



World Vision 
NO CHILD WITHOUT A FUTURE

WORLD VISION UK
TRUSTEES' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 30 SEPTEMBER 2019



OUR VISION FOR EVERY CHILD,
LIFE IN ALL ITS FULLNESS;
OUR PRAYER FOR EVERY HEART,
THE WILL TO MAKE IT SO.

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MESSAGE FROM OUR CHIEF EXECUTIVE

We believe that God has called us to stand with the world's most vulnerable children, and to inspire others to join with us through giving, through action and through prayer. Deepening our commitment to bring life in all its fullness to these children is at the heart of World Vision's strategy – and three years in, we have made encouraging progress in reaching more of them.

During the last year, we shone the light of Christ into the lives of 2 million children through our programmes, including a million caught up in humanitarian emergencies – from the long-term crisis in Syria to the devastation caused by Cyclone Idai. Children in fragile states – where the highest concentrations of the most vulnerable are found – now make up 30% of those we serve, an increase of nearly a fifth over the last five years.

It has been a year for trying new things here in the UK as we seek to inspire more people to join us. We had a tremendous response to our It Takes a World campaign, with 34,628 people signing our petition asking the government to commit more resources to protecting children in emergencies. Our Global 6K events in the UK saw nearly 2,500 people join with others around the world to increase access to clean water. We established new connections with Christian organisations, and increased our presence at Christian events. At one such event, I had one of the most inspiring experiences of my year, meeting – and interviewing on stage – Archbishop of Kenya, Jackson Ole Sapit. As a former sponsored child with World Vision, I find his story particularly special. (You can read his story opposite).

Of course, not all our innovations came off. After the success of our previous Christmas campaign, our Made for More single-giving campaign didn't deliver the results we hoped for. However, we take everything as an opportunity

to learn and our next digital campaign, #1000Girls, was much more successful.

Despite the progress we've seen, we continue to work in a challenging context, with household budgets and government commitments constrained by economic and political uncertainty. Overall, our income again fell slightly this year, as did our total supporter numbers – though more positively, we welcomed nearly 6,000 new child sponsors, the highest number for several years.

As we look to the future, we need to inspire even more supporters to join us in giving, acting and praying, so that we can realise our priority of deepening our commitment to the most vulnerable children. And hand-in-hand with this focus on vulnerable children, comes a requirement to maintain robust safeguarding policies, practices and training.

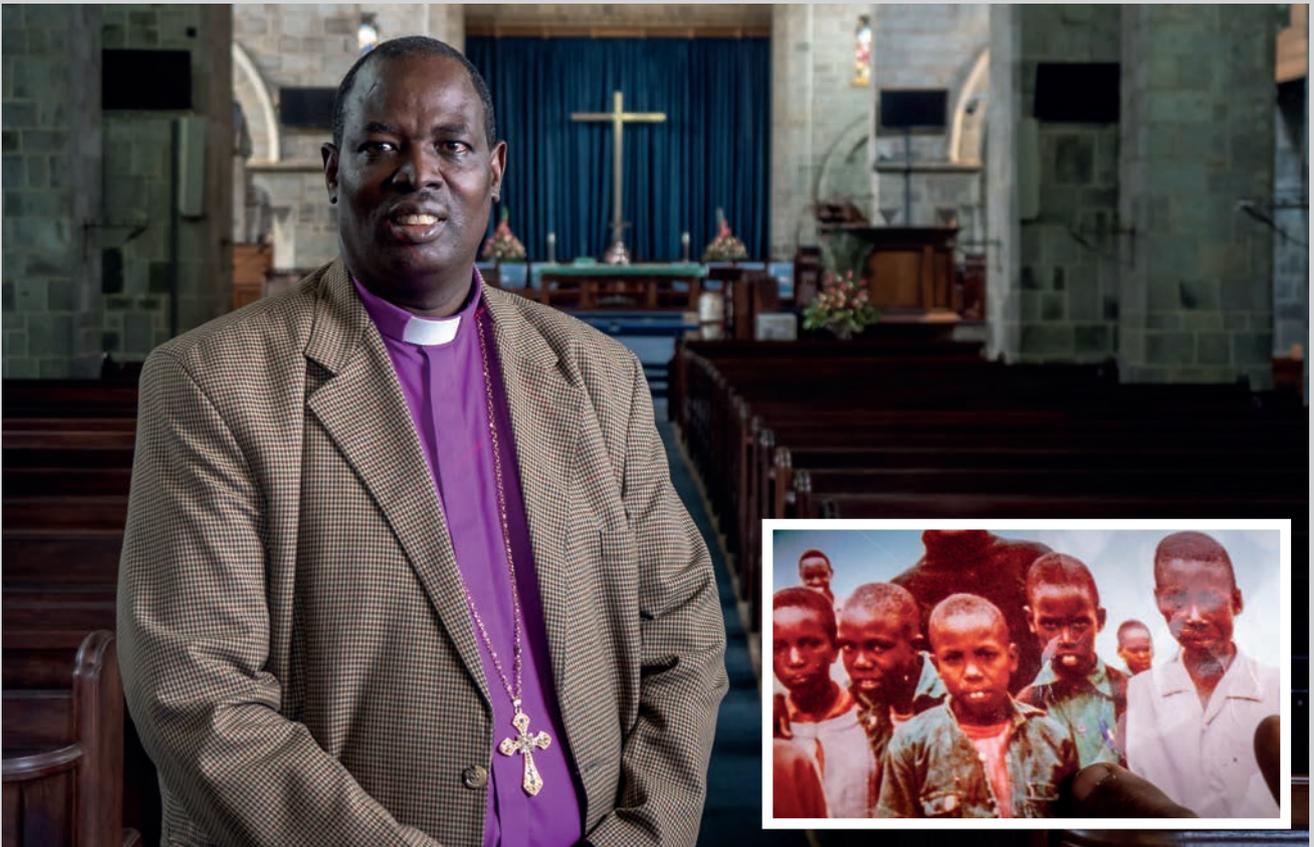
God's heart breaks when He sees children suffering, living in fear and deprived of their childhood. We believe He has a plan for each and every child – and we will continue to strive tirelessly to bring the hope of life in all its fullness to those who need it most.

It's been an honour to lead this brilliant organisation for the last five years. I'm proud of what has been achieved in this time, but now is the right time for me to move on and let others take these plans forward.

As I leave World Vision, I want to give thanks to all of you who gave to us, prayed with us and took action alongside us in 2019. Together, with God's provision, we will bring His hope to the world's most vulnerable children.

Tim Pilkington
Chief Executive





JACKSON OLE SAPIT, ARCHBISHOP OF KENYA

“You may not change the whole world, but...”

