

Plan International (UK)

Trustees' Annual Report 2017

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Plan International UK Trustees' Annual Report 2017

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The information included on page 8 -33 constitutes Plan International UK's strategic report for the year to 30 June 2017.

About Plan International UK

Plan International UK strives to advance children's rights and equality for girls all over the world.

We recognise the power and potential of every single child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected.

We work alongside children, young people, our supporters and partners to tackle the root causes of the challenges facing girls and all vulnerable children. For 80 years Plan International have been building powerful partnerships for children, and we are active in over 70 countries.

We support children's rights from birth until they reach adulthood, and enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

This year, we launched our new strategy for 2017- 2020. The five new strategic goals driving this forward are: equality for girls; young people empowered into successful adulthood; resilience in fragile communities; diverse and effective partnerships; and organisational excellence.

Plan International UK is an independent development and humanitarian children's charity, with no religious, political or government affiliation.

The Trustees' Annual Report 2017 covers the period 1 July 2016 – 30 June 2017.

A message from our Patron

I am delighted to have this opportunity to offer my congratulations to Plan International on the occasion of its 80th anniversary. Founded in 1937 with the purpose of caring for the needs of children orphaned, or otherwise disadvantaged by the Spanish Civil War, it has continued to care for children wherever they may be in need. The charity could not offer this help without the generous support of its many loyal donors. Everyone connected with the charity can feel proud of its achievements, and confident that it will continue its purpose long into the future.

His Royal Highness

The Duke of Edinburgh, KG, KT

Patron, Plan International UK

A message from our Youth Advisory Panel

My name is Rosa Tully. I have been a member of Plan International UK's Youth Advisory Panel (YAP) for nearly 3 years.

We ensure that the voices of young people are at the heart of Plan International UK. We act as advisors and ambassadors to help represent the thousands of young people that Plan International's work affects. This year, this has included supporting a campaign to end child marriage in Malawi and launching a successful campaign for compulsory sex education here in the UK.

Being a member of YAP has given me a platform to speak about issues I care about and shown me that there are people out there who care about what I have to say. I have met amazing young people who share the same drive and enthusiasm. Speaking at the Women of the World festival at the Southbank Centre earlier this year, sharing a stage with other activists, standing in front of an audience who was there to see us, was an amazing and enriching experience – one I would not have been given without being a part of Plan International UK's YAP.

One of my favourite parts of my work with YAP this year was our Youth Action Festival. This was an exciting one-day festival with inspiring speakers, music, arts and workshops on the theme of ending violence and discrimination against girls both in the UK and internationally. We hosted around 140 young people, from across the UK. I helped facilitate some of the workshops, as well as participating in a panel discussion about the representation and role of women in the media.

It is so important, particularly when young women are often removed from the conversation, that we have a safe and inclusive environment for young people to learn, share ideas and to grow.

I started university in September and can't wait to see how my work with Plan International UK feeds into my studies, and to see what we will achieve next year.

Rosa Tully,
Plan International UK's YAP member

YAP members: Adam, Aless, Ambrin, Eva, Evie, Georgie, Isabella, Jess, Jessica, Michael, Philip, Rachel, Rebecca, Rosa and Shan.

A message from our Chair and our Chief Executive

We are enormously proud that this has been another successful year for Plan International UK.

From our incredible Because I am a Girl campaign achievements this year to responding to the food crisis in East Africa, we've helped to change the lives of millions of people around the world.

It's also been a year for celebrations, as 2017 marks Plan International's 80th birthday. Throughout our history, we've always responded to the challenges and opportunities of an ever-changing world. While the nature of our work has changed over time, our commitment to keeping children at its centre has remained constant. This means making sure that what we do reflects the world around us. Whether we're responding to the refugee crisis or helping children affected by climate change, our ability to adapt is more important than ever.

And so this year, launching our new strategy for 2017- 2020, we looked not only at the kind of work that we do but how we do it. We want to listen to what children and young people tell us about their experiences and their hopes for the future, so that we can help them transform their lives and their communities. We believe that our five strategic goals go right to the heart of our vision of a just world. They'll shape our work over the next three years and in this report we'll show how we're making them a reality.

We're proud to be part of the global family of Plan International, which is active in over 70 countries. Our new strategic goals support our global aim to help 100 million girls transform their lives.

We want a world where all children can reach their potential, wherever they grow up, and whether they're born a girl or a boy. It's a vision we share with our founders. And it means we'll be here for as long as we're needed.

We're enormously grateful to our generous supporters, past, present and future, who make all this possible. Together, we'll keep on changing lives.

Lady Amanda Ellingworth
Chair, Plan International UK

Tanya Barron OBE
Chief Executive, Plan International UK

Our Impact

- Since July 2016, Plan International UK has **responded to 16 disasters** across Latin America, Africa, Asia and the Middle East. In total, we have **reached more than 1.2 million people** with our disaster risk management programmes in **20 different countries**
- This year, around **83,000 sponsors** are **sponsoring over 88,000 children** in 50 countries through Plan International UK
- The UK Government announced **mandatory sex and relationships education in English schools** following our national campaign
- **Over 42,000 people worldwide** stood in solidarity with youth advocates in Malawi to successfully **end child marriage**
- **7 million people were reached** through our South Asia WASH Results Programme in Bangladesh and Pakistan
- **Over 1,600 teachers in over 800 schools** delivered lessons on menstrual hygiene and shattered menstrual myths in Bangladesh

Goal 1 Equality for girls

We know that, around the world, no one bears the brunt of poverty and inequality more than girls. Making sure girls get the same opportunities as boys is central to everything we do: girls need a fair start and a level playing field.

We work with and for adolescent girls because empowered, educated girls can transform their lives and the communities around them. From ending child marriage and female genital mutilation (FGM), to helping girls manage their periods and stay in school, we'll continue to tackle the barriers that stop girls achieving their rights.

'Let my little sister be the last child bride'



Memory, 19, is a Plan International youth advocate from Malawi, where almost half of girls are married before they are 18. With other young campaigners, Memory lobbied the government to amend Malawi's constitution to end child marriage. For her, this is personal.

"When my little sister was just 11, she was forced to marry the man who got her pregnant. The marriage turned violent and it was devastating. My little sister wasn't my little sister any more.

"Last year, I stood before the First Lady of Malawi to demand the constitution be changed to ban child marriage. I wasn't alone: I was joined by the voices of the 42,000 Plan International supporters who signed our petition. And we were heard! In February, the government outlawed child marriage. Now I can tell my little sister no more girls in Malawi will endure what she endured."

Plan International believes that young people are the best advocates for change. This year, we received over 100,000 signatures from 49 countries supporting our Because I am a Girl campaign. Our supporters stood alongside young activists like Memory calling for safer cities, better sexual health services and an end to child marriage.

Turning the spotlight on the UK

The United Nations' Sustainable Development Goals (SDGs) are universal – a girl has the same rights wherever she lives. Despite being one of the world's richest countries, the UK is failing girls. Our report, *The State of Girls' Rights in the UK*, launched in September 2016, showed what it means to be a girl here, and demanded urgent action to tackle the challenges girls face.

Girls told us they often don't feel safe on the street, online, or at school. Our study is the first to map girls' rights at local authority level, finding that a girl's opportunities in life depend on where she lives.

The report was endorsed by many MPs and Lords and influenced the Women and Equalities Committee's inquiry on women's and girls' rights monitoring. It established us as a leading voice on UK girls' rights, building strong relationships with political, academic and charity partners.

With recorded sexual offences in UK schools more than doubling in recent years, we argued that schools need to tackle gender inequality. Comprehensive sex and relationship education (SRE) is vital, and so our supporters and young campaigners joined organisations across the UK to call for mandatory SRE in English schools. They succeeded: in March 2017, the UK Government pledged to make SRE mandatory in all English schools.

It's time to end violence against girls

In Egypt, Plan International UK is keeping girls safe from violence and abuse. At our New Horizons groups, girls discuss how to tackle violence against girls, and the different ways girls and boys are treated. Group member Faith, 16, underwent FGM at 14. Now, she's determined to protect her younger sisters. "They have the right to grow up healthy and happy, in charge of their own future," she says.

This project works across generations, targeting the people who make the decisions within families and helping them see how they can help to challenge attitudes and practices that harm girls. Grandmothers have a lot of power within families and so this year we made over 7,000 home visits to urge them to protect their granddaughters from child marriage and FGM, and persuade friends and neighbours to do the same.

Boys and men are part of the solution, too. Through workshops and young men's groups, we help them gain the knowledge and motivation they need to challenge violence against girls and women within their own families, and become a voice for gender equality in their communities.

The difference a role model can make

Plan International is supporting over 450 young women in Sierra Leone to train as teachers through specially-designed Open University distance learning courses. Just 12% of teachers are female, and around 75% of girls don't finish secondary school, but we know that having female teachers keeps more girls in school.

One of the trainees is Mamie, 22. "When I was little, my dream was to become a teacher," she says. "My father told me educating a girl is a waste of money. I refused to listen, and proved my community wrong! Now, they see that a woman can be a teacher. I'm a role model, and my dream is coming true."

Mamie's story was at the centre of our first ever virtual reality film, 'Mamie's Dream'. Through virtual reality, our supporters can be immersed in Mamie's life and see the difference Plan International UK is making like never before.

This project was generously supported by our partnerships with Johnson Matthey and Kaplan International as well as trusts and foundations, including the Isle of Man Government, the Waterloo Foundation and The Eranda Rothschild Foundation. The project was also the focus of Plan International UK's #Sharethelight partnership with L'Occitane and Marie Claire, supporting girls' education worldwide.

Menstruation matters

Myths and shame surrounding periods can seriously restrict girls' lives. In Bangladesh, Plan International is shattering these myths through awareness-raising activities like lessons on menstrual hygiene, delivered by over 1,600 teachers in over 800 schools.

One in four girls here misses school while menstruating due to stigma, a lack of sanitary supplies and inadequate toilet facilities. At Sanimarts, a community-based social enterprise supported by Plan International, teenage girls help to produce disposable, biodegradable sanitary towels. They gain skills and an income, and local women and girls get affordable sanitary protection. As one girl said: "Everyone should know about this – it's an important product." Plan International is also helping schools build girls' toilets with menstrual management facilities.

This innovative work is part of our South Asia WASH (Water, Sanitation and Hygiene) Results Programme, a partnership between WaterAid, Unilever, Water and Sanitation for the Urban Poor, Ipsos MORI, WEDC, and Plan International UK. Funded by UK aid, through a £25 million contract from the Department for International Development (DFID), it reached over seven million people in 18 months. Thanks to an additional £13.5 million grant, we'll reach many more people living in poverty in Bangladesh.

We're also breaking taboos about periods here in the UK. Over 50,000 people voted in our campaign to create a new period emoji. The campaign aimed to break down the stigma surrounding periods, to make it easier for girls and women to talk about periods with friends, family and colleagues. The winning emoji was a pair of period pants, and we hope it will become an official emoji.

Goal 2 Young people empowered into successful adulthood

Young people can be a powerful force for social, economic and political change. Plan International UK works with and for young people from childhood to age 25. With our help, they gain the knowledge, skills and confidence they need to find work, become independent and campaign for the change they want to see in their world.

'I can rely on myself'

In Egypt, a Plan International UK project funded by the European Commission is helping to create a more inclusive environment for young people with disabilities, where their rights are understood and they can lead a more independent life.

