision for doubtful debts | (500) | (500) | (500) | (500) |
| Prepayment and accrued income | 3,231 | 3,231 | 6,657 | 6,657 |
| | 3,708 | 3,708 | 7,134 | 7,134 |

In 2016, the portfolio of social investment loans managed by Shared Interest was reviewed. A provision of £500k has been made as it is not anticipated that all loans will be recovered in full. Shared Interest continue to seek recovery of the funds and work with the loan recipients to restructure where possible.

In 2017, a revised Loan Agreement was signed with Shared Interest altering the terms of the Loan whereby the Loan is not repayable until the end of the loan period. The full loan and therefore the provision now fall due in more than one year.

Notes to the financial statements

For the year ended 31 July 2017

15 Creditors

a) Amounts falling due within one year:

| | 2017 | | 2016 | |
|------------------------------|---------------|-----------------|---------------|-----------------|
| | Group £000 | Charity £000 | Group £000 | Charity £000 |
| Grants approved not yet paid | 77,123 | 77,123 | 84,757 | 84,757 |
| Other creditors | 752 | 752 | 686 | 686 |
| Taxation and social security | 488 | 488 | 474 | 474 |
| Accrued expenditure | 3,982 | 3,955 | 1,258 | 1,084 |
| | 82,345 | 82,318 | 87,175 | 87,001 |

b) Amounts falling due after more than one year:

| | 2017 | | 2016 | |
|------------------------------|---------------|-----------------|---------------|-----------------|
| | Group £000 | Charity £000 | Group £000 | Charity £000 |
| Grants approved not yet paid | 57,285 | 57,285 | 69,268 | 69,268 |

16 Members' liability

The charity does not have a share capital and is limited by guarantee. In the event of the charity being wound up, the maximum amount which each member is liable to contribute is £1. There were 13 members at 31 July 2017 (2016: 13).

17 Analysis of group net assets between funds

| | Unrestricted funds £000 | Restricted funds £000 | Total 2017 £000 | Total 2016 £000 |
|--------------------------------|-------------------------------|-----------------------------|-----------------------|-----------------------|
| Fixed assets | 151,654 | – | 151,654 | 161,988 |
| Current assets | 69,988 | 34,873 | 104,861 | 87,997 |
| Current liabilities | (51,765) | (30,580) | (82,345) | (87,175) |
| Liabilities due after one year | (34,730) | (22,555) | (57,285) | (69,268) |
| Group net assets | 135,147 | (18,262) | 116,885 | 93,542 |

Notes to the financial statements

For the year ended 31 July 2017

18 Unrestricted funds

| | Balance 1 August 2016 £000 | Incoming resources £000 | Resources expended £000 | Investment movements £000 | Transfers £000 | Balance 31 July 2017 £000 |
|---|-------------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------|------------------------------------|
| Charity and group designated funds | | | | | | |
| Grant Fund | 59,487 | 64,098 | (45,197) | - | - | 78,388 |
| Common Ground Initiative I | 278 | - | 6 | - | - | 284 |
| Common Ground Initiative II | (4,912) | 724 | (341) | - | - | (4,529) |
| The Bill & Melinda Gates Foundation | 1,100 | 477 | (999) | - | - | 578 |
| Red Shed (Formally The New Fund) | 9,457 | - | (775) | - | - | 8,682 |
| Fixed Asset Reserve | 1,841 | - | - | - | (640) | 1,201 |
| Total designated funds | 67,251 | 65,299 | (47,306) | - | (640) | 84,604 |
| Group – General Reserve | 40,328 | 11,722 | (19,256) | 17,181 | 568 | 50,543 |
| Total group | 107,579 | 77,021 | (66,562) | 17,181 | (72) | 135,147 |
| Total charity | 107,429 | 74,769 | (64,310) | 17,181 | (72) | 134,997 |

The negative balances on the Common Ground Initiative Phase II (relating to Department for International Development (UKAid) Match Funding) arose because incoming resources are only recognised on entitlement to income from DfID, but the corresponding grants made are recognised in full at the time they are awarded. These negative balances will be eliminated over a number of years as funds are received from DfID.

Grant Fund represents all unrestricted income received from events and certain income from other activities, and is used to support work tackling poverty and social injustice.

The Common Ground Initiative is managed by Comic Relief and co-funded by UKAid from the Department for International Development (DfID).

The Bill & Melinda Gates Foundation represents a general grant that has been designated by the Trustees of Comic Relief to support the expansion of Comic Relief's international activities, to develop creative ways of demonstrating success stories from Africa, to engage millennials and to support global advocacy.

Red Shed (formally The New Fund) is a designation of funds to create, catalyse and pilot innovative and new ways to tackle the relief of poverty and social injustice in the UK and internationally by individuals and new enterprises.