The Most Reverend Jackson Ole Sapit, grew up in a Maasai community in Kenya. He was set to follow the traditional path of a Maasai warrior – with education low on the priority list. So, how did he join the Church, study development in the UK and become Archbishop of the Anglican Church in Kenya?

“I grew up as a herdsboy. My mind was, ‘how do I grow up to become a warrior?’ That is what everybody was meant to be.

When I grew up as a sponsored child through World Vision and my school fees were paid and uniform brought to me – and it was my first time to put on shoes – I came to realise that education plays a key role in somebody’s life, in changing their entire, whole worldview.

You know that was the opening point that enabled me to become the person I am today, as the Archbishop of the Anglican Church of Kenya, making an impact in other peoples’ lives. It would not have been possible if it were not for that person [my sponsor] and family, and forever I am grateful to them.

I like a quote I read once,

“You may not change the whole world, but you can change one child’s world, and that child, with another child, can change many, many other people’s lives.”



ABOVE: With the help of child sponsorship, Jackson went from being destitute to becoming the Archbishop of Kenya. Now he wants to empower communities to experience life in all its fullness. ©2018 Robert Coronado/World Vision

RIGHT: Tim Pilkington, our CEO, had the privilege of interviewing Jackson about his experiences as a child sponsor at a festival in the summer. ©2019 World Vision



IMAGE: Former sponsored child, Nancy (pictured right) meets her sponsor Georgie for the first time. Nancy credits Georgie's sponsorship as one of the reasons she was able to stay in school and complete her education, rather than being forced to marry like many of her friends. ©2019 World Vision



IMAGE: Board Chair Richard Izard completes the Global 6K for water in Richmond Park, together with his sister Jennifer. ©2019 World Vision

MESSAGE FROM OUR BOARD CHAIR

'Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us.' Ephesians 3:20

This verse was the theme of our recent Triennial Council, where once every three years, representatives from over 100 countries in the World Vision Partnership come together.

It was wonderful to hear stories of the work that World Vision does worldwide.

It was inspiring to see the scale of World Vision's work, improving the lives of over 200 million children in the last five years. Also to hear of the breadth of our work, from health, education, clean water and sanitation, disaster response, livelihoods... the list goes on.

All this in some of the most fragile contexts in the world, where World Vision is so often called to go, as it's where we find the world's most vulnerable children.

World Vision's work on the Ebola crisis in Sierra Leone and more recently in the Democratic Republic of Congo really has altered the course of history for those countries.

Most moving was to hear individual stories directly from some of the children sponsored through World Vision. These children, gathered from all over the world, told us what they wanted to see us do more of in the next three years.

We witnessed the first meeting of Nancy, who is a former sponsored child, with Georgie, her former sponsor. Nancy puts a lot of her progress, particularly as a girl who stayed in education rather than becoming a child bride, down to the continuous support and encouragement she received from her sponsor, Georgie. Nancy now works for World Vision as a Humanitarian Aid Coordinator.

I was amazed to find the following statistic – thanks to World Vision every 10 seconds someone in the world receives clean water for the first time. That is over three million people per year.

The average distance that, usually children, have to walk each day to collect (often dirty) water, in the developing world is six kilometres. Now, every spring World Vision has the Global 6K for Water under the banner 'Every step you take is one they won't have to.'

Over 64,000 people around the world did the walk this year, and I had the privilege to host a Global 6K in Richmond Park. It was amazing to see my church and my children's school get behind it. The children even had a dress down day at school where they all came in wearing World Vision orange.

The work of World Vision is extraordinary. I wonder will you, as you read this report, be inspired to support the work in some way; pray, sponsor a child, organise or participate in a Global 6K for Water, or perhaps host a Chosen event at your church?

Finally, as we in World Vision UK transition to a new CEO, I would like to thank Tim Pilkington, the outgoing CEO, on behalf of the Board, for all that he has done over the last five years to advance the work of World Vision and to prepare us for the challenges ahead.

We give thanks to God who is doing immeasurably more than we can ask or imagine.

Richard Izard
Board Chair







STRATEGIC REPORT

A detailed look at our objectives and what we achieved for the financial year ended 30 September 2019, and our objectives for the coming year.

IMAGE: In Malawi, four-year-old Mary's community is benefiting from a programme to improve economic empowerment. "People are healthy and have food in their homes," says World Vision worker, Mereena. "Before they ate only in the morning." ©2018 Jon Warren/World Vision

WHO WE ARE

We're a global Christian humanitarian organisation that empowers children and communities to overcome poverty and injustice.

We believe that childhood is a precious gift from God and it deserves protecting. We also believe it takes a whole community to create somewhere safe and stable, to nurture happy and fulfilling childhoods. To do this, we bring together people – of all faiths and none – in almost 100 countries. And we stay until the job is done.

World Vision UK is part of the World Vision Partnership, which has been working with communities around the world since 1950. Over the years we've developed our unique community-involvement model, coming alongside people to truly understand their context, as well as their children's physical and emotional needs. This approach transforms childhoods – giving children the chance to learn, to grow, to feel secure and to see their families and neighbours thriving, so they can be children now and look to a brighter future, where they can fulfil their God-given potential.

Within the UK, we raise awareness of the issues facing vulnerable children, and give them a platform to speak out on the issues they care about. We give the public unique opportunities to engage with global issues at a local level, and to help create change through giving, acting and praying. And we connect with government to influence changes that will improve life for the vulnerable children we serve.



ABOVE: World Vision worker, Ireen, is teaching sanitation and good hygiene to children like Ireen, 8, in Malawi. She says: "My hope for Ireen is that cases of diarrhoea will not be part of her life. That she should live a peaceful life and grow strong." ©2019 Jon Warren/World Vision

OUR STRATEGY

**Our vision for every child, life in all its fullness;
Our prayer for every heart, the will to make it so.**

This vision and this prayer continue to guide all we do. But in a complex and ever-changing world, we must continually question how we can best fulfil our mission.

World Vision has played its part in the tremendous progress witnessed in recent years. In 1990, more than one in three people worldwide lived in extreme poverty; it's now below one in ten¹. Yet many are still being left behind: through conflict and disaster, extreme deprivation, discrimination and exploitation, millions of children are being denied the hope of a good childhood. The UN predicts that with climate change, conflict and disease outbreaks, nearly 168 million people worldwide will need humanitarian assistance and protection in 2020 – the highest figure for decades.

At the same time, things are challenging at home, with continued uncertainty putting a squeeze on government and household budgets. According to a recent YouGov survey, 30% of UK adults gave a donation to international aid in 2013. By 2018 this had dropped to 17%.²

In this hurting world, God has called us to stand with the world's most vulnerable children, to shine Christ's light and love into their lives. And we seek to inspire others to join us – through giving, through prayer, through taking actions that will drive change.