So far, the project has benefited over 5,300 people, including Hend.

"I'm 24 and have a disability in my right leg". Hend says. "I work in a Community Based Rehabilitation Centre. I do physiotherapy sessions for kids and adults. I know how important they are for people with disabilities.

"I live in a rural area where people don't know much about disability. The biggest challenge for me is people's attitudes to me as a girl with a disability. Sometimes I hear bad words and they think I cannot do anything, while I can do a lot. I hope to help more people understand their rights and acquire their needs and services, the same as their peers without disabilities.

"The project has helped a lot in changing attitudes and raising awareness. Through camps and trips, people with and without disabilities mingle and share activities. I've also participated in training on rights and employment."

A global voice for girls' rights

Youth for Change (YFC) is a global network of young activists hosted by Plan International UK. Through building lasting partnerships with organisations and governments, and running global campaigns, they're challenging violence against girls. YFC represent the next generation. By uniting and taking on a leadership role, they're inspiring real change.

YFC's teams in Bangladesh, Ethiopia, Tanzania and the UK are making a difference to the policy decisions that affect their lives. In July 2016, YFC Ethiopia met the Ethiopian Deputy Prime Minister, Demeke Mekennon. Impressed by their work to end FGM and child marriage, he instructed his office's full support to help YFC reach the right government officials.

This year, YFC Tanzania helped 2,100 young people learn about FGM, child marriage and pregnancy. In Bangladesh, YFC set up the Young Change Makers Coalition to tackle violence against girls. And in the UK, YFC's #TrainToProtect campaign argues that FGM and child marriage should be included in SRE guidance. YFC welcomed the UK government's announcement in February 2017 of increased funding for tackling FGM in schools. In October 2016, YFC UK also co-hosted the first national schools conference on combating 'honour'-based violence.

'My life has been transformed'

This year, the Young Health Programme (YHP), Plan International's partnership with AstraZeneca, built on its success in India and Kenya to include Sao Paulo, Brazil. YHP prevents disease by targeting risky behaviours like tobacco use and alcohol abuse which if continued can lead to non-communicable diseases later in life. The programme helps young people to make informed decisions about their health, and works with health services to keep adolescent health on their agenda.

The impact is clear: more young people know how to stay healthy, and more of them are confident about seeking health care. Health services are also more welcoming to young people. Peer education is really important too: since 2010, more than 4,000 young people have trained as peer educators. As well as sharing what they've learned, they fight for better government services and policies.

For many, YHP doesn't just help them become healthier, it helps them turn their own lives around. Roshan, 22, from Delhi, India joined the YHP aged 16. "Before, I used to roam the streets and fight," he says. He trained as a peer educator and is now a YHP programme coordinator. "Post training, I seriously started thinking about how I was wasting my precious time and energy in negative things and disturbing others. The YHP has shaped my personality and made me more confident, mature and decisive. I'm doing what I'm passionate about to positively change young people's lives. It's given me the identity and wings to fly."

Creating programmes with girls, not just for them

It is in everyone's interests to make sure young people get the training and employment they need to lead an independent life. However, many young people – and girls in particular – don't get this opportunity. Our Female Economic Security Innovation Hub in Uganda and Bangladesh laid the ground work for creative five-year programmes tackling the obstacles standing in the way of girls' and young women's access to work.

Each partnership produced an original programme proposal with their own approach. In Bangladesh, the programme will challenge gender stereotypes within the family, opening up discussions about women's and men's roles. Showing how families can benefit if women earn and contribute to the family income whilst also encouraging unpaid caring work to be shared more equally.

The programme proposal in Uganda includes a one stop service centre for young women and men to access information and training to help them secure employment as well as learning about gender discrimination and gender based violence.

The hub brought together international organisations, grassroots groups and the private sector to produce innovative, long-term programme proposals targeting real, lasting change. The hub was funded by UK aid through a Programme Partnership Arrangement (PPA) which meant there was time to really test ideas. Crucially, girls themselves helped to choose which ideas to pilot.

Goal 3 Resilience in fragile communities

Since July 2016, Plan International UK has responded to 16 disasters across Latin America, Africa, Asia and the Middle East. When an emergency happens, we respond as fast as possible with life-saving support and supplies like water, food and shelter. We also help fragile communities to become more resilient and better prepared to cope with disasters. In total, we have reached more than 1.2 million people with our disaster risk management programmes in 20 different countries.

Burundi's lost girls

Plan International works in three refugee camps in Northwest Tanzania, to match families with orphaned or abandoned children and young people who have fled the conflict in Burundi. Where possible, Plan International Tanzania traces children's parents and reunites them with their families.

Ella*, 21



"I feel like I am now building a new future for myself. My hope is that when I go back to Burundi I can use the skills I have learned through the [Plan International] vocational training and earn a living as a tailor."

Bernice*, 12



"There is a difference between here and Burundi. Here I am getting food and a place to sleep and I'm getting care from my foster parent. It helps me feel safer here. I want to finish my education. I am in school at the moment."

Aline*, 16



"I am currently doing some training with Plan International and learning to make bread. I am hoping to set up my own bakery business in the future so I can earn my own money."

Lyse*, 17



"In Burundi I was afraid of being killed. Now in the camps it is better because Plan International is providing support. Now I'm not so afraid."

*All names have been changed to protect identities

Delivering life-saving assistance in East Africa

Our biggest emergency response this year was in East Africa. In March 2017, over 16 million people across East Africa – Ethiopia, Kenya, South Sudan and Somalia – were facing severe drought and hunger. Plan International UK's East Africa Food Crisis Appeal helped us respond fast in Ethiopia and South Sudan, supporting feeding centres treating malnourished children and families. We're also reducing the number of children – especially girls – dropping out of school by providing nutritious lunches for children at drought-stricken schools. And by helping more families to get clean drinking water and better sanitation, we're reducing the spread of killer diseases like diarrhoea.

When we launched the appeal our supporters responded generously, raising a fantastic £543,000. Donations included landmark gifts of £100,000 from the Masonic Charitable Foundation and £100,000 from Jersey Overseas Aid. Plan International UK was also part of the Disasters Emergency Committee (DEC)'s East Africa Food Crisis Appeal, enabling us to raise an additional £1.8 million.

Helping children to prepare for disaster

Getting even the youngest children to start learning how to prepare for disasters is key to building community resilience – and for saving lives. With vital support from Prudential, Plan International UK is helping 2,000 children in Phangnga Province, Thailand to do just that.

We've trained teachers in incorporating disaster preparedness into their lessons, so their students know what to do in an emergency. "Students have fun and become creative in developing plays and songs related to disasters. This helps them familiarise with disaster and will lessen panic when a real disaster hits," explains teacher Kanyanee.

Students themselves run their own activities to help them understand and address the risks they face. One group performed a shadow puppet play showing their peers how to stay safe, and another is making life jackets for students who travel to school by boat. From assessing risks in their schools and communities and identifying safe zones and rallying points, to learning how to use a fire extinguisher, this essential knowledge saves lives.

For Mongkol, 18, what he'd learned at school meant he knew exactly what to do in a real-life emergency. When an earthquake struck the island where he lives, he ran from door to door in his village, telling people to head to the safe rallying point. When the Disaster Prevention and Mitigation Department arrived, they were surprised to find that the villagers had already evacuated to the safe zone. This was Mongkol's proudest moment: "My outlook on dealing with natural disasters has improved a lot," he said. "I'm more observant and have a better understanding of disaster preparedness and risk assessment."

Equal rights bring resilience

In Myanmar, our BRACED (Building Resilience and Adaptation to Climate Extremes and Disasters) programme is designed to help 300,000 people become more resilient to disasters and climate change. It's an alliance of six organisations, led by Plan International UK and funded by a £5 million UK aid grant.

Women are particularly affected by disasters as they often lack the resources – such as money or land – to respond and recover. Traditional gender roles, lack of power, low wages, and caring responsibilities make them more vulnerable.

Plan International helps women become economically independent and more resilient through income generation projects and financial services. In 155 communities, women's empowerment training is helping women to challenge traditional gender roles.

"I knew [the men] were getting more money, but thought it was normal, it had always been like this," says Zin, 19. "After the training, I became aware it wasn't right not to be paid the same as men for the same work. I went straight to my boss and demanded equal pay. The training made me sure of myself and I convinced him."

Goal 4 Diverse and effective partnerships

Plan International UK knows that by cooperating and collaborating, we can move faster and achieve so much more. Diverse perspectives lead to great ideas, so we work with a variety of groups and organisations. From being a member of the Disasters Emergency Committee (DEC) to our global partnership with Chelsea Football Club, our partnerships mean we can change the lives of more people in need across the world.

From the UK to Peru: building a friendship

Baxter, 12, and his family, who live in the UK, sponsor Luis, from Peru, through our child sponsorship programme. Sponsorship with Plan International UK is a life-changing partnership for the sponsor, the sponsored child and their community. Here, Baxter explains what sponsorship means to him.

"Luis is 11. He lives in the Andes. He's a very nice boy and we write to each other every two months.

"He has to wake up three hours before school to take animals out to the field, and at the end of school bring them back in. He has a much harder life. All I have to do is eat breakfast, brush my teeth and go to school.

"Being a child sponsored by Plan International UK has benefited his life. They gave the whole community better toilets, better education, they help not just him but his whole community.

"I would say to my friends that sponsoring a child from a different country is a very good idea because it's like a gateway to a new world."

This year, around 83,000 sponsors supported over 88,000 children in 50 countries through Plan International UK. The worldwide Plan International family supports 1.4 million sponsored children. And as Baxter explains, sponsorship doesn't just benefit the sponsored child, but their whole community, which would suggest for every child sponsored an additional 72 children could benefit.

A winning partnership with Chelsea FC

Plan International is the global charity partner of Chelsea Football Club, and together we're using the power and popularity of football to teach both boys and girls about equality, respect and tolerance. A match day appeal at Stamford Bridge has meant that this year, our partnership gave hundreds of Syrian refugee children living in Egypt the chance to go back to school.

Refugee children often miss out on education as their families simply can't afford it. Providing school kits to 670 children, including uniforms and books, and paying school fees and transport costs, meant they could go back to school. Many refugee children fall behind after missing months or years of education. The catch-up classes we funded, in Maths, English, and Arabic, significantly improved children's school performance. "The school kit helped me a lot," says 11-year-old Jamal. "I want to be a teacher when I grow up because I love to read."

Making an impact for global health

Plan International UK leads Action for Global Health, a coalition of over 50 organisations advocating on global health. This year, we co-led a global advocacy campaign on universal health coverage, focusing on a vital amendment to the SDG measurement framework. After a year of targeting health ministers, UN bodies and decision makers, we succeeded. Now, governments must report on their progress in making sure everyone can get health care without being pushed further into poverty. This has been a partnership success story, working with over 300 individuals and international non-governmental organisations (INGOs), the World Health Organization and the UK government, to create impact until 2030 and beyond.

Helping young people to succeed

This year, Plan International UK launched the Enterprise for Change Fund, an exciting new way for entrepreneurs and business people to support disadvantaged young people in the world's poorest countries. Together, we'll help over 13,000 young people learn a trade, get a job, or start their own small business. In Northern Uganda, for example, we will help 1,600 young women and men learn the skills they need to earn a decent living.

At the launch in May, the Fund raised almost £100,000 from high level donors. We aim to raise £500,000 over three years, leveraging over £1 million in further funding from institutional partners.