Fixed Asset Reserve represents a designation of funds equal to the net book value of the fixed assets.

Notes to the financial statements

For the year ended 31 July 2017

19 Restricted funds

| | Balance 1 August 2016 £000 | Incoming resources £000 | Resources expended £000 | Transfers £000 | Balance 31 July 2017 £000 |
|---|-------------------------------------|-------------------------------|-------------------------------|-------------------|------------------------------------|
| Group and charity | | | | | |
| #iwill Youth Social Action Fund | - | 1,000 | (21) | - | 979 |
| Adele Grenfell Fund | - | 244 | - | - | 244 |
| GSK Malaria Fund | 3,207 | 2,585 | (11,595) | - | (5,803) |
| HM Treasury – Tampon Tax | - | 1,155 | (2,857) | - | (1,702) |
| Levelling the Field | - | 500 | (336) | - | 164 |
| M.A.C Aids Fund | - | 477 | (8) | - | 469 |
| Premier League Football Initiative | - | 800 | (1,600) | - | (800) |
| Sainsbury's Fair Development Fund | 457 | 125 | - | - | 582 |
| Steve Redgrave Fund | 24 | - | - | - | 24 |
| Tech vs Abuse | - | 305 | (261) | - | 44 |
| The Bill & Melinda Gates Foundation | - | 7,000 | (7,000) | - | - |
| The BT Supporters Club | (616) | 1,804 | (983) | 72 | 277 |
| The Laurie Family Fund | 159 | - | (73) | - | 86 |
| The Queen's Young Leaders Programme | - | 704 | (704) | - | - |
| The Sing Fund | 15 | 4 | - | - | 19 |
| The Vodafone Foundation | 413 | - | (24) | - | 389 |
| Try for Change | - | 159 | (217) | - | (58) |
| UKAid Match Funding | 43 | 69 | 263 | - | 375 |
| UKAid Match Slums Initiative | (3,455) | 1,703 | 248 | - | (1,504) |
| UKAid Match Funding Maanda Initiative | (5,038) | 2,889 | (49) | - | (2,198) |
| UKAid Match Funding Trade and Enterprise Initiative | (6,136) | 2,509 | (275) | - | (3,902) |
| UKAid Match Funding All in, All Learning | (3,203) | 1,738 | (4,401) | - | (5,866) |
| Urban Slums and Maternal, Newborn and Child Health (MNCH) | - | 1,673 | (1,673) | - | - |
| William Grant Foundation | - | 110 | (110) | - | - |
| Other Restricted Funds | 93 | 144 | (318) | - | (81) |
| Total Restricted Funds | (14,037) | 27,697 | (31,994) | 72 | (18,262) |

These restricted balances will be used to support future projects in accordance with Comic Relief's grant making principles and the wishes of the respective donors. Grant costs are recognised in full when the grant is awarded, whereas the related incoming resources are recognised only when the cash is received or when it becomes receivable and when any conditions for receipt have been met. This can result in negative balances on some funds which will be covered by future income received against those funds.

#iwill Youth Social Action Fund has been set up by **The Office for Civil Society**, and **The Big Lottery Fund**. The match funded grant of £1m will be used to invest in a wide range and a variety of scalable and sustainable social action opportunities for young people across England.

Adele Grenfell Fund is a ring-fenced amount raised by the singer Adele which will fund Grenfell United, a new organisation being set up by local people for Grenfell Residents.

Notes to the financial statements

For the year ended 31 July 2017

19 Restricted funds (continued)

GSK Malaria Fund is a collaboration between **GlaxoSmithKline** and **Comic Relief** to improve health in malaria endemic countries in sub-Saharan Africa.

HM Treasury Tampon Tax is a five-year grant made by the Minister for the Cabinet Office, through the Office for Civil Society (OCSI), of £3m, with **Comic Relief** committing another £1m, to deliver grants to organisations that support women's charities that are making significant impact in the lives of women, including health, well-being, domestic violence and education initiatives, and support services for vulnerable women.

Working in partnership with the **Scottish Government** and the **HM Treasury**, the **Levelling the Field Initiative** aims to empower women and girls to reach their full potential through the power of sport, both in the UK and internationally.

M·A·C Aids Fund has pledged £1m which is being matched with £1m from Comic Relief to support projects in the UK and sub-Saharan Africa with the goal of improving the quality of life of people with HIV and other highly vulnerable groups, and to strengthen their engagement in the response to the HIV epidemic.

Premier League Football Initiative is a partnership between **Premier League** and **Comic Relief** which jointly contribute £2.3m for a two-year period. The programme supports young people from disadvantaged backgrounds to help prepare them for business, employment and self-employment. In addition, it focuses on raising the confidence and improving school performance of those taking part in the programme.