As we follow this calling, our strategy aims for transformation: within the lives of the world's most vulnerable children and the communities where they grow up, within our own organisation and ministry, within the hearts of our supporters and those we seek to influence. This is our contribution to the international World Vision Partnership's promise to the world's most vulnerable

children – a global strategy that compels us to work relentlessly to give all children the chance to achieve their God-given potential. It stresses the need to focus our ministry, collaborate and advocate, and deliver the funding needed to achieve greater results. And it calls on us to boldly and humbly live out our Christian faith and calling.

Priorities

Last year, we identified four immediate priorities to address in order to deliver our strategy:

- To deepen our commitment to the most vulnerable children – working with the World Vision Partnership to ensure all our ministries are focused on these children.
- To inspire our UK audiences – focusing our resources on activities that attract more people to join us in giving, acting and praying.
- To deliver high-quality, sustainable funding – developing new fundraising products, recruiting more child sponsors, maximising our income from grants, and growing our unrestricted income.
- To live out our behavioural imperatives: unity and trust, wise stewardship, looking outward, timely truth-telling with love – creating the working culture we need to serve others humbly, courageously and well.

The following pages demonstrate how we put these priorities into action over the past year.



¹ Source: worldbank.org/en/news/press-release/2018/09/19/decline-of-global-extreme-poverty-continues-but-has-slowed-world-bank

² Source: The Aid Attitudes Tracker; devcommslab.org



OUR IMPACT THANKS TO YOU



Last year World Vision UK supported **2 million children** in **229 projects** across **42 countries** benefiting a total of **3.6 million people**.



This included supporting humanitarian emergency responses in **26 countries**, reaching just **over a million children** and **2 million people** in total.



We met **86%** of our output targets – tangible results of our projects, such as numbers of teachers trained or community groups supported.



We **completed 3 Area Programmes in Armenia, Honduras and Bangladesh**, where over the last 15 years we have helped transform the lives of over **107,000 people**, including **10,000 sponsored children**.



We **started 2 new Area Programmes in Nepal and Uganda** – our first for 10 years. After consultation with local communities, our immediate areas of focus in Uganda are education, child protection, water and sanitation, while in Nepal we're concentrating on agriculture and economic development.

Deepening our commitment to the most vulnerable children

This remains the priority that we believe God wants us to address – and it's having tangible effects. Nearly one in three (30%) of the children we support now live in the most fragile states, where the most vulnerable children are concentrated – an 18% increase over the last five years. We also continued a five-year research programme looking at how we include the most vulnerable children in our programmes. The results are encouraging, showing that our new projects are successfully identifying the most vulnerable children in an area and that our processes should ensure that this emphasis is sustained. However, we note that the first year's results highlighted the need to ensure children with disabilities are included more – and, while awareness within communities has increased, this is an area we still need to improve in.

No child without education

Many vulnerable children, especially girls, drop out of school because their families can't afford the fees or they have too many chores to do at home, preventing them from achieving their God-given potential. In Zimbabwe, 12% of children don't complete primary school – though for girls in rural areas the number is much higher. This is something we're seeking to address through our DFID-funded Improving Gender Attitudes, Transition, and Education (IGATE) project. We've supported professional development for teachers in 318 rural schools, and set up community-based learning programmes to give girls a chance to learn literacy, numeracy, financial and vocational skills out of school. So far, we've trained 1,438 teachers, enabling them to offer a better education to 35,292 marginalised girls (as well as 51,786 marginalised boys).



In Zimbabwe



**1,438 teachers
trained**



**87,000 children
benefit from
improved education**

A review of the project found that it's had the biggest impact on the poorest children and those who'd had the least education. Children with high chore burdens, from households that had received no formal education and those who had lost both parents showed higher than average improvements in literacy. Similarly, children who'd had the lowest literacy levels at the start of the project, girls with high chore burdens, and those from households that afford their basic needs were significantly more likely to go onto secondary school compared to their counterparts from schools outside the project area.

ABOVE/RIGHT: This teacher in Zimbabwe has been trained by World Vision to create a child-friendly environment in the classroom and to support pupils' reading skills and numeracy skills with creative methods.

©2018 Marcus Simaitis/World Vision



No child without health and nutrition

Fighting stunting in Zambia: Poor health and nutrition can rob children of their childhood and the chance of life in all its fullness. In Zambia, two out of every five children are stunted as a result of malnutrition, having a negative impact on their physical and cognitive development³. Over three years, our EC-funded RAGWA-NUT project in Zambia's Southern province has sought to give children a better start in life by improving health and nutrition practices for mothers and young children, household diets and food security, and access to water, hygiene and sanitation.

The project worked with local leaders and government health centre staff to train 438 safe motherhood action groups (SMAGs) in counselling pregnant and breastfeeding women on evidence-based health and nutrition practices. The SMAGs visited 8,473 households, timing visits carefully so mothers receive the information they need at the right time. They reached 8,418 children under two who were monitored for growth, immunised and given micro-nutrient supplements. Another 2,094 underweight children were given a special nutrition-dense 12-day diet made from local, low-cost and highly nutritious foods.

At the same time, the project supported 259 active savings groups with 4,665 members, which helped families to buy food and other essentials. To transform water and sanitation, community champions helped build 12 new boreholes and rehabilitate 15, and build 4,381 latrines and handwashing stations.

Two years into the project, the proportion of children eating a balanced diet rose from 29% to 52%, and of

women from 26% to 42%. The proportion of households eating enough meals improved from 75% to 86%. The final evaluation reported that the stunting rate decreased from 31.3% to 25%, which means that 20%⁴ less children are affected by chronic malnutrition.

Long-term progress in Malawi: Through God's provision, our child sponsorship programmes can transform the health and hopes of a whole generation of children. A case in point is our programme in Kayezi, Malawi, which came to an end this year after 20 years. Back in 1999, just one in four households had an adequate food supply throughout the year. By 2015, three out of four did, as more and more farmers applied new technology and methods we'd introduced in partnership with government and fellow NGOs. Thanks to these developments and community counselling on health and nutrition, the stunting rate for children under five more than halved, from 68% in 2005 to 32% in 2019. This has been possible due to our trusted relationships with local government and communities village development committees and traditional leaders – and we're confident that, with God's help, future generations of children in Kayezi can look forward to a better childhood.

³ unicef.org/zambia/nutrition

⁴ The project contributed to a positive change in the nutrition status of young children. The stunting rate, which measures chronic malnutrition (number of children who are short for their age) improved from 31.3% to 25.0%, (6.3%) over three years.

BELOW: Mildred feeds healthy baby Chipego. In 2017 he was diagnosed as malnourished. With support from World Vision Zambia's RAGWA-NUT programme, he gained weight, the family received a goat (which helps with nutritious milk and income) and they joined the village savings group.