Making cities safer for girls

Since 2014, CBRE has partnered with Plan International UK to transform the lives of young people in Sierra Leone. Now, CBRE is providing over £550,000 in funding for our Safer Cities programme in Nairobi, Kenya, where many girls face intimidation, harassment and abuse in public places and on public transport.

This new project, launched in January 2017, is working in Embakasi, one of the city's poorest areas, with partners including transport authorities, local government and community organisations, to increase girls' safety. Alongside local communities, we'll help girls speak out for their right to be safe in male-dominated public spaces, from parks to markets and bus stops.

Training sessions will help bus drivers and transport staff to understand the harassment girls face, and make public transport safer. A media campaign will help give bystanders the confidence to support girls on public transport.

'When you have nothing, receiving this is like a blessing'

Plan International UK is a member of the Start Network, a consortium of 42 leading NGOs. The network's Start Fund is a significant source of funding for small-scale emergencies that receive little funding or media attention.

One of this year's Start-funded projects was in Ecuador. In April 2017, four provinces were hit by severe flooding. Juliana, 11, saw her home disappear under a mudslide in seconds. "We were drenched, dirty, crying and desperate," she remembers. "We didn't have any insect repellent and mosquitoes were everywhere," says Juliana's mum. "There were children covered with bites."

Thanks to the Start Fund, Plan International Ecuador distributed hygiene and sanitation kits to 1,400 families. These included insect repellent, sanitary towels, toothbrushes, toothpaste and towels. "We lost everything," says Juliana's mum. "These kits give us our dignity."

Goal 5 Organisational excellence

Plan International UK always seeks to work as effectively and have as much impact as possible. This is our fundamental responsibility to the people we work with and those who generously support us.

We'll publish information about the work that we do, the money we spend, and what we're achieving. Throughout everything we do, we'll listen to those we work with. And we'll keep finding new ways to make sure our programmes get better and better, year on year.

Children call the shots

An important part of ensuring excellence is basing our programmes on good quality data. This year, we have worked closely with children and young people to plan, adapt and make decisions about our programmes based on the evidence they provide about their lives. Plan International UK's child-led evaluation of our Financial Education and Life Skills programme in India with Credit Suisse is a great example of how we put young people at the heart of our work. From selecting the questions to be asked, and deciding how data would be collected, to leading focus group discussions and presenting their findings to the local community, children took the lead throughout.

We've proved that evaluations carried out by children can bring insights that evaluations by consultants simply aren't able to. The UN Convention on the Rights of the Child stresses the importance of children's participation so they can share their ideas and have a say in decision making. Through child-led evaluations, we're making this happen.

Inspiring the next generation of campaigners

We prize youth engagement, as working directly with young people means we get in-depth information about the challenges they face.

Our UK Youth Action Groups are a prime example of this. A first-of-their-kind pilot, they created a grassroots network of girls' rights campaigners across the country, with groups in Cardiff, Edinburgh, Leeds and Oxford. They explored girls' rights in their own lives and globally, while learning new skills. These girls have gone on to join us in successful funding bids and to develop their own local girls' rights campaigns. For Plan International UK, the Youth Action Groups have helped us to speak with real authority on UK girls' rights, and to lobby for change based on what girls themselves want and need.

Innovating and improving

We always try to make the best use of every single pound we raise. In practice, this means we've improved how we plan, coordinate, track and measure our marketing and fundraising, and how we review and use data. By targeting our communications better, we get maximum impact from every pound spent on fundraising and marketing.

Our new website, launched in October 2016, centres on supporter action, children's voices and our impact. It is mobile-phone friendly, highly optimised to increase performance, and is helping us raise more funds and run better campaigns.

Making our programmes better

Our new Programme Quality Tool helps us to identify any potential problems at the proposal stage. Alongside this, Plan International UK is developing detailed indicators to help us assess our projects more thoroughly: all part of keeping our programme work consistently of the highest quality.

This year we've been drawing out the lessons learned from evaluations and research, so we can make sure our new programmes have an even greater impact. For example, research commissioned by Plan International UK showed that water, gender-segregated toilets and menstrual hygiene activities can significantly increase school attendance and enrolment, and recommended that water, sanitation and hygiene (WASH) should feature in educational programmes. Global evidence on the importance of WASH in schools is limited, so this makes a valuable contribution.

To improve our work in disasters, we have signed up to The Core Humanitarian Standard (CHS). This was developed by leading humanitarian organisations around the world to show what good humanitarian action should look like. It also means that humanitarian organisations are now more answerable to the communities they work with. Our first self-assessment was in December 2016; external validation is next.

Ongoing training and development

We provide all the training that our trustees, staff and volunteers need to keep their skills and knowledge up-to-date. This year, trustees learned about new child protection and fundraising regulations. All staff had data protection training so that we can keep personal data on the children and families we work with, and our supporters, secure.

Fundraising Statement

Plan International UK aims to build strong, respectful and transparent relationships with our financial supporters. It is only through the generosity of individuals, companies and organisations that our work is possible.

In turn, we know that for our supporters their charitable giving is an important and positive part of their lives. Therefore we will always strive to achieve the highest standards in our fundraising and communication with supporters.

The following principles guide all of our fundraising:

- We aim to inspire people to give to or raise money for Plan International UK
- We thank supporters appropriately and demonstrate the difference their money makes
- We keep supporters' data secure and do not sell or share it for marketing purposes
- We are proudly registered with the Fundraising Regulator and we ensure all our fundraising is compliant with the Code of Fundraising Practice, and we monitor this regularly through our fundraising compliance working group
- We manage agencies and professional fundraising organisations working for us closely and demand high standards of them to ensure supporters and the wider public do not feel pressured to give and are treated with respect at all times, with a particular focus on the protection of vulnerable people
- We undertake a series of checks to ensure fundraising partners and agencies are financially viable and meet our ethical criteria, prior to working with them
- We make sure our fundraising partners and agencies are monitored appropriately and undertake face-to-face visits, mystery shopping and call listening
- We listen to supporters and act on their communication requests
- We endeavour to build long-term relationships with our supporters, enabling them to support the charity in all the different ways they choose
- We genuinely appreciate feedback from supporters and the public and have procedures in place to review our fundraising activities in light of feedback and complaints we may receive. In calendar year 2016, there were a total of 272 complaints relating to our fundraising activity. 73% per cent of these complaints were relating to direct mail; 10% to telephone fundraising and 6% to face-to-face fundraising. We continuously seek improvement and we are pleased that complaints have reduced from 398 in 2015.

Financial Review

Year to 30 June 2017

Income

Our income for the year to 30 June 2017 was £64.3m. This represents a £5.9m or 8% decrease compared to the previous financial year, mainly due to material reductions in both emergency income and DFID Programme Partnership Arrangement (PPA) funding, partly offset by increases in major partnerships and institutional development grants.

Overall, once these two reductions are taken into account, the results represent a significant success against the backdrop of a year in which securing income continued to be challenging, and is a validation of our supporters' faith in our ability to deliver change for girls and boys in the world's poorest countries. More detail regarding the above differences to last year is given below.

While we continued our success in securing funding to respond to disasters, including Disasters Emergency Committee (DEC) funding to respond to the famine in East Africa, a welcome reduction in the number of emergencies meant our emergency income was significantly lower than the high level we secured in the previous year, which included our response to the Ebola crisis.

In addition, all DFID PPA funding of charities came to an end on 31 December 2016 which meant that only 50% of the previous year's level of funding was received.

This was a positive year with regard to raising income from major partnerships (corporate partners, trusts, foundations and major donors).

The fundraising environment remained difficult throughout the year. However, we continued to receive strong support from individual donors and there were 83,031 sponsors sponsoring 88,782 children at 30 June 2017.

In addition, we also received over £1m for our Girls Fund, demonstrating continued support for our work in promoting girls' rights and equality and supporting girls and their communities to stop harmful traditional practices such as female genital mutilation (FGM) and child marriage. The Girls Fund is included in our total of £8.7m received for other donations and appeals.

Where our income came from in 2016/2017

Total income £64.3 million

Institutional donors	£25.0m	39%
Sponsorship	£17.5m	27%
Other donations and appeals	£8.7m	14%
Major partnerships	£8.2m	13%
Gift Aid	£4.1m	6%
Other	£0.8m	1%

Expenditure

In the year to 30 June 2017, we spent £63.5m to help build a better future for children in some of the world's poorest countries. Of this, £51.0m was spent on our programming activities, representing 80.4% of our expenditure. This includes phase two of the Girls' Education Challenge project supporting

marginalised girls in Sierra Leone, our work on the DFID BRACED project building resilience in Myanmar, our response to the famine in East Africa, our advocacy and campaigning work promoting girls' rights and equality, and much more.

11.9% of our expenditure was on fundraising activities, which include all our sponsorship activities, fundraising appeals, and the cost of submitting bids for funding to institutional donors and corporates. A further 7.7% was on support costs, such as finance, human resources and information technology. These services play a crucial role in providing core organisational support for us to be able to deliver for children.

Total expenditure on fundraising and support activities was £12.5m, which was £0.1m lower than the previous year. However, at 19.6% of our income, it has increased from 18% last year, reflecting the decrease in total income and the need to continue investment in these areas, including exploring new channels for growth to increase the impact we have for children. We continue to meet our ongoing commitment not to spend more than 20% of our income on these critical activities.

Of our charitable activities, emergency response and disaster preparedness work made up 21% of all expenditure, with 74% applied to our longer-term development work and 5% on campaigning and awareness.

Total expenditure of £63.5m in 2016/2017

Programming	£51.0m	80.4%
Fundraising	£7.6m	11.9%
Support	£4.9m	7.7%

Breakdown of charitable activities in 2016/2017

Total charitable activities £52.7m

Education	£18.0m	34%
Disaster risk management	£11.0m	21%
Water, sanitation and hygiene	£9.8m	19%
Sexual and reproductive health and rights	£4.4m	8%
Economic security	£4.1m	8%
Protection	£2.7m	5%
Campaigning and awareness	£2.5m	5%
Participate as citizens	£0.2m	0%

The total of £52.7m given above matches the total charitable activities expenditure given on the consolidated Statement of Financial Activities (p43) and is calculated, as required by charity accounting rules, after the allocation of support costs to the activities they support.

Reserves

Our reserves fall into three categories.

General funds are not restricted to specific projects and may be used where they can best help us fulfil our purpose. General funds increased from £5.2m to £5.5m, putting them slightly above our reserves range (see reserves policy p.37).

Our designated fixed asset fund represents long-term assets such as leasehold property improvements. This increased slightly from £1.3m to £1.6m due to investment to support our work. Together, general funds and our fixed asset fund form our unrestricted funds.

Restricted funds of £4.6m (2016: £4.4m) represent donations and grants that will be spent in the following year on our programme work. Most of our programmes are delivered through Plan International Inc, and we remit funds to them monthly.

Looking forward

As we look ahead and drive forward our new strategy, the following work will be crucial in helping us to fulfil our vision of a just world for all children and in particular girls.

Goal 1 Equality for girls

- Strengthen our Because I am a Girl campaign and work in solidarity with youth advocates to break down stereotypes and end violence against girls around the world.
- Launch an innovative UK programme supporting girls to thrive and lead in their local areas.