J. Sainsbury plc and Comic Relief support the **Fair Development Fund** through a £2m match-funding grant over four years. The Fair Development Fund targets workers and smallholder farmers in Sainsbury's supply chains across Africa, promoting fairer working conditions and increased incomes to enable long term sustainable livelihoods. Sainsbury's have contributed £250k per year for four years. Sainsbury's also provide a £1m in-kind contribution directly to the grant recipients.

Steve Redgrave Fund. The Sir Steve Redgrave Charitable Trust transferred its assets to **Comic Relief**, who have established this fund to continue the work of the Trust to fund projects which support disadvantaged children and young people in the UK.

Tech vs Abuse is a programme funded by a **Big Lottery Fund** contribution of £305k and Comic Relief who will provide £318k made up of funds from **HM Treasury**. Comic Relief will make grants to organisations that work with women and girls affected by abuse. The purpose of the programme is to invest in projects that focus on the design challenges and principles identified through Comic Relief's research results of their 2015 **'Tech for Good' Initiative** to understand how technology and digital tools can be used to support people.

The Bill & Melinda Gates Foundation is providing match funding towards grants to the GAVI Alliance for its vaccine programmes in sub-Saharan Africa and the Global Fund to fight AIDS, tuberculosis and malaria.

The BT Supporters Club is a Comic Relief initiative in partnership with **BT Sport**. Subscribers to BT Sport are given the opportunity to add a monthly donation to their BT bill, with money raised used to support projects both here in the UK, and in some of the world's poorest countries. BT also make a contribution to cover the operating costs and management of the fund.

The Laurie Family Fund is funded through donations from the Laurie family and supports projects in the UK and internationally.

The Queen Elizabeth Diamond Jubilee Trust is a match funding grant which launched The Queen's Young Leaders Programme to support young people from across the Commonwealth with a particular focus on youth unemployment and enterprise.

The Sing Fund was set up with **Annie Lennox** to support projects tackling HIV/AIDS in Africa.

The Vodafone Foundation. These funds are intended to support the international development of Comic Relief, including scoping the landscape and potential for fundraising in five territories where Vodafone has an operating company, and exploring the potential for collaboration on grant making in Africa around health and education projects.

Notes to the financial statements

For the year ended 31 July 2017

19 Restricted funds (continued)

Try for Change is a fund developed by the **Rugby Football Union** and Comic Relief to support a range of projects that will use rugby as a tool for social change.

The negative balances relating to **UKAid (Department for International Development Match Funding)** arise because incoming resources are only recognised on entitlement to income from DfID, but the corresponding grants approved are recognised in full at the time they are awarded. These negative fund balances will be eliminated over a number of years as income due is received from DfID.

UKAid Match Funding is a co-funding arrangement created as part of Red Nose Day 2011 whereby **DfID** committed to match grant fund up to £16m of Red Nose Day funds raised by the public which Comic Relief has allocated for health and education projects in Africa.

UKAid Match Slums Initiative is a co-funding arrangement created as part of Sport Relief 2012 whereby **DfID** committed to match grant fund up to £10m of Sport Relief funds raised by the public which will be allocated towards slums projects in four cities in Africa.

UKAid Match Funding Maanda Initiative is a co-funding arrangement created as part of Red Nose Day 2013 whereby **DfID** committed to match grant fund up to £16m of Red Nose Day funds raised by the public which Comic Relief will allocate towards improving the lives of women and girls in sub-Saharan Africa.

UKAid Match Funding Trade and Enterprise Initiative is a co-funding arrangement created as part of Sport Relief 2014 whereby **DfID** committed to match grant fund up to £10m of Sport Relief funds raised by the public which Comic Relief will allocate towards supporting income generation and enterprise growth across sub-Saharan Africa.

UKAid Match Funding All in, All learning is a co-funding arrangement created as part of Red Nose Day 2015 whereby **DfID** committed to match grant fund up to £10m of Red Nose Day funds raised by the public which Comic Relief will allocate towards education in sub-Saharan Africa.

Urban Slums and Maternal, Newborn and Child Health (MNCH) is a partnership agreement with the Big Lottery Fund that funds projects in the areas of urban slums and MNCH, to learn what can be achieved through collaboration with another funder, to generate shared learning about ways of working and international funding experience, to widen connections with the international funding sector and to inform and communicate with the UK development sector on what the collaboration aims to achieve.

William Grant Foundation is funding one grant via Comic Relief to Aberlour, one of Scotland's largest children's charities, for a Perinatal Mental Health Befriending project.

Other Restricted Funds include donations given by a number of individuals who have chosen to support specific areas of our grant making.