No child without a home

Humanitarian emergencies can deprive children of their homes and security. We intervene rapidly when disaster strikes to protect and bring hope to vulnerable children and their families, supporting displaced people and those seeking refuge across borders. And we offer our continued service to help them rebuild, adapt and increase resilience in the long term.

Last year we responded to humanitarian emergencies on three continents. These included protracted humanitarian crises caused by conflict, and often exacerbated by drought, as well as floods, storms and other natural disasters. Some of the immediate support we provided included:

- Food or cash vouchers to the value of £1,627,005, and other forms of cash, including cash for work worth £241,798
- 69,534 tonnes of fortified or therapeutic food to prevent malnutrition, of which 43,282 tonnes were distributed to children and pregnant or breastfeeding women
- 12,194 hygiene kits and 15,667 dignity kits.

We also:

- Trained 34,034 mothers and caregivers on breastfeeding, complementary feeding and personal hygiene

- Provided chlorination points for 654,317 families to prevent cholera, and disinfected 92,887 households in places with confirmed cholera cases
- Set up 40 radio stations where health professionals and faith leaders aired messages on how to avoid Ebola transmission, reaching 600,400 people.

Our humanitarian work last year demonstrated our ability to respond quickly to new emergencies. Through short-term (three-month) Start Fund grants we responded rapidly to 20 emergencies, providing lifesaving support to over 600,000 people.

We also supported communities in six fragile states and in other ongoing emergencies, working with local authorities and community-based organisations to enable communities to recover from shocks and rebuild their lives. In Sudan, for example, we worked with farmer community associations affected by conflict and drought to help farmers support each other to use improved techniques and technology to increase crop yields.

Adapting to climate change: Climate change is an increasingly real threat to vulnerable children, magnifying the severity and frequency of droughts, floods and other extreme weather, and making life for those in the world's hardest places harder still.

BELOW: Grace, and her children, have protected themselves from the Ebola virus in Democratic Republic of Congo with help from two hygiene kits proved by World Vision. "Anytime the children go out or to the toilet they have to wash their hands." © 2019 Patrick Meinhardt/World Vision



In Uganda, we're working with the government and the national meteorological authority on an 18-month project that aims to improve the resilience of vulnerable people by providing weather and climate information. The WISER project, funded by UK AID working through the UK Met Office, provides information translated into local languages in 22 districts across Uganda, along with advice for farmers. Information is shared through a range of channels, including local radio stations, community meetings, churches and other faith groups and local government agricultural extension services.

By the end of October 2019, 81% of the farmers surveyed had improved their resilience by taking various actions, like storing up enough food before prolonged droughts, using

sustainable agricultural practices to improve production, and putting in place measures to reduce the impact of climate change like digging channels for water, terracing and planting trees. The final evaluation results showed that 160,000 farmers had reduced their vulnerability to climate hazards.

BELOW: Alif, 9, looks over the damage caused to his community Palu city, Indonesia. Alif was at scared when the earthquake and ensuing tsunami hit: "When all the buildings started to move I ran away. I saw the big ship rising from the ground. I was shocked. Before, I just saw the ship at sea."
©2018 Rena Tanjung/World Vision



Faith in development

Our Christian identity is a point of connection for people of faith, whether Christian or another faith, and often opens opportunities to address behavioural, belief systems, and cultural norms that perpetuate poverty and injustice.

We know that to address the complex issues facing the world's most vulnerable children, we need to work in partnership with other faith leaders, NGOs, donors and governments that share our aims. This year, we undertook five case studies with field offices in Cambodia, Central African Republic, Ethiopia, Senegal and Zimbabwe to better understand and learn from how faith is integrated into our work in practice.

In Cambodia, World Vision has witnessed much positive change over the 40 years, while openly identifying as a Christian organisation in a predominantly Buddhist country. Staff have struck a balance between boldly living out World Vision's Christian values, in love, while sensitively appreciating those from different faith backgrounds.

Faith is embedded into project models such as Celebrating Families, which enables families to deal with conflict and move forward with honesty and forgiveness. We've used this model in 23 long-term sponsorship programmes in Cambodia, training 8,022 parents and caregivers. As a result, 72% of participants reported an improvement in positive discipline and parenting, with 10,845 children benefiting from the change in their parents' attitudes and actions. After her parents attended Celebrating Families sessions in Cambodia, one child was heard to say, "Thank you World Vision for giving us new parents!"

“Before working with Christianity and Islam people I thought it was going to be hard because we come from different faith backgrounds. But because we are working towards one common goal, we are able to work together.”

Roem Nam-Chhiev, a Buddhist monk in Phnom Penh

Evidence of impacting the most vulnerable

For further information on our impact in 2019 please download our impact summary and case studies at

worldvision.org.uk/ourimpact



ABOVE: 13-year-old Sreyneang's life has transformed since her parents joined Celebrating Families in their community in Cambodia. She used to feel that her mother was unfair to her and that they didn't care about her education. Now, she feels loved and cared for - and her studies are improving too.

©2019 Vanndech Um/World Vision

Our commitment to safeguarding

World Vision UK is committed to creating an environment where all people who come into contact with us have an expectation of protection from harm. We have a culture of zero tolerance and extensive policies and protocols in place to safeguard children and communities against exploitation and abuse of any kind (including sexual). Allegations of exploitation or abuse would lead to an immediate investigation and the staff member could be suspended, have their employment terminated or be prosecuted depending on the outcome of the investigation.

Our Board includes a designated safeguarding trustee who scrutinises and ensures improvements to the annual review of our safeguarding policy and processes. Our Board committee structure ensures oversight of safeguarding concerns and incidents and the full Board monitors regulatory reporting to the Charity Commission and donors. World Vision UK reports incidents to the Charity Commission for UK funded programmes only. During 2019, three overseas safeguarding incidents where beneficiaries were involved were reported to the Charity Commission. Information about World Vision Partnership incidents can be found in the World Vision Accountability Report.⁵

All trustees, staff, contractors, consultants and partners undertake our safer recruitment process before working with us and annually agree to uphold our behaviour protocols within the safeguarding policy. Mandatory training is delivered to ensure everyone understands their personal responsibility to report any concerns or suspicions. We have safeguarding focal point people in all teams to advise and encourage the culture of safeguarding. Anyone travelling abroad with us undertakes a safeguarding

assessment with our designated safeguarding manager, to ensure they understand how to safeguard themselves and know their responsibilities to others.

We have undertaken a review of our whistleblowing policy and developed tools to enable easy reporting, through several channels to a third party, of any concerns. The World Vision Partnership annually reviews our safeguarding procedures to drive forward improvements, which emphasise prevention of sexual exploitation and abuse, ensuring survivors are protected and that perpetrators are brought to justice.