Goal 2 Young people empowered into successful adulthood

- Continue to engage a diverse range of young people in our work
- Through a new UNICEF-funded \$1 million cyber-safety programme, help children and young people in the Philippines to get specialised gender-sensitive, child-focused medical and psychosocial support.
- Support Youth For Change to challenge gender-based violence in Bangladesh, Tanzania and the UK.

Goal 3 Resilience in fragile communities

- Expand our disaster preparedness and resilience work, particularly in refugee settings and urban areas.
- Further develop our expertise in child protection, education, gender and accountability.
- Raise our profile as a leading voice in the fields of adolescents in emergencies and fragile settings, and of child labour.

Goal 4 Diverse and effective partnerships

- Develop our legacy and our community fundraising activities.
- Improve our sponsors' experience by better reflecting their different needs.
- Foster the co-creation of cross-sector partnerships which aim to deliver impact for the world's poorest children.

Goal 5 Organisational excellence

- Use our new monitoring, evaluation and learning framework and theories of change to measure how our programmes are changing lives.
- Continue to make the best use of every pound we raise.

Principal risks and uncertainties

Plan International UK recognises that there are risks inherent in delivering our charitable objectives.

Plan International UK operates in highly unpredictable environments. Consequently our work is often shaped and influenced by the taking or avoidance of risk.

Recognising and analysing our risks is a key part of understanding how we operate and it is therefore important that we manage our risks effectively in order to promote the achievement of our objectives. The trustees consider the principal areas of risk to concern:

- **The safety of the children we support**

We work closely with Plan International Inc to ensure compliance with global child safeguarding standards. These include carrying out disclosure and barring service checks for all employees and volunteers working with children, and mandatory child protection training for all our staff.

- **Delivering high quality and effective programmes**

We work to ensure delivery of a high quality effective programme portfolio increasing our focus on measuring and reporting the impact and value for money of our work, and maintaining transparency through, for example, Independent Aid Transparency Initiative (IATI) reporting.

- **A sustainable financial model**

We work to ensure that our finance and funding model maximises our impact for our beneficiaries and provides long term sustainability.

We continue to monitor the impact of the result of the EU Referendum and will work with the sector to seek a means of continuing to access European Commission (EC) funds that help bring lasting change to the lives of the world's poorest girls and boys.

- **Compliance with all legal and regulatory requirements**

We are committed to comply with all UK legal and regulatory requirements. We will not be used as a vehicle for money laundering or terrorist financing and will continue to ensure we have appropriate policies and procedures in place.

In 2016 our Board of Trustees approved our anti-slavery and human trafficking statement which is published on our website. We continue our programme of work to review and monitor our policies, procedures, agreements and training, to ensure that contributing to modern slavery and human trafficking has no place in Plan International UK.

We engage with ongoing management of the changes to fundraising compliance and assess our compliance. We have appointed a trustee fundraising expert, established a dedicated Fundraising Compliance Working Group, represented Plan International UK and our supporters in relevant sector forums and engaged with sector peers in responding to sector consultations concerning changes to fundraising practices (for example, the Code of Fundraising Practice and Fundraising Preference Service).

The expectation is not to eliminate all risk, but rather to set out a management system and governance oversight whereby significant risks can be identified, assessed, mitigated, monitored and reported across the organisation.

Our organisation risk register is kept up-to-date by senior management and reviewed quarterly by our Management Board, our Audit, Finance and Risk Committee and our Board of Trustees.

Governance and management

How Plan International UK is governed and managed

Plan International UK is a charitable company limited by guarantee, incorporated under the name Plan International (UK). The members of Plan International UK are our trustees, whose liability is limited to £10 each. None of them has any personal financial interest in Plan International UK's contracts or its funds.

Plan International UK is governed by our Board of Trustees. The Board meets regularly and is responsible for setting Plan International UK's strategic direction, as well as for our overall governance, including signing the Trustees' Annual Report. The Board also oversees Plan International UK's management, with day-to-day responsibility delegated to the Management Board. The Management Board is made up of the Chief Executive and directors as listed on p40.

New trustees are appointed by the Board making sure that, collectively, the Board has the skills and experience needed to enable us to operate effectively. Our new trustee appointments are dependent on the suitability of their skills and experience and are made after a formal selection and interview process. All new trustees are invited to attend a comprehensive induction with a full agenda covering all areas of our activities. Trustees receive ongoing training throughout the year.

Plan International UK has an Audit, Finance and Risk Committee (AFRC) which is made up of three trustees and one external member. The AFRC receives regular updates on Plan International UK's financial position, monitors the performance of our internal and external auditors, and reviews internal financial control, the audit process, risk-management processes and the annual budget and the Trustees' Annual Report.

In the financial year to 30 June 2017, the AFRC oversaw the implementation of the audit plan of BDO LLP, our internal auditors. Four internal audits were conducted during this year. The audits covered our IT project management, the design and monitoring of our programme portfolio, our business continuity management and our compliance with two of our key organisational policies. In addition to this, a follow-up audit was conducted to review progress made on recommendations arising from prior year audits. Actions arising from these audits have been logged and addressed by management and reported to and monitored by the AFRC.

Plan International UK also has a Remuneration Committee made up of two trustees. It sets Management Board salaries and approves the annual pay review proposal as well as any significant issues relating to the development and review of our pay policy.

Plan International UK forms a Nominations Committee as and when required to oversee the appointment of trustee and Youth Observer posts. In 2016 a Nominations Committee was formed to oversee the appointment of a trustee with fundraising expertise and a trustee with experience in a Foreign and Commonwealth Office Ambassador role.

The members of the Board of Trustees, the AFRC, the Remuneration Committee and the Management Board are shown on p40.

Statement of trustees' responsibilities

The trustees (who are also directors of Plan International UK for the purposes of company law) are responsible for preparing the Trustees' Annual Report, including the Strategic Report, and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 the affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate 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 the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure of information to auditors

In so far as the trustees are aware:

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

How Plan International UK operates within the Plan International global family

Plan International is an international development organisation that works with children, families and

communities in the world's poorest countries. We strive for a just world that advances children's rights and equality for girls.

To enable us to do this, Plan International is organised into separate legal entities which, in the year ended 30 June 2017, included 20 National Organisations, Plan International Inc, and their subsidiaries. Both the National Organisations and Plan International Inc have subsidiaries, usually because they are required under tax law; for example, in the case of Plan International UK, to carry out non-charity trading.

Programme delivery is carried out through country offices in 51 countries by Plan International Inc, a not-for-profit organisation incorporated in the USA. Plan International UK and the other National Organisations raise funding for these programmes from a range of donors (e.g. institutional donors, corporates, trusts and foundations, major donors), signing contracts with the donors as applicable and then providing grant management support to the country offices which directly implement the programmes. The National Organisations also represent Plan International's work in their countries through raising funds from individual giving, through campaigning, and through managing the relationship between child sponsors and their sponsored children.

The 20 National Organisations are the members of Plan International Inc. The Members' Assembly, which takes place twice every year and to which each National Organisation sends delegates, is Plan International's highest decision-making body and sets high-level strategy and direction for the global organisation. The Members' Assembly also elects the Board of Directors of Plan International Inc, which is accountable to the Members' Assembly for all its decisions.

The Board of Directors of Plan International Inc monitors the compliance of National Organisations and Plan International Inc with global standards as set by the Members' Assembly.

Plan International UK's financial results are included in the worldwide combined financial statements prepared by Plan International Inc. Although these are not statutory statements, and are not authorised as such by either the Board of Plan International UK or the Board of Plan International Inc, they are prepared in accordance with International Financial Reporting Standards and can be downloaded at: www.plan-international.org

Public benefit

Our Strategic Report clearly sets out in detail our charitable activities, which we have carried out in line with our charitable objectives.

These objectives are:

- To prevent and/or relieve poverty.
- To advance education.
- To advance health.

In each case for the public benefit particularly by, but not limited to, providing social and development services to advance those objects and/or financial and material assistance for the benefit of children, their families and communities in charitable need.

As such, the trustees are confident that Plan International UK has complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Reserves policy

Each year, the trustees review the reserves range, i.e. the level of general funds that should be held in reserves, rather than spent on our charity's activities. With a significant proportion of income arising from child sponsorship, we can predict much of our total monthly income with a reasonable degree of confidence. However, income from appeals and grants is more difficult to predict and holding some general funds in reserve is essential, e.g. to ensure that our ability to carry out our work is protected against any unexpected negative financial events.

Our reserves range is based on maintaining sufficient general funds to cover our anticipated working capital needs for three months, this being considered sensible both operationally and from an analysis of our unrestricted income fundraising streams and expenditure commitments. General funds are therefore expected to be in the range of £4.2m to £5.2m. At 30 June 2017, our general funds were £5.5m, which is slightly above the reserves range.

Financial risk management

Goods and services purchased are subject to contracts with suppliers based on market prices. Plan International UK has no exposure to investment price risk as it holds no listed or other equity investments, with the exception of the investment in FPPI UK Ltd referred to below.

Most of Plan International UK's transactions are denominated in sterling and therefore we do not face significant currency risks. The purchasing power of funds transferred to Plan International Inc is affected by the strength of the donor currency against the local currencies in the countries in which those funds are spent. This risk is managed by Plan International Inc. Plan International UK does not enter into foreign exchange contracts for speculative reasons.

The majority of amounts receivable at the year-end relates to institutional donors, and the associated credit risk is therefore considered to be low. Plan International UK keeps the credit rating of its banks under review, and has no external borrowings. Our reserves policy, combined with our remitting funds to Plan International Inc only after receipt, results in a low exposure to liquidity risk.

Going concern

With general funds at 30 June 2017 of £5.5m, and net current assets at year-end of £11.1m, it is considered by the trustees that Plan International UK has sufficient resources and liquidity to continue, for the foreseeable future, to manage our operations efficiently whilst maintaining a suitable flow of funds to Plan International Inc to be spent fulfilling our charitable objectives.

Our planning process, including financial projections, has taken into consideration the current economic and political climate and its potential impact on future income. We believe that there are no material uncertainties that call into doubt our ability to continue in operation. Accordingly, these financial statements have been prepared on a going concern basis.

Grant-making policy

Through its country offices, Plan International carries out programmes which create a better future for millions of children in developing countries. Most of our programmes take place in the countries and communities where Plan International-sponsored children live. Plan International UK's funds are granted to Plan International Inc to be sent on to Plan International country offices and local partners in accordance with grant agreement documents between Plan International UK and Plan International Inc.

Occasionally, where it is the best way to reach the communities we work with, we make grants to other charities. These charities are selected based on their experience, governance and ability to contribute positively to our work with children in developing countries. Performance is monitored closely, to ensure grants are spent appropriately in line with our charitable objectives.

Remuneration policy

All roles within Plan International UK are evaluated and assigned a grade. Each grade has a pay range or salary band which is set around the median market rate for roles of that level. We aim to pay at the median market rate and each role has a spot rate assigned to it which then sits within the wider salary band. We may set a spot rate above the pay range in exceptional circumstances where the market dictates a higher rate and have a discretionary zone of 12.5% above the midpoint of the pay range for this.

Each year, the pay bands and spot rates are reviewed, based on market changes, using a range of sources and taking account of affordability. Management consult with our Staff Council, and a pay review proposal is submitted to the Remuneration Committee. The committee reviews this proposal and any significant issues relating to the development and review of the pay policy and makes the decision on the proposal. Staff costs are set out in note 7 of the financial statements.