There are live grants remaining with the Early Action Neighbourhood Fund (a partnership between Comic Relief, the Big Lottery Fund and the Esmeé Fairbairn Foundation). As all income has been recognised and all grants awarded in prior years, the balance on these restricted funds was £nil at 31 July 2017 (2016: £nil).

Notes to the financial statements

For the year ended 31 July 2017

20 Contingent assets

As at 31 July 2017, the charity has entered into funding agreements where the Trustees have concluded that not all conditions for recognition of the grant income have been met. The Trustees expect that the conditions in these agreements will be fulfilled over the course of the next five years. The unrecognised value of these agreements is up to £41m (2016: £52.4m).

21 Commitments under operating leases

| | 2017 £000 | 2016 £000 |
|---|--------------|--------------|
| At 31 July 2017, the group had a total value of minimum future lease payments as follows: | | |
| Payments due | | |
| Land and buildings: within one year | 639 | 482 |
| Land and buildings: between one and five years | 1,918 | 1,918 |
| Plant and equipment: within one year | 11 | 7 |
| Plant and equipment: between one and five years | 22 | 12 |
| | 2,590 | 2,419 |

22 Management of liquid resources – group

| | 2017 £000 | 2016 £000 |
|---|---------------|--------------|
| Net increase /(decrease) of current asset investments | 17,003 | (22,790) |

23 Analysis of the changes in net funds

| | At 1 August 2016 £000 | Cash flows £000 | At 31 July 2017 £000 |
|---------------------------|-----------------------------|-----------------------|----------------------------|
| Group | | | |
| Cash at bank and in hand | 5,608 | 7,237 | 12,845 |
| Current asset investments | 43,754 | 17,003 | 60,757 |
| Total | 49,362 | 24,240 | 73,602 |

Notes to the financial statements

For the year ended 31 July 2017

24 Related parties

Comic Relief Inc.

Comic Relief Incorporated (Comic Relief Inc. previously known as America Gives Back Inc.) is a 501(c)(3) charitable organisation registered in the United States in 2007.

Kevin Cahill was Chief Executive of Charity Projects for part of the reporting period and is President of Comic Relief Inc. Richard Curtis is a Trustee of Charity Projects and Vice President of Comic Relief Inc. The remaining six Trustees of Comic Relief Inc. are independent of Charity Projects.

Charity Projects provides Comic Relief Inc. with the Comic Relief brand as part of a licence agreement. Under the same agreement Charity Projects observes Comic Relief Inc. board meetings but carries no voting rights or power to remove Comic Relief Inc. board members and has no beneficial interest in Comic Relief Inc. Therefore Comic Relief Inc. is neither a subsidiary nor an associate of Charity Projects.

In May 2017, the third Red Nose Day USA was produced by Comic Relief Inc. in partnership with NBC Universal under licence from Charity Projects. A £50k licence fee was charged by Charity Projects for the first time. In prior years the licence was issued for nil cost to support the launch of what is hoped will become an annual event.

In addition, following discussion with the Bill & Melinda Gates Foundation, £657k (\$900k) (2016: £861k (\$1.2m)) of a core grant from the Foundation to Charity Projects, was sub-granted from Charity Projects to CR Inc to support the year two production of Red Nose Day USA.

At 31 July 2017, Comic Relief Inc. owed £14k (2016: £262k) to Charity Projects for costs incurred in delivering Red Nose Day USA.

Comic Relief Inc's year end is 31 December. The unaudited income raised from Red Nose Day USA 2017 was £31.2m (\$41.2m) (2016: £24.8m equivalent to \$36.3m). Comic Relief Inc. is not part of Charity Projects (better known as Comic Relief).

Other related parties

During the year, Comic Relief Limited charged £730k (2016: £423k) to Charity Projects as a licence fee for the use of the Comic Relief brand in an onward licence to Comic Relief Inc.

Charity Projects charges Comic Relief Limited a management fee for shared staff, premises, depreciation and other support costs. The charge is based on the ratio of income for each entity. For 2017, the fee was £1.6m (2016: £948k).

Comic Relief Limited transfers its total net taxable profit to Charity Projects at the end of each year under Gift Aid. For the year ended 31 July 2017 this was £12.0m (2016: £7.3m).

At 31 July 2017, Comic Relief Limited owed £6.3m (2016: £7.8m) to Charity Projects.

During the year, Trustees and key management personnel made personal donations totalling £17k (2016: £5k).

Notes

Photo credits

Christina Boyle
Courtesy of BBC Studios
Martin Burrows
Mia Collis
Victoria Dawe
DEC
Lucille Flood
Quetzal Maucci
Dario Mitidieri
Jeff Spicer
Tommy Trenchard
Michael Uwemedimo/cmapping.net



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Comic Relief is the operating name of
Charity Projects, a registered charity.
326568 (England and Wales)
SC039730 (Scotland)