We have engaged and contributed within the national and global safeguarding arenas, meeting the exacting safeguarding standards required by donors and collaborating to embed the Core Humanitarian Standard in all areas of delivery to beneficiaries. We are working more closely with major donors to implement the mechanisms that better enable the communities we are associated with to report and respond to safeguarding issues. This has resulted in an increase in the volume of concerns raised to our field offices and increased our visibility with beneficiaries.

We are committed to creating and developing an environment where safeguarding ourselves and others is embraced, implemented and positively protects the world's most vulnerable children and adults.

⁵ www.wvi.org/publications/annual-report/accountability-report-2018

BELOW: In this Cambodian school, older children are helping to coach the younger ones in the Khmer alphabet and maths. It's a great way for both groups to become more confident and learn new skills. ©2019 Makara Eam/World Vision





HELPING FAMILIES TO THRIVE NOT JUST SURVIVE

“I have also come to learn that playing with my children not only amuses them, but it also gives me a great feeling of release and relaxation.”

When Mayamen was just eight months old, her mum, Mashier, brought her to a nutrition centre near their home in Sudan. She was worried about her daughter – Mayamen kept getting ill and was losing weight. Health staff checked her over and found that she was malnourished. The usual treatment for malnutrition is referral to a therapeutic feeding programme – but what Mayamen and Mashier experienced was so much more.

This centre wasn't only a place to receive supplies, feed children and then leave. On top of the usual treatment, Mashier was given three, two-hour sessions, where parents could play with their children, be creative, and take part in sessions on good feeding practices, preventing diseases and their own reproductive health care, followed by weekly home visits.

While playing with her daughter at the sessions, Mashier realised that the playground environment created an emotional attachment with her child like nothing she had seen before. “In between playing, I would also massage my child and I could notice the calmness,” she says.

Mashier saw changes at home too, as her daughter became more active and played more at home after these sessions.

Following three sessions and six-weeks of feeding treatment, Mayamen had put on weight and was discharged from the programme. But its effects didn't end there.

Mashier's parenting style has changed for good, and both Mayamen and new baby Mohammed are flourishing because of it. “Now, I create time to spend more with the children, playing and communicating, listening to, and observing them. By paying more attention, I am more alert to my child's needs. I have also come to learn that playing with my children not only amuses them, but it also gives me a great feeling of release and relaxation,” she says.

The change is visible and Mashier's husband couldn't help but be influenced too. Now, every evening, he tells traditional stories to the children. The comfort and closeness of bedtime stories is something they simply didn't do before.

Mashier's local centre was taking part in World Vision's Go-Baby-Go scheme, part of our programme to help children thrive from birth to adulthood. This project supports parents as their children's first teachers, aiming to improve their skills, children's development and the whole family's wellbeing.

Fatima Mousa, is one of the project's community mobilisers and champions sensitive parenting. “There's a lot we teach the caregivers. Some of these things they already know, it is just a matter of enhancing that knowledge further or reinforcing its importance,” Fatima explains.

Go-Baby-Go is just one example of the kind of work our supporters make possible, helping even more families like Mashier's to thrive.

INSPIRING GIVING

We're always aware that children's lives can only be transformed through our work as long as our wonderful supporters continue to give and support us. This year, we re-focused on inspiring people around the UK to give generously, and on strengthening our base of high-quality, sustainable funding. We are thankful to all of you who have supported us this year.

Child Sponsorship: This year, we revamped our digital fundraising and launched a brand-new face-to-face fundraising team in Manchester. We're incredibly grateful that over the year 5,910 new sponsors chose to stand with children in our projects – an increase of almost 20% on the previous year. However, our total number of sponsors dropped by 4,250, largely because three of our Area Programmes came to completion. While this is a cause for celebration, as it means those communities are now ready and able to continue their own development, it's also a time when some sponsors choose to leave us. It's important therefore that we continue to focus on returning our supporter numbers to growth, especially as in this next year we will be completing eight Area Programmes. One way we hope to engage more sponsors is through the launch of Chosen in 2020. This is our exciting new way of doing sponsorship – giving children the dignity of choosing their own sponsor.

Events: We stepped up our progress in using events to inspire new audiences. A big highlight this year was the Global 6K for Water, where 64,057 World Vision supporters across 30 countries came together to raise US\$3.6 million to help vulnerable children get access to water. In the UK, nearly 2,500 people ran, walked or wheeled their way over 6km in 60 locations – the average distance women and girls in the developing world walk to get water for their families.

We also reached new supporters through our presence at Christian festivals, including Spring Harvest and New Wine, and by partnering with the Harlem Globetrotters on tour.

Cause-led campaigns: We introduced new campaigns focused on our cause of standing with the world's most vulnerable children, offering people different ways to give and engage. Made for More sought donations to help children in some of the world's hardest places to achieve their God-given potential. While it didn't achieve as much as we'd hoped, we learnt from it for our next campaign. #1000Girls recruited sponsors specifically for vulnerable girls. It exceeded its target of sponsoring 1,000 girls in the three months leading up to International Day of the Girl on 11 October, with 1,140 girls sponsored.

Emergency appeals: This financial year began with the devastating earthquake and tsunami in Indonesia. To aid the response, we tried something new and placed appeals in some of the UK's biggest newspapers. Across the year, we received £2,872,000 of donations towards emergency responses, including for Cyclone Idai, the Ebola crisis in Democratic Republic of Congo and the ongoing conflict in Syria. Whenever disaster strikes the most vulnerable, our staff are ready and willing to help – so too our supporters.

Celebrity support: We're blessed to have a number of high-profile supporters, willing to give their time to spread awareness of issues facing the world's most vulnerable children. This year World Vision Ambassador and Game of Thrones star Jerome Flynn travelled to South Sudan in support of our Made for More campaign. He met children who had been affected by cruel conflict, including some bearing the emotional scars of time as child soldiers. And he saw first-hand how World Vision projects are serving those children through rehabilitation, counselling and providing food and care.



“I met some incredible young people whose stories will stay with me forever.” Jerome Flynn

In the summer, UK activist Amika George took her period poverty campaigning to Zambia for #1000Girls, where she met with girls (and boys) taking action to make sure that girls can enjoy a full education – at any time of the month.

Legacies: We received 144 pledges this year, with an estimated value of over £2m, which helps to ensure our work can continue into the future. In honour of those who have given, in autumn 2018 we planted 65 spring bulbs just outside our main office. The bright, beautiful flowers they produce each spring are a symbol of our generous legacy-givers. The team also had the privilege of meeting many supporters, at both our thanksgiving service and our regular legacy tea party events, which continued to give the opportunity for us to show our appreciation for supporters throughout the year.