Plan International UK is a London Living Wage employer and ensures that everyone, including interns and apprentices, are paid at this level or above. This also applies to contractors, e.g. cleaners and security staff.

Staff and volunteers

The number of staff employed by Plan International UK changed from 173 full-time and 26 part-time at the start of the financial year to 168 full-time and 22 part-time employees at the end.

The ratio of the gross salary of the lowest paid staff member to that of the highest paid (excluding interns and apprentices) is 1:5.5.

The ratio of the gross salary of the median salary (excluding interns and apprentices) to that of the highest paid is 1:3.2.

We are also very fortunate to benefit from the support of volunteers and people on work placements, who provided approximately 3,349 working hours based on recorded attendance (2016: 3,892 hours). Their dedication has helped us to carry out research and improve our administration. They have also provided essential support to all parts of the organisation, meaning that we've been able to enhance our relationship with our supporters and our beneficiaries.

We are accredited through Investing in Volunteering and seek to continuously improve our work with

volunteers. The Board of Trustees of Plan International UK is very grateful to all staff and volunteers for their commitment to Plan International and their efforts over the last year.

The environment

We are very aware of the environmental impact of our activities, and the fact that it is the most vulnerable communities in developing countries who are most impacted by climate change. We monitor gas, electricity, water and paper use in our Finsgate office, and air and train travel, in order to measure our environmental impact, with a particular focus on our carbon footprint, as per our Environmental Sustainability Policy.

Foster Parents Plan International (UK) Ltd

Plan International UK has a subsidiary company (note 10 of the financial statements), Foster Parents Plan International (UK) Ltd (FPPI UK), to carry out trading activities on behalf of Plan International UK. FPPI UK's results are consolidated into Plan International UK's group financial statements in accordance with the requirements of Financial Reporting Standard 102. The directors of FPPI UK comprise two members of the Plan International UK Management Board and the Company Secretary as shown on p40. Plan International UK owns 100% of the issued share capital (£2) of FPPI UK.

The activity of the trading subsidiary is the licensing of Plan International trademarks to third parties, primarily corporate partners of Plan International UK, and carrying out other non-primary purpose trading activities. Turnover of the trading subsidiary in 2017 was £65,000 (2016: £104,000). The subsidiary's taxable profits are donated under a deed of covenant to Plan International UK. In 2016 this was £43,000 (2016: £89,000).

The directors of FPPI UK Ltd have signed its 2017 directors' report and financial statements and believe it is a going concern. The company has few expenses and projected income in 2018 will ensure the company is able to meet its liabilities as they fall due.

Legal and administrative information

Royal Patron

HRH the Duke of Edinburgh

Trustees

Lady Amanda Ellingworth – Chair

Richard Laing - Deputy Chair ^{1, 2, 3}

Olivia Beecham

Hanah Burgess ¹

Jane French ^{1, 2}

Javaid S Khan

Spencer McHugh

Meredith Niles (appointed 9 March 2017)

Lara Oyesanya

Amanda Phillips (resigned 6 October 2016)

Gillian Smith

Richard Street

Adam Wood (appointed 9 March 2017)

Management Board

Tanya Barron Chief Executive

Bill Cunningham Director of Finance and IT⁴

Nazma Kabir Director of Programmes (resigned 31 August 2016)

David Hughes Interim Director of Programmes (1 September 2016 – 9 October 2016)

Simon Bishop Director of Policy & Programmes (10 October 2016)

Mike Thiedke Director of Public Engagement⁴

Company Secretary

Kristen Morgan⁴

Registered Office

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Independent Auditors

PricewaterhouseCoopers LLP

1 Embankment Place,

London WC2N 6RH

Solicitors

Russell-Cooke LLP

2 Putney Hill, London SW15 6AB

Bankers

Barclays Bank PLC

Church Street East, Woking GU21 6AE

The Trustees' Annual Report, including the Strategic Report, was approved by the Board of Trustees on 5 October 2017 and signed on its behalf by:



Lady Amanda Ellingworth

Chair, Plan International UK

Date: 5 October 2017

¹ Member of the Audit, Finance and Risk Committee, which also includes Beverley Tew as an independent member

² Member of the Remuneration Committee

³ Deputy Chair from October 2016

⁴ Director of Plan International UK's trading subsidiary, FPPI (UK) Ltd

Independent auditors' report to the members of Plan International UK

Report on the audit of the financial statements

Opinion

In our opinion, Plan International UK's group financial statements and parent charitable company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2017 and of the group's and parent charitable company's incoming resources and application of resources, including its income and expenditure, and of the group's cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Plan International UK Trustees' Annual Report 2017 (the "Annual Report"), which comprise: the consolidated and charity balance sheets as at 30 June 2017; the consolidated statement of financial activities (incorporating an income and expenditure account) for the year ended 30 June 2017, the consolidated statement of cash flows for the year ended 30 June 2017; and the notes to the financial statements.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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

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

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's and parent charitable company's ability to continue as a going concern.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Strategic Report and Trustees' Annual Report

In our opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Trustees' Annual Report. We have nothing to report in this respect.

Responsibilities for the financial statements and the audit

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of Trustees' Responsibilities set out on page 35, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also 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.

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

Auditors' responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- We have not received all the information and explanations we require for our audit; or
- Adequate accounting records have not been kept by the parent charitable company or returns adequate for our audit have not been received from branches not visited by us; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

J Halford

Jill Halford (Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP

Chartered Accountants and Statutory Auditors

London

5 October 2017

Consolidated statement of financial activities

(incorporating the income and expenditure account) for the year ended 30 June 2017

	Notes	Unrestricted funds £000	Restricted funds £000	2017 Total £000	Unrestricted funds £000	Restricted funds £000	2016 Total £000
INCOME FROM:							
Donations	2						
Sponsorship		17,524	-	17,524	18,635		18,635
Gift aid		4,094	19	4,113	4,126		4,126
Other donations and appeals		4,471	4,170	8,641	3,664	4,074	7,738
		26,089	4,189	30,278	26,425	4,074	30,499
Charitable activities							
Institutional donors	3	2,051	22,959	25,010	4,101	28,881	32,982
Major partnerships	4	110	8,092	8,202	107	6,073	6,180
		2,161	31,051	33,212	4,208	34,954	39,162
Other	5	772	-	772	499	-	499
Total income		29,022	35,240	64,262	31,132	39,028	70,160
EXPENDITURE ON:							
Raising funds	6	9,875	497	10,372	9,610	543	10,153
Charitable activities	6	18,158	34,490	52,648	20,638	38,871	59,509
Other		440	-	440	402		402
Total expenditure		28,473	34,987	63,460	30,650	39,414	70,064
Net income/(expenditure)		549	253	802	482	(386)	96
Fund balances brought forward		6,535	4,363	10,898	6,053	4,749	10,802
Fund balances carried forward	15	7,084	4,616	11,700	6,535	4,363	10,898

All income and expenditure relates to continuing activities. There are no recognised gains or losses other than those included above and therefore no separate statement of comprehensive income has been prepared. There is no material difference between the net income and movement in funds stated above and their historical cost equivalents.

Consolidated and charity balance sheet

as at 30 June 2017

	Notes	Group 2017 £000	Group 2016 £000	Charity 2017 £000	Charity 2016 £000
Fixed Assets					
Tangible assets	9	1,562	1,319	1,562	1,319
Total fixed assets		1,562	1,319	1,562	1,319
Current assets					
Debtors	11	7,466	7,918	7,506	7,925
Cash at bank and in hand		11,019	11,164	10,969	11,144
Total current assets		18,485	19,082	18,475	19,069
Current liabilities					
Creditors amounts falling due within one year	12	(7,327)	(9,328)	(7,317)	(9,315)
Net current assets		11,158	9,754	11,158	9,754
Total assets less current liabilities		12,720	11,073	12,720	11,073
Provisions for liabilities and charges	13	(1,020)	(175)	(1,020)	(175)
Total net assets		11,700	10,898	11,700	10,898
Funds					
General funds	15	5,522	5,216	5,522	5,216
Designated funds	15	1,562	1,319	1,562	1,319
Unrestricted funds		7,084	6,535	7,084	6,535
Restricted funds	15/16	4,616	4,363	4,616	4,363
Total funds		11,700	10,898	11,700	10,898

The notes on pages 46 to 67 form part of the financial statements. Approval of the financial statements on pages 43 to 67 was delegated by the Board of Trustees to the below trustees on 5 October 2017, who have signed on their behalf on 5 October 2017.



Lady Amanda Ellingworth
Chair of Plan International UK



Richard Laing
Chair of the Audit, Finance and Risk Committee

Registered Company No 1364201 Registered Charity No 276035

Consolidated statement of cash flows

for the year ended 30 June 2017

	2017 £000	2016 £000
Cash flows from operating activities:		
Net cash inflow/(outflow) from operating activities	530	(148)
Cash flows from investing activities:		
Dividends, interest and rents from investments	17	15
Purchase of property, plant and equipment	(431)	(261)
Change in cash and equivalents due to exchange rate movements	(261)	318
Change in cash and cash equivalents in the year	(145)	(76)
Cash and cash equivalents at the beginning of the year	11,164	11,240
Cash and cash equivalents at the end of the year	11,019	11,164
Reconciliation of net income/(expenditure) to net cash flows from operating activities		
Net income for the year	802	96
Losses/(gains) in investments	261	(318)
Investment income	(17)	(15)
Depreciation charges	181	625
Loss on disposal of fixed assets	7	23
Decrease in debtors	452	2,787
Decrease in creditors	(2,001)	(3,363)
Increase in provisions	845	17
Net cash inflow/(outflow) from operating activities	530	(148)

Notes forming part of the financial statements

1. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention and in accordance with the Charities Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in May 2014, the Companies Act 2006, the Charities Act 2011 and applicable UK accounting standards, including FRS 102. The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. The principal accounting policies are set out below and have been applied consistently throughout the year.

(b) Basis of consolidation

The statement of financial activities (SOFA), group balance sheet and statement of cash flows consolidate the financial statements of the Charity and its wholly-owned subsidiary, Foster Parents Plan International (UK) Ltd. The financial statements of the subsidiary are consolidated with the Charity on a line-by-line basis. Transactions and balances between the entities are eliminated on consolidation. Details on the subsidiary are given in note 10.

No separate SOFA has been presented for the Charity alone, as permitted by s408 of the Companies Act 2006. The total income of the Charity for the year was £64,196,000 (2016: £70,146,000) and the net result of the Charity was a surplus of £802,000 (2016: surplus of £96,000).

(c) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. Plan International UK has one designated fund which is the tangible fixed asset fund. This fund represents the net book value of tangible fixed assets originally funded from general funds. The transfer made between the general and designated funds represent capital additions less depreciation charges and disposal losses (see note 15).

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. Expenditure is charged against the specific fund in accordance with donor rules. An analysis of these funds is set out in note 16.

(d) Income

All income is included in the SOFA when the Charity is legally entitled to the income, receipt is probable and the amount can be measured reliably.

Donations and legacies

Sponsorship

Income from sponsors is accounted for on a receipts basis.

Gift Aid

Income from Gift Aid tax reclaims on donations is recognised on an accruals basis. All donations are covered under a valid Gift Aid declaration.

Other donations and appeals

Other donations and appeals income includes income from Plan Ltd (see note 2), corporations, trusts, foundations and major donors. This is accounted for on a receipts basis (e.g. Girls Fund) and/or on an accruals basis (e.g. legacies) as applicable to the income category.