Philanthropy: We continue to be thankful for the support of our wonderful Philanthropists. Their role is critical in enabling us to achieve a huge amount in our programmes for vulnerable children. Last year, of the 2 million children we helped through our projects, 33% (around 700,000) were possible to reach because of the additional support received from our philanthropists.

Grants: Important wins this year included an unprecedented number of small Start Fund grants that enabled us to rapidly reach children affected by emergencies in fragile contexts. Another exciting opportunity confirmed in 2019 was a grant from DFID's UK Aid Connect programme, for a consortium we're leading that will test and measure innovative approaches for tackling the worst forms of child labour in fragile contexts. Working in the Central African Republic, Democratic Republic of the Congo and Ethiopia, the programme will directly benefit nearly 15,000 boys and girls at risk of being forced into armed conflict, prostitution, modern slavery or hazardous work – and bring hope to hundreds of thousands more through awareness raising, media exposure and legal support. The wider grant context continues to be challenging though – so we undertook a comprehensive grants review and laid the groundwork for competitive future bids.

Overall, our total income fell this year to £62.2m (from £64.6m in 2018). For further details on our income, please see our financial review on page 28.

ABOVE: In spring 2019, World Vision UK supporters in Richmond (pictured) and Milton Keynes, joined more than 64,000 others around the world as part of the Global 6K for Water. © 2019 World Vision

LEFT: Actor and World Vision ambassador Jerome Flynn met Rose, 17, when he visited South Sudan. Rose had been recruited into an armed group as a child, and spent approximately four months in the bush after she left. © 2019 Rick Findler/World Vision

FUNDRAISING WITH CARE

We are tremendously thankful for all of our supporters. Their generosity is humbling, both in terms of financial support and their engagement with the children and the communities we serve. We are determined to respond to their kindness by treating them with respect and courtesy, especially around how we fundraise with them and how we manage the data we have about them.

Our overall approach to fundraising

We aim to inspire supporters to join us in transforming the lives of the world's most vulnerable children, and to enhance their experience and deepen their engagement by offering a number of ways for them to get involved. If they have given us their permission, we may ask them to give. If so, we will always explain why we need donations, in clear language, and always respect their preferences about the ways in which we communicate with them.

We acquire new supporters both through our website and other online work; through churches, Christian festivals and public events; and by inviting support from the public in person at various locations, such as carefully selected shopping centres. This year we have not used any fundraising agencies to help us with this (all of our fundraising teams are managed by World Vision staff).

Our fundraising standards

We are proud to be members of the Fundraising Regulator and we abide by their Fundraising Code of Practice, which covers various aspects of fundraising. This year the Fundraising Regulator updated their Code of Practice. As a result of this update we have designed and are in the process of delivering staff training on the new code.

We have also worked hard to ensure that all staff are aware of, and sensitive to, data protection issues in their day-to-day work, embedding this into our culture. All staff have received compulsory training and must attend annual refresher training.

We monitor our fundraising carefully, as well as the overall service we give to our supporters. All supporter phone calls, emails and letters are logged – positive and negative – with summaries and key issues communicated back to the management team on a regular basis. Our rigorous policies and standards around complaints mean we are particularly vigilant in monitoring and responding to them, no matter how large or small. Last year we received 41 complaints compared to 121 in 2018.

We also conduct an annual 'Pulse Check' survey with a large representative sample of supporters and ask for their feedback around this issue, as well as various other aspects of supporter satisfaction. While we have been encouraged by the findings, we will continue to monitor responses to ensure our high standards are maintained and in line with our supporters' expectations.

Being sensitive with our fundraising

We're very aware of the potential for fundraising to become persistent and intrusive, as well as making us appear ungrateful to our supporters for the generosity they may have already shown us. We have therefore established internal standards to guide how often we contact supporters. And when we do contact them, we provide clear and simple ways for them to opt out in the future.

Treating supporters fairly

We do not want to exploit or put undue pressure on anyone, especially people who may appear to be vulnerable or in vulnerable circumstances. We have therefore established a policy to help us identify potentially vulnerable people, both when speaking to potential supporters face-to-face, and through our direct communications once they have become a supporter. Where we reasonably believe that a person may be in a vulnerable position and may not be able to make an informed decision, we will politely end the interaction and/or no longer ask for donations.



INSPIRING ACTION

By inspiring action, advocacy and prayer, we can shine God's light into the lives of children in even the most difficult circumstances. We thank everyone who came together alongside us to stand with the world's most vulnerable children.

It Takes a World campaign: An amazing 34,628 supporters signed our petition urging the government to keep its promise to end violence against children in emergencies, part of our It Takes a World campaign. Along with youth advocates and several charity partners, we took the campaign to the Houses of Parliament on the eve of Universal Children's Day for an event co-sponsored by shadow international development spokesperson Preet Kaur Gill MP and Conservative MP Sir Desmond Swayne. The campaign secured high-level meetings with the DFID Director General and MPs. We're now working with DFID on how to ensure that they invest more in policy and programmes to protect children from violence in emergencies.

Reaching out to churches: As a Christian organisation, we know fellow Christians are natural supporters, but we haven't always reached out to churches as effectively as we could. This year we accelerated our efforts to engage and inspire churches, including by developing new partnerships with Alpha UK and the Evangelical Alliance.

RIGHT: Youth advocates Melissa, Faheemah and Paige presented our petition to end violence against children to Parliament, accompanied by World Vision's Dr Carine Le Borgne, Rhian Beynon and CEO Tim Pilkington.
© 2019 World Vision

Prayer: We believe in the power of prayer. This year, we launched a monthly prayer ask, Together Amen, which has led new and existing supporters to pray for our cause. Churches, organisations and individuals can share in God's heart for the world's most vulnerable children, with updates and requests for prayers for real people in real places where we work. We also provided resources to help churches pray for children caught up in emergencies such as Cyclone Idai.





IMAGE: Anna is one of the first children in Kenya to choose her sponsor. Here she holds a picture of her Chosen sponsor, Brianna. © 2019 Laura Reinhardt/World Vision

OUR PLANS FOR THE YEAR AHEAD

We're determined to follow our calling of serving the world's most vulnerable children, and seek to bring the promise of life in all its fullness to more of them. To do this, we must continue to strive to be the effective organisation God wants us to be, fearlessly embracing change.

While we continue to operate in a tough climate, we have made steady progress over the last year and look forward to 2020 from a position of strength, having put in place some strong structures and launched bold initiatives. These are the priorities we will focus on over the next year, knowing that God can do immeasurably more than we ask or imagine.

Inspiring more people to join us

Growing our base of committed supporters is crucial if we are to bring God's hope to more of the world's most vulnerable children. We know the next 12 months will be challenging due to external economic pressures and because several of our area programmes will be drawing to a close – which, while a cause for celebration, is also a time when some sponsors leave us. We've set ambitious targets for recruiting new supporters, particularly through churches and digital channels. One priority will be delivering Chosen, a re-imagining of the sponsorship relationship inspired by Christ's humility, where children choose their sponsors. This is a great opportunity to reach new sponsors and grow our partnerships with churches. We'll continue to live out our faith and raise awareness of our cause among key audiences, through building greater trust in our brand and increasing the level of engagement with churches, church partners, major donors and influencers.

Generating more unrestricted income

Unrestricted income – money we can choose how to spend – is vital if we're to invest in new ideas and pursue opportunities that arise. We will invest in growing income from new sources, driving innovation around our business model with a specific focus on creating new streams of unrestricted income and developing new partnerships to support our core fundraising work.

Building a sustainable grants model

Grants provide for much of our work – particularly in fragile contexts where long-term sponsorship models are not viable. But while grants can greatly amplify our impact, they often require subsidy. We will continue to focus on maximising our impact through funding from our core grant donor, DFID, while being more discerning about funding from donors where we recover less of our costs. We believe the future of institutional funding lies in contracting, and we will build on the pre-qualification work undertaken this year to develop the relationships, skills and partnerships to attract contract funding.

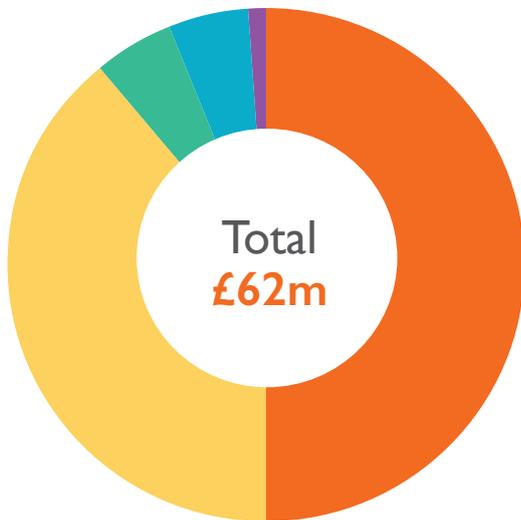
Becoming a thriving organisation

With God's guidance, we will make the changes in our organisation that are necessary to achieve our goals and bring life in all its fullness to the world's most vulnerable children. We will embrace the opportunities coming from the World Vision Partnership and developments in the external environment, while absorbing the shocks that a volatile, uncertain world throws at us. This will require strong and cohesive leadership and the deepening of core capabilities specifically in marketing, philanthropy, grants and contracts, and commercial acumen.

FIVE-YEAR FINANCES

	2015 £'000	2016 £'000	2017 £'000	2018 £'000	2019 £'000	
Committed giving and other donations	37,877	36,239	34,438	33,209	31,568	
Donations for emergencies	4,272	2,753	2,824	2,662	2,872	
Institutional grants	43,980	46,548	38,784	23,373	24,569	
Donated goods and services	4,342	9,204	16,603	4,982	3,030	
Charitable activities - government service contracts	359	456	274	242	-	
Investment and other income	108	172	270	117	189	
Total income	90,938	95,372	93,193	64,585	62,228	
Costs of raising funds	13,329	11,512	9,507	12,072	11,822	
Charitable activities	77,243	81,698	80,545	55,413	53,131	
Total expenditure	90,572	93,210	90,052	67,485	64,953	
Investment gains	43	153	121	149	133	
Net movement in funds	409	2,315	3,262	(2,751)	(2,592)	
The funds of the charity						
Restricted and designated funds	8,760	12,025	16,027	11,983	8,603	
General fund	7,373	6,423	5,683	6,976	7,764	
Total funds	16,133	18,448	21,710	18,959	16,367	
Ratios						
5 Year Average						
Percentage of total expenditure:						
Costs of raising funds	14.7%	14.7%	12.4%	10.6%	17.9%	18.2%
Charitable activities	85.3%	85.3%	87.6%	89.4%	82.1%	81.8%
Free reserves						
Number of days' expenditure	31	28	28	40	46	

FINANCES AT A GLANCE

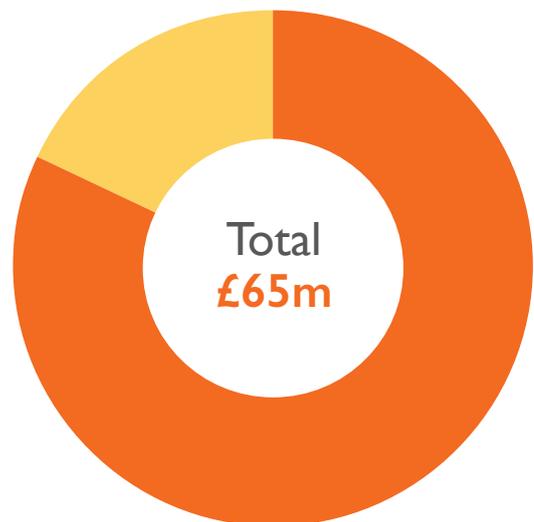


Our income

- Committed giving and other donations, **£31.6m, 50%**
- Institutional grants, **£24.6m, 39%**
- Donated goods and services, **£3.0m, 5%**
- Donations for emergencies, **£2.9m, 5%**
- Other, **£0.2m, 1%**

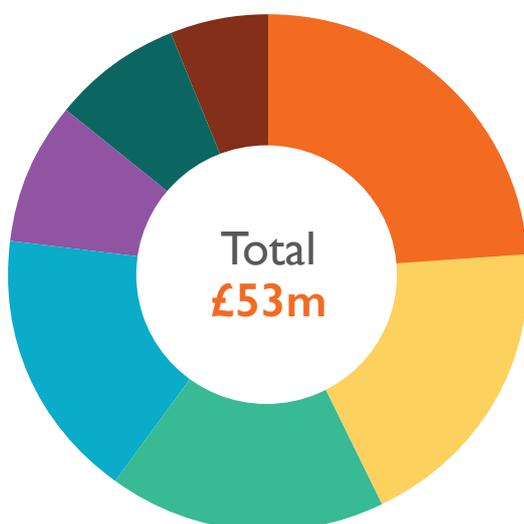
Our expenditure

- Charitable activities, **£53.1m, 82%**
- Raising funds, **£11.9m, 18%**



Our charitable activities

- Education, **£12.8m, 24%**
- Community Empowerment, **£10.1m, 19%**
- Livelihoods, **£9.0m, 17%**
- Health, **£9.0m, 17%**
- Emergency response, **£4.8m, 9%**
- Protection, **£4.2m, 8%**
- Nutrition, **£3.2m, 6%**



FINANCIAL REVIEW

At World Vision UK we recognise times are challenging across the charity sector and so we are actively upping our game when it comes to stewardship to ensure that every pound received goes as far as possible to helping the most vulnerable children. The 2019 financial year ended with an overall **£2.6m** deficit (2018: **£2.8m** deficit). Although the overall result for both of the last 2 years has been a net deficit, this has primarily been due to timing differences between the receipt of restricted income and corresponding expenditure over the last 4 years. Restricted funds have reduced from £10.5m at the end of 2017 to £5.9m at the end of 2019 (see note 19), funding a significant proportion of our charitable activities. Comparatively, unrestricted funds grew over the same period and during 2019, through a combination of tight management and implementation of cost efficiency measures, to its highest ever level of £7.8m. This puts us in a strong position to be resilient to the financial challenges facing our sector, and providing the ability to invest in good opportunities to grow the organisation as they arise.