Pecuniary legacies are recognised once probate has been granted and notification of entitlement has been received. Residuary legacies are recognised when probate is granted and there is sufficient information to value them and any conditions attached to the legacy are either within the control of the charity or have been met. An allowance is made against the amounts receivable to reflect the uncertainty inherent in estate administration.

Charitable activities

Income from charitable activities is earned under grants and contracts with governments, other agencies, corporations, trusts and foundations, and major donors for the specific provision of goods and services in the furtherance of our purpose. Grants that provide core funding, or are of a general nature, are included as 'Donations'.

Grant and contract income is accrued once all conditions that would permit entitlement have been met. Where payments are received in advance of this point, they are held on the balance sheet as deferred income.

Income earned under contracts with donors where payments are contingent on the achievement of pre-agreed results is recognised in the SOFA in proportion to the stage of completion of the project. Where it is probable that total contract costs exceed total contract income, the expected deficit is recognised immediately. Income and expenditure in relation to these contracts are recognised within restricted funds, with any resulting surplus or deficit shown as a transfer to or from unrestricted funds.

Gifts in Kind

Gifts in Kind donated for distribution to beneficiaries are included at fair value and recognised as income from charitable activities when they are received.

Gifts in Kind also include services received in relation to campaigning, fundraising and professional advice. These have been included within 'Donations' at fair value at the time that the service is received. In accordance with the SORP, no amounts are included in the financial statements for services donated by volunteers, although their work is considered vital to the activities of Plan International UK.

Other

Rental income

Rental income represents income from sub-tenants which share the Finsgate building with Plan International UK as their landlord and is recognised on an accruals basis.

Trading income

Trading income is accounted for on an accruals basis and represents the amounts charged to customers for goods and services supplied, excluding VAT (see note 10).

Investment income

Investment income includes any interest income earned by Plan International UK on its cash balances.

(e) Expenditure

All expenditure is accounted for on an accruals basis, and is classified in the SOFA according to the activity to which it relates. Direct costs, including attributable staff costs, are allocated on an actuals basis to the key strategic areas of activity.

Expenditure on charitable activities includes both costs incurred directly by Plan International UK and grants payable to Plan International Inc and to partner organisations in furtherance of Plan International UK's charitable objectives. Grants payable are accounted for once all conditions that would limit recognition of the funding commitment have been met. Expenditure in relation to Gifts in Kind is recognised on distribution to country offices, for goods, or at the point that a service is received by Plan International UK.

Support costs, such as governance, general management, financial management, information technology, human resources, and facilities, are allocated between activities on the basis of staff numbers employed

during the period.

Governance costs are the costs associated with the governance arrangements of Plan International UK and include an estimate of management time spent on strategic activities as well as direct costs associated with governance.

(f) Pension costs

Pension contributions paid by the Charity in respect of employees to a defined contribution scheme are charged to the SOFA as they become payable, and are allocated to the same funds as the salary costs to which they relate.

(g) Operating leases

Operating lease rentals are charged to the SOFA on a straight line basis over the life of the lease.

(h) Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation. Items costing less than £3,000 are not capitalised.

Depreciation for all fixed assets is calculated on a straight-line basis to write off the cost of the assets over their estimated useful lives as follows:

Leasehold property improvements	Lease period remaining
Office equipment	5 years
Computer hardware	5 years
Computer software	3 years

The carrying value of fixed assets is annually reviewed for impairment if events or changes in circumstances suggest that their carrying amount may not be recoverable.

(i) Financial instruments

Plan International UK has financial assets and liabilities that qualify as basic financial instruments. They are measured as follows:

Cash	Cash held at bank and in hand
Debtors	Initially at settlement amount after any trade discounts. Subsequently at cash or other consideration expected to be received
Creditors	Initially at settlement amount after any trade discounts. Subsequently at cash or other consideration expected to be paid

(j) Provisions for liabilities and charges

Provisions for future liabilities are recognised when Plan International UK has a legal or constructive financial obligation as a result of a past event for which it is probable that a transfer of economic benefits will be required to settle the obligation, and where the amount can be reliably estimated.

(k) Foreign currencies

Transactions in foreign currencies are recorded at the monthly book rate at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange at the balance sheet date. All exchange differences are taken to the SOFA.

(l) Company status

The Charity is a public benefit entity and a company limited by guarantee. The members of the Company are the trustees named on p40. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per trustee.

(m) Taxation status

Plan International UK is a registered charity within the definition of Section 202 of the Corporation Tax Act 2010 and is thus exempt from taxation on its charitable activities. The trading subsidiary of Plan International UK, Foster Parents Plan International (UK) Ltd, makes a charitable donation under deed of covenant of its taxable profits each year to Plan International UK, leaving no UK corporation tax payable.

Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred or invoiced, and is allocated as part of the expenditure to which it relates.

(n) Critical accounting judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. These judgements, estimates and assumptions are made based on a combination of past experience, professional expert advice and other relevant evidence. The following areas are considered to involve the critical judgements and sources of estimation uncertainty when applying the group's accounting policies.

Revenue recognition

Due to the range and complexity of the group's funding streams, revenue recognition is deemed to be an area that requires judgement to appropriately apply the income accounting policies explained in accounting policy 1d.

Cost allocation

The cost allocation methodology requires judgement as to what are the most appropriate bases to use to apportion support costs; these are reviewed annually for reasonableness. Support costs, and other expenditure judgements, are detailed in accounting policy 1e.

Provisions

Provisions such as dilapidations and grant provisions involve assumptions and estimation techniques. These are based on the experience and knowledge of key management and evidence from past experience. These are detailed in accounting policy 1j.

Sponsorship

Child sponsorship is wholly aligned with the charity's objects and as such is deemed to be unrestricted income. Income from sponsors is detailed in accounting policy 1d.

Locally received income

Locally received income is income where the contract signatories are the donor and the relevant Plan International country office. However the de facto fund manager is Plan International UK, who provide support and oversight to the country office. The income arising from such awards is thus recognised under Plan International UK. Income from charitable activities is detailed in accounting policy 1d.

2. Donations

	Unrestricted funds £000	Restricted funds £000	2017 Total £000	2016 Total £000
Sponsorship	17,524	-	17,524	18,635
Gift Aid	4,094	19	4,113	4,126
Plan Ltd	3,100	-	3,100	2,330
Disasters Emergency Committee (DEC)	-	1,946	1,946	2,094
Other individual giving	805	600	1,405	1,239
Girls Fund	-	1,138	1,138	1,361
Legacies	533	47	580	568
Emergency appeals	-	264	264	38
Gifts in Kind	-	174	174	75
Trusts and foundations	25	1	26	22
Major donors	5	-	5	-
Corporations	3	-	3	11
Total	26,089	4,189	30,278	30,499

The donation from Plan Ltd, a trading subsidiary of Plan International Inc (see note 18) of £3,100,000 (2016: £2,330,000) is a donation received under deed of covenant in order to support Plan International UK's charitable activities.

Plan International UK has received notification of entitlement for two legacies which have been accrued, with an estimated value of £217,000 (2016: one, £21,000)

3. Charitable activities: Institutional donors

a) Included in income from charitable activities are grants received from the following institutional donors

	Unrestricted funds	Restricted funds	2017 Total	2016 Total
	£000	£000	£000	£000
Department for International Development (DFID)	2,051	13,675	15,726	24,380
European Commission (EC)	-	3,003	3,003	1,985
European Civil Protection and Humanitarian Aid Operations (ECHO)	-	2,352	2,352	3,474
Comic Relief	-	1,476	1,476	156
UN Agencies	-	1,359	1,359	269
Gifts in Kind - World Food Programme	-	380	380	-
Gifts in Kind - UNICEF	-	279	279	-
Gifts in Kind - Book Aid International UK	-	51	51	-
Big Lottery Fund	-	(2)	(2)	944
Other	-	386	386	1,774
Total	2,051	22,959	25,010	32,982

b) The following table summarises all contributions received from the UK Department for International Development (DFID) in the year ended 30 June 2017 totalling £15,727,000 (2016: £24,380,000).

Country	Project name	2017 Total £000	2016 Total £000
Bangladesh and Pakistan	WASH Results Programme	3,178	6,701
Sierra Leone	Supporting Marginalised Girls in Sierra Leone to Complete Basic Education with Improved Learning Outcomes (Girls' Education Challenge Fund)	2,918	1,599
Sierra Leone	GEC 2 Partners Expansion: Supporting Primary School Girls and Children with Disabilities in the Context of the Government's Ebola Transition and Recovery Plan	2,857	628
Various	UK Programme Partnership Agreement	2,051	4,101
Myanmar	Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED)	1,826	1,467
Sierra Leone	Agreement for Improving Schools in Sierra Leone	766	214
Kenya	Adolescent Girls Initiative	534	261
Guinea Bissau	Zika Prevention & Reproductive Health	245	-
Various	Regional Surge Capacity Project	201	73
Sudan	People Affected by Floods Kassala State	190	-
Ghana	Complementary Education in the Upper West Region	184	258

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Various	Youth for Change	146	79
Ecuador	Emergency Response for Winter Season in Ecuador	130	-
Sierra Leone	Girls' Education Challenge (GEC) GATE	129	-
Togo	Emergency Response Lassa Fever in Togo	128	-
Tanzania	Wash Service in Kagera in Tanzania	100	-
Colombia	Emergency Response - Landslide in Mocoa	67	-
Zambia	Zambia Financial Inclusion Project	63	42
Pakistan	Community-led Response Disaster - Layyah	55	-
Timor Leste	Support Drought Affected Families in Lautem	40	-
Dominican Republic	Emergency Response in Puerto Plata	21	-
Sudan	Access to WASH - Red Sea/Kassala/Gedaref	(102)	-
Sierra Leone	Reducing Transmission Through Strengthening Community Acceptance or Restrictive Measures against Spread of Ebola - RET project (Quarantine and Decontamination)	-	5,328
Nepal	Nepal Earthquake Shelter & Sanitation	-	1,325
Malawi	Accountable Grant Arrangement for Kalondolondo	-	586
Various	Family Planning (FP) 2020 Monitoring and Accountability at the Local and National Level	-	362
Bangladesh	Relief Support for Flood and Cyclone	-	265
Cameroon	START Network Support for Central African Refugees	-	258
Pakistan	Monsoon Flood Response 2015	-	120
Colombia	Oil Spillage Emergency - Tumaco, Colombia	-	100
El Salvador	People affected by Drought El Salvador	-	100
Indonesia	El Nino Response in NTT	-	84
Ethiopia	Education Services to Refugees in Pugnido, Ethiopia	-	79
Sudan	Emergency Critical Life-Saving Water	-	78
Rwanda	Empowering Youth Through Cooperative Development	-	73
Ethiopia	Seed Support to Habro & Guba Koricha	-	64
Benin	Plan International's Response to Lassa in Benin	-	56
Colombia	Hygiene Kits - Crisis in Colombia	-	44
Sierra Leone	Expanding Rural Access to Water and Sanitation in Four Chiefdoms in Port Loko and Moyamba Districts	-	32
Cameroon	Influx of Refugees along Nigerian Border	-	3
Total		15,727	24,380

Negative figures represent funds returnable where we have either been unable to spend funds in accordance with donor wishes or where we have completed the programmes under budget.

4. Charitable activities: Major partnerships

	Unrestricted funds £000	Restricted funds £000	2017 Total £000	2016 Total £000
Corporations	32	5,043	5,075	2,976
Trusts and foundations	67	1,895	1,962	1,311
Major donors	11	1,109	1,120	953
Programme Gifts in Kind	-	45	45	940
Total	110	8,092	8,202	6,180

5. Other

a) Income from other sources:

	Unrestricted funds £000	Restricted funds £000	2017 Total £000	2016 Total £000
Rental income	572	-	572	380
Trading income	65	-	65	104
Investment income	17	-	17	15
Other income	118	-	118	-
Total	772	-	772	499

b) The Charity as lessor

At the year end, the Charity had contracted with sub-tenants for the following future minimum lease payments under non-cancellable operating leases:

	2017 Total £000	2016 Total £000
Less than one year	408	260
Between two and five years	1,235	968
After five years	383	444
Total	2,026	1,672

These payments relate to the sub-lease of space within the Finsgate building to sub-tenants, with Plan International UK as their landlord. In addition to these lease payments, variable service charges are payable to Plan International UK based on an apportionment of shared building costs. There are no significant restrictions imposed by the lease arrangements.

6. Total expenditure

a) Analysis of total expenditure

	Grants paid £000	Staff costs £000	Direct costs £000	Support costs £000	2017 Total £000	2016 Total £000
Expenditure on raising funds						
Sponsorship	-	949	3,195	780	4,924	4,569
Other donations and appeals	-	1,079	922	730	2,731	2,926
Major partnerships	-	733	150	505	1,388	1,446
Institutional donors	-	688	260	381	1,329	1,212
	-	3,449	4,527	2,396	10,372	10,153
Expenditure on charitable activities						
Education	15,383	1,169	817	573	17,942	12,589
Disaster risk management	10,622	108	(64)	352	11,018	24,330
Water, sanitation and hygiene	8,327	402	722	312	9,763	13,739
Sexual and reproductive health and rights	3,675	544	38	140	4,397	1,208
Economic security	4,063	7	(72)	132	4,130	3,559
Protection	2,679	26	(63)	87	2,729	1,514
Campaigning and awareness	20	827	1,079	560	2,486	2,460
Participate as citizens	177	-	-	6	183	110
	44,946	3,083	2,457	2,162	52,648	59,509
Other expenditure						
Rental costs	-	-	418	-	418	389
Trading subsidiary costs	-	-	22	-	22	13
	-	-	440	-	440	402
Sub total	44,946	6,532	7,424	4,558	63,460	70,064
Reallocation of salaries ¹	-	2,122	-	(2,122)	-	-
Total	44,946	8,654	7,424	2,436	63,460	70,064

¹ Staff costs initially included within 'support' are reallocated to 'staff costs' matching the total shown in note 7.

	2017 £000	2016 £000
Net income is stated after charging:		
Services provided by the Charity's auditors:		
Fees payable for the audit of the consolidated financial statements ¹	57	50
Fees payable for other services:		
- Taxation and VAT	2	2
- Grant certification	5	-
	64	52
Exchange rate gains	(261)	(318)
Depreciation	181	625
Operating lease rentals – buildings	705	705

¹ Total includes £4,000 in respect of fees for the audit of the prior year consolidated financial statements.

b) Grants paid

During the year Plan International UK made grants to Plan International Inc which designs and delivers programmes through regional, country and programme offices. The programme offices are located in areas where Plan International programmes are implemented, allowing Plan International to work effectively with local communities.

Grants are also made to other partner organisations to deliver programmes to help children, their families and communities and to respond in emergency situations. No grants are made directly to individuals.

A list of grants paid is given below:

Partner Organisation	Country	2017 £000
Payments to Plan International Inc	Various	48,352
Payments to Plan International National Organisation	India	1,051
Payments to Plan International National Organisation	Colombia	516
Payments to Plan International members		49,919
Fundacion Save the Children	Bolivia	128
The Open University	Syria	98
Children in Need Institute	Various	38
International HIV/AIDS Alliance	Various	9
The SOFII Foundation	Various	5
Payments to non-Plan International organisations		278
Total		50,197

c) Analysis of support costs

	Raising funds £000	Charitable activities £000	2017 Total £000	2016 Total £000
Office and premises	645	584	1,229	1,162
Information technology	518	468	986	938
General management	343	305	648	651
Human resources	311	282	593	668
Financial management	293	265	558	692
Governance	187	169	356	240
Depreciation	95	86	181	623
Loss on disposal of fixed assets	4	3	7	28
Total	2,396	2,162	4,558	5,002

Support costs have been allocated to each of the above activities on the basis of the number of staff employed during the year by the relevant activity.

(d) Analysis of governance costs

	2017 £000	2016 £000
Legal and other professional fees - Gifts in Kind	174	58
External audit fees	57	50
Apportionment of staff costs	47	45
Legal and other professional fees	46	47
Internal audit fees	24	24
Other	8	16
Total	356	240

7. Staff costs

	2017 £000	2016 £000
Staff costs		
Wages and salaries	7,336	7,039
Social security costs	787	761
Pension costs	480	513
Sub total	8,603	8,313
Agency staff	51	103
Total	8,654	8,416

Plan International UK has a defined contribution pension scheme, which matches employee contributions up to a maximum of 7.5% of pensionable salary. The resulting fund belongs to the employee and can be transported when leaving Plan International UK. No employees receive benefits under a defined benefit pension scheme.

In line with government legislation, Plan International UK automatically enrolls all eligible staff into this defined contribution pension scheme with all new joiners being enrolled into the scheme in the third pay period after the start of their employment.

A salary sacrifice scheme is in place, giving employees the opportunity to vary their employment terms and conditions such that they receive a lower gross salary, with Plan International UK paying additional employer pension contributions on the employee's behalf.

The number of employees whose emoluments, as defined for taxation purposes (i.e. net of salary sacrifice), amounted to £60,000 or more in the year were as follows:

	2017 Number	2016 Number
£60,000 - £69,999	-	-
£70,000 - £79,999	2	3
£80,000 - £89,999	-	-
£90,000 - £99,999	-	-
£100,000 - £109,999	-	1
£110,000 - £119,999	1	-
Total	3	4

Total employer pension contributions for these employees were £50,144 (2016: £56,515).

The highest paid employee in 2017 was the Chief Executive, who received £126,814, including salary sacrifice, in the year (2016: £124,417) made up of a gross salary of £110,100 (2016: £101,022), salary sacrifice of £16,714 (2016: £23,395) and employer pension contributions of £26,216 (2016: £31,644), and received no benefits in kind (2016: nil).

The Management Board are the key management personnel of the charity. Emoluments, as defined for taxation purposes (i.e. net of salary sacrifice), paid to the Management Board in the year are disclosed below:

Position	Name	Gross paid amount in year to 30 June 2017 £	Full-time equivalent annual salary as at 30 June 2017 £
Chief Executive	Tanya Barron	110,100	111,130
Director of Policy & Programmes	Simon Bishop (from 10 October 2016)	59,943	80,694
Director of Public Engagement	Mike Thiedke	79,039	80,589
Director of Finance & IT	Bill Cunningham	78,693	80,236
Director of Programmes	Nazma Kabir (to 31 August 2016)	10,205	-
Total		337,980	352,649

Differences between full-time equivalent annual salary and actual gross amount paid in the year arise due to annual pay reviews that take effect in January each year and as a result of individuals joining or leaving Plan International UK. Interim appointments are excluded. In addition to the gross amount paid, £93,541 was paid for employer's national insurance and pension contributions in respect of the above individuals, inclusive of any salary sacrifice.

None of the above received any benefits in kind.

Redundancy payments in the year to staff totalled £11,287 (2016: £10,193).

The average headcount and average number of employees, calculated on a full-time equivalent (FTE) basis, analysed by activity was:

	2017 Headcount	2016 Headcount	2017 FTE	2016 FTE
Public Engagement	98	97	88	91
Policy and Programmes	60	59	54	57
Support	46	43	45	42
	204	199	187	190

Public Engagement includes sponsorship, other individual giving, major partnerships and campaigning and awareness.

8. Trustees' remuneration

None of the trustees received any remuneration during the year for services to Plan International UK (2016: none). Directly-incurred expenses of the trustees borne by Plan International UK in the year ending 30 June

2017 were £5,567 (2016: £3,186). These expenses related to costs incurred by four trustees (2016: eight) to attend Board meetings and overseas travel to attend the Members' Assembly (these costs to be reimbursed by Plan International Inc).

Plan International UK has purchased indemnity insurance for the trustees at a cost of £2,838 (2016: £2,735).

9. Tangible fixed assets

GROUP AND CHARITY	Leasehold property improvements £000	Office equipment £000	Computer hardware £000	Computer software £000	Total £000
Costs					
At 1 July 2016	1,659	325	346	1,151	3,481
Additions	16	43	31	341	431
Disposals	(21)	(14)	(148)	(3)	(186)
At 30 June 2017	1,654	354	229	1,489	3,726
Accumulated depreciation					
At 1 July 2016	578	293	237	1,054	2,162
Charge for the year	125	14	32	10	181
Disposals	(19)	(14)	(143)	(3)	(179)
At 30 June 2017	684	293	126	1,061	2,164
Net book value					
At 30 June 2016	1,081	32	109	97	1,319
At 30 June 2017	970	61	103	428	1,562

10. Investments

CHARITY	2017 £	2016 £
Shares in subsidiary undertakings	2	2

Plan International UK owns the entire issued share capital of Foster Parents Plan International (UK) Ltd, a trading company registered in England and Wales as company number 02457093, whose main activity is the licensing of the use of Plan International UK trademarks to third parties and carrying out other non-primary purpose trading activities. Each year the subsidiary makes a charitable donation under a deed of covenant of any taxable profits to Plan International UK.

SUBSIDIARY	2017 £000	2016 £000
Total turnover	65	104
Total expenditure	(22)	(15)
Donation to Plan International UK	(43)	(89)
Net result for the year	-	-

The aggregate of assets, liabilities and funds for the subsidiary was:

2017	2016
------	------

	£000	£000
Total assets	53	46
Total liabilities	(53)	(46)
Total funds	-	-

11. Debtors

	Group 2017 £000	Group 2016 £000	Charity 2017 £000	Charity 2016 £000
Accrued income	3,406	2,829	3,406	2,829
Amounts owed by institutional donors	2,766	3,355	2,766	3,355
Amounts owed by Plan International Inc	831	1,119	831	1,119
Other debtors	261	382	258	357
Prepayments	202	224	202	224
Amounts owed by subsidiaries	-	-	43	29
VAT recoverable	-	9	-	12
Total debtors	7,466	7,918	7,506	7,925

The classification of accrued income, amounts owed by institutional donors, other debtors, and prepayments was reviewed in 2017 and the 2016 comparative figures have been adjusted accordingly.

12. Creditors: amounts falling due within one year

a) Analysis of creditors

	Group 2017 £000	Group 2016 £000	Charity 2017 £000	Charity 2016 £000
Accruals of transfers to Plan International Inc and other partners	4,576	6,184	4,576	6,184
Other accruals	1,188	1,915	1,184	1,911
Deferred income	749	731	744	722
Trade creditors	408	237	408	237
Taxation and social security	268	261	268	261
Amounts owed to Plan International Inc	103	-	103	-
VAT payable	35	-	34	-
Total creditors	7,327	9,328	7,317	9,316

b) Deferred income

GROUP

	As at 1 July 2016 £000	Income deferred £000	Deferrals released £000	As at 30 June 2017 £000
Institutional donors	701	307	264	744
Other	30	5	30	5
Total	731	312	294	749

Deferred income for the charity comprised £744,000 (2016: £701,000) institutional donor income and no (2016: £21,000) other income.

13. Provisions for liabilities and charges

GROUP	As at 1 July 2016 £000	Provision created £000	Provision released £000	Provision utilised £000	As at 30 June 2017 £000
Dilapidations	160	40	-	-	200
Grants	15	820	(15)	-	820
Total	175	860	(15)	-	1,020

Dilapidations represent the estimated cost required to make good Plan International UK's headquarters upon the termination of the lease with our landlord. The provision will be utilised on termination of the lease.

Grants represent the estimated funds returnable to donors where the group has not been able to spend funds received in accordance with donor wishes, including losses incurred from fraud and disallowances at country office level. Any losses will be recovered from Plan International Inc.

Contingent Liability: During the year there has been an investigation at a Plan International Inc country office relating to an alleged fraud. This has affected donor funds from several Plan International National Organisations, including Plan International UK. The investigation has concluded and discussions are ongoing with a donor regarding the repayment of funds. The investigation identified some control weaknesses, and the fraudulent transactions to be repaid have been provided for within the above grant provision. The donor has accepted the amount to be repaid but has the right to review further under the funding contracts. Any such review could result in further repayment but no amount is known at the reporting date and so a contingent liability has been recognised in the financial statements.

Under Plan International UK's funding arrangements with Plan International Inc, any amounts repaid by Plan International UK to donors as a result of fraud in a country office are fully reimbursed by Plan International Inc and Plan International UK suffers no net loss as a result.

14. Commitments

a) Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

GROUP	Land and buildings 2017 £000	Other 2017 £000	Total 2017 £000	Land and buildings 2016 £000	Other 2016 £000	Total 2016 £000
Operating lease expiring:						
Less than one year	758	25	783	758	16	774
Between two and five years	3,482	52	3,534	3,308	11	3,319
After five years	2,253	-	2,253	3,185	-	3,185
Total	6,493	77	6,570	7,251	27	7,278

Property lease commitments are in respect of Plan International UK's headquarters and will be partly offset by sub-tenant rental income.

b) Programme commitments

At year end, the group had undertaken to deliver projects which will be completed over a number of years. The majority of the funds needed for these projects are subject to legal agreements with donors to ensure that Plan International UK will be reimbursed. For some of these projects, Plan International UK is required to provide additional funding to match that provided by the main donor. At 31 June 2017, donors had yet to be found for programme commitments totalling £2,829,000 (2016: £1,187,000) as detailed below.

GROUP	Total 2017 £000	Total 2016 £000
Less than one year	1,947	406
Between two and five years	882	781
After five years	-	-
Total	2,829	1,187

No provision has been recognised as we expect to be able to find donors for these commitments over the remaining life of the projects.

c) Capital commitments

The value of the group contracts placed in the year for future capital expenditure not provided for in the financial statements was nil (2016: nil).

15. Statement of funds

GROUP AND CHARITY	Balance 1 July 2016 £000	Total income £000	Total Expenditure £000	Transfers £000	Balance 30 June 2017 £000
General funds	5,216	29,022	28,473	(243)	5,522
Designated funds: Tangible fixed asset fund	1,319	-	-	243	1,562
Unrestricted funds	6,535	29,022	28,473	-	7,084
Restricted funds	4,363	35,240	34,987	-	4,616
Total funds	10,898	64,262	63,460	-	11,700

16. Restricted funds

Restricted funds comprise unexpended balances on donations and grants and contracts given for specific purposes. These funds will be expended in future years in accordance with donor wishes.

GROUP AND CHARITY	Balance 1 July 2016 £000	Income £000	Expenditure £000	Balance 30 June 2017 £000
DEC - East Africa Appeal	-	1,879	(948)	931
DEC - Ebola response	3	-	(3)	-
DEC - Syria and other	17	67	(84)	-
DEC - Nepal earthquake	(14)	-	14	-
Girls Fund	470	1,259	(879)	850
Other voluntary income	272	984	(613)	643
Donations	748	4,189	(2,513)	2,424
DFID - South Asia WASH Results Programme	-	3,178	(2,984)	194
DFID - BRACED	(5)	1,826	(1,821)	-
DFID - Girls' Education Challenge Fund Phase 1	-	2,857	(2,857)	-
DFID - Reducing Ebola Transmission ¹	(10)	-	10	-
DFID - Girls' Education Challenge Fund ²	(32)	2,918	(2,886)	-
DFID - Others	45	2,679	(2,705)	19
UN Agencies	3	883	(886)	-
ECHO	2	2,187	(2,162)	27
European Commission	239	2,732	(2,929)	42
Comic Relief	4	-	(4)	-
Big Lottery Fund - People affected by Typhoon Haiyan	(5)	1,330	(1,321)	4
Big Lottery Fund - Sierra Leone: Ebola Response	2	-	(2)	-
Big Lottery Fund - Sierra Leone: My Body My Right	1	146	(147)	-
Other institutional donors	74	2,223	(2,181)	116
Institutional donors	318	22,959	(22,875)	402
Corporations	1424	5068	(5284)	1208
Other trusts and foundations	366	1,888	(1,976)	278
Major donors	1,223	1,110	(2,115)	218
Major partnerships	3,227	8,092	(9,529)	1,790
Street Kids International UK	70	-	(70)	-
Other income	70	-	(70)	-
Total restricted funds	4,363	35,240	(34,987)	4,616

¹ In country, the total project spend as at 30 June 2017 was £10,700,000 (2016: £10,700,000).

² In country, the total project spend as at 30 June 2017 was £8,110,000 in relation to the " Supporting Marginalised Girls in Sierra Leone to Complete Basic Education with Improved Learning Outcomes " project (2016: £5,805,000) and £3,220,000 in relation to the " GEC2 Partners Expansion: Supporting Primary School Girls and Children with Disabilities in the Context of the Government's Ebola Transition and Recovery Plan " project (2016: £1,049,000).

17. Analysis of net assets between funds

GROUP AND CHARITY	Unrestricted Funds		Restricted Funds	Total Funds
	General £000	Designated £000	£000	£000
Fund balances at 30 June 2017 are represented by:				
Tangible fixed assets	-	1,562	-	1,562
Current assets	6,741	-	11,744	18,485
Current liabilities	(1,019)	-	(6,308)	(7,327)
Provisions for liabilities and charges	(200)	-	(820)	(1,020)
Total net assets at 30 June 2017	5,522	1,562	4,616	11,700
Total net assets at 30 June 2016	5,216	1,319	4,363	10,898

18. Related parties

Plan International Inc

Plan International UK is a member of Plan International Inc as set out on p36. During the year Plan International UK transferred cash totalling £45,343,000 (2016: £52,310,000) directly to Plan International Inc and other Plan International entities to undertake international development programme activities in the field.

In line with our approach of accruing transfers once all conditions that would limit recognition of the funding commitment have been met, there was an accrual of £4,576,000 (2016: £6,184,000) of transfers to Plan International Inc outstanding at year-end. This gives a total of £49,919,000 as per note 6b.

Plan International UK does not have a controlling interest in Plan International Inc and therefore has not disclosed detailed transactions between the two entities.

Plan Ltd

Plan Ltd is a wholly-owned trading subsidiary of Plan International Inc. Income in the year was received by Plan International UK from Plan Ltd under deed of covenant as set out in Note 2.

Disasters Emergency Committee

Plan International UK is a member of the Disasters Emergency Committee (DEC) and Plan International UK's Chief Executive is a trustee of the DEC. In the year Plan International UK paid a subscription of £68,798 (2016: £46,328) to the DEC. Plan International UK's income in the year included £1,946,000 (2016: £2,094,000) receivable from DEC appeals. Of this £1,739,000 was outstanding at year-end (2016: £1,728,000).

Street Kids International UK

Richard Street, one of our trustees, is on the Board of Street Kids International UK (SKI). On March 2015, SKI, registered charity number 1125483, entered into a transfer deed with Plan International UK, under which certain assets were donated, and two staff members transferred via a TUPE process to Plan International UK. The balance on the donation of these restricted assets was zero as at 30 June 2017 (see note 16).

Transactions with subsidiary

Transactions with subsidiary

Party	Nature of Relationship	Transaction	Income for the year ended 30 June 2017	Expenditure for the year ended 30 June 2017	Debtor balance for the year ended 30 June 2017	Creditor balance for the year ended 30 June 2017
			£000	£000	£000	£000
Foster Parents Plan International UK Ltd.	Wholly-owned subsidiary	The subsidiary's taxable profits are donated under a deed of covenant to Plan International	43		43	

Donations from trustees

In the year donations were received from trustees totalling £8,854 (2016: £13,255).

Thank you

We wish to thank every one of our supporters. Whether through sponsorship, donating to our emergency appeals or leaving a gift in their will every supporter makes our work possible and helps us to change lives around the world.

Plan International UK would in particular like to thank the following for their support over the period July 2016 - June 2017.

Patrons

HRH The Duke of Edinburgh K.G. K.T., Baroness Gardner of Parkes, Virginia McKenna OBE, Baroness Morris of Yardley, Lord Paul, and Dr Miriam Stoppard

Supporters

Baroness Amos, Marisa Bate, Laura Bates, Lord Boateng, Claire Cohen, Martine Croxall, Natalie Dormer, Girls' Day School Trust (GDST), Girls' School Association (GSA), Trish Halpin, Gillian Joseph, Debbie Langdon-Davies, David Morrissey, Sheila Reid, Katherine Ryan, Radhika Sanghani, Andrea Thompson, Sandi Toksvig OBE.

Institutions

Department for International Development (DFID), Disasters Emergency Committee (DEC), European Commission (EC), European Commission Humanitarian Aid and Civil Protection Office (ECHO), Guernsey Overseas Aid & Development Commission, Isle of Man Government, Jersey Overseas Aid, and Start Network

Trusts and Foundations

The Adrian and Jane Frost Charitable Trust, The Bernard Sunley Charitable Foundation, The Burford Trust, CHK Charities Limited, CML Family Foundation, The Eranda Rothschild Foundation, The Edwina Mountbatten & Leonora Children's Foundation, The Evan Cornish Foundation, The Galvani Charitable Foundation, Happy Charitable Trust, The Headley Trust, The Heald Charitable Trust, Hilda Farr Charitable Trust, The Hodge Foundation, Latin American Children's Trust, The Leach Fourteenth Trust, Masonic Charitable Foundation, Meeting Needs – the event industry charity, The Paul Foundation, Sir Halley Stewart Trust, Souter Charitable Trust, Spindrift Foundation, The Volant Charitable Trust, ViiV Healthcare's The Positive Action for Children Fund, The Waterloo Foundation

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Mrs Alison Beecham, Mr Clive Beecham, Mr and Mrs Buchanan, Richard Buxton, Mr and Mrs Collins, Bernard and Georgina David, Helen and Colin David, Mr and Mrs Dennis, The Goswell Family, Mr Horwich, Mr S Jain, Anthony and Sue Jordan, Mr and Mrs Letcher, Mr Mills, Mr Morgan, Katherine and David Soanes, Ms van Almsick and several other anonymous donors

We would also like to say thank you to all our volunteers for their hard work and commitment, which we couldn't do without.