Acquiring new, and updating existing, technologies has been a high priority in 2019 and this will continue into 2020. During the year we have benefited from the implementation of a new expense management system. We will build on this in 2020 with a review of our suppliers, our procurement system and processes. We will also upgrade to a cloud-based accounting system and implement an integrated budgeting and planning tool. The groundwork for this began in 2019 as we work to align our systems with those across the global World Vision Partnership.

During 2019 we performed a review of our primary banking services and switched from Lloyds to Barclays. We renegotiated our fee structure and have reviewed our investment strategy. While we continue to adopt a conservative approach to free cash investment, the diversification of our portfolio across banks and financial instruments has seen our return from interest increase to **£63k**, compared to **£27k** in 2018.

The current economic climate has seen Sterling reach decade lows against other major currencies. As a charity that raises funds predominately in Sterling, but remits funds to projects largely denominated in US Dollars, this weakening reduces the value of funding available to where it is needed most. To help manage this we adopt a systematic and disciplined hedging strategy for our voluntary income. This is in line with a global partnership strategy and has seen us achieve above market rate conversions during the year.

Income

Total income decreased slightly at **£62.2m** in 2019, from **£64.6m**, in 2018. This was largely due to a decline in donated goods and services of **£3.0m** (2018: £5.0m) as we reduced the number of countries funded so we could increase our focus on fragile states.

As anticipated, our child sponsorship numbers continued to trend downward, and resulted in a reduction of sponsorship income of **£1.1m**. The return of our supporter base to growth remains a key investment focus for the charity.

Expenditure

In line with the decrease in income, total expenditure reduced from **£67.5m** in 2018 to **£65.0m** in 2019. Our proportion of total expenditure spent on charitable activities, however, remained the same at **82%**. In 2018 we experienced setbacks in acquiring new grants and this challenge continued into 2019. This led to a review of our grants acquisition strategy and we ended the year receiving news of a grant award for over £5m in early 2020.

Reserves

Our Trustees agree to set aside reserves to ensure our long-term financial viability. Our reserves policy is reviewed periodically and considers perceived operating risks, strategic objectives and the required level of unrestricted funds. The basis for determining the target level of reserves is adjusted as these factors change. The current base level of free reserves has been set between **£5.7m** and **£7.3m**.

Funds

At the end of 2019 total funds stood at **£16.4m** (2018: **£19.0m**). Restricted funds, those subject to conditions imposed by donors or implied by the nature of the appeal, amounted to **£5.9m** (2018: **£9.3m**). Unrestricted funds of **£10.4m** (2018: **£9.7m**) comprised the following:

- Designated funds of **£2.6m** (2018: **£2.7m**) related to the Fixed Asset Fund that represents the value of fixed assets less related financing. This fund adjusts as the values of these assets are amortised over their useful economic lives and as new assets are acquired.
- Free reserves not designated of **£7.8m** (2018: **£7.0m**) as at the balance sheet date. Although we have ended the year slightly above our free reserves base range this will allow for greater financial flexibility and resilience in 2020. We plan for reserves to come back in-line with our reserves policy within the next three years, as suitable opportunities to grow our supporter base are identified.

Going concern

The Trustees have assessed the adequacy of the charity's financial resources, taking into consideration our current financial position and expected plans. Nothing has come to their attention that would cast doubt on the charity's ability to continue to operate. Accordingly, the Trustees have adopted the basis of going concern in preparing these annual financial statements.

RIGHT: Jannatul, 5, heads home from a fun day at World Vision's Child Friendly Space, near her shelter in a Rohingya refugee camp in Bangladesh.
©2019 Jon Warren/World Vision

Internal controls

The charity has documented systems of internal financial controls and procedures that are reviewed regularly by management. These systems provide reasonable, but not absolute, assurance against errors or loss. The procedures aim to ensure the completeness and accuracy of accounting records and document the ways in which Trustees have delegated financial authority within defined limits. The internal controls provide reasonable assurance that:

- financial controls are in place to safeguard assets; transactions are properly authorised and recorded;
- material errors or irregularities are either prevented or would be detected in a timely manner.

The World Vision Partnership has a global internal audit function that is responsible for making sure appropriate arrangements are in place to provide audit and assurance on its overseas operations, including those to which World Vision UK makes its remittances. The primary accountability of the internal auditors is to the audit committee of World Vision International, the legal entity providing international coordination and leadership of the World Vision Partnership. Detailed reports on the results of internal audits are made available to relevant investing entities who will then be involved in the action taken in the event there is an adverse audit report. World Vision UK Board committees review internal audit reports and other risks in relation to our overseas activities and are accountable to the full Board. Specific audits are also carried out as required for some of our government donors.



Risk management

At World Vision UK our mission is to work with the world's most vulnerable children, and this requires us to operate in places that are inherently challenging, often due to conflict, corruption, natural disasters, weak infrastructure and poor governance. While we cannot eliminate these risks completely, we do seek to ensure the risks we face in the delivery of our work are accurately assessed, continually monitored and appropriately managed. This both supports the achievement of our corporate mission and at the same time protects our staff, beneficiaries, partners, assets and reputation.

Trustees approve our risk management policy and determine the level of risk they are prepared to accept, which is summarised in our risk appetite statement. World Vision maintains a corporate risk register that is kept up to date and regularly reviewed by Trustees. Risks are documented at corporate, programme and project level. Both the risk appetite statement and the risk register have been subject to major revision during the year, resulting in an enhanced focus on risk management within the organisation.

Risks are categorised by their strategic or operational importance and each risk is then assessed according to the likelihood of the risk materialising and the impact it would have upon our work if it did. Mitigating controls are documented for each risk and are tested against the Trustees' appetite for risk. We operate in a continuous improvement environment and this means that systems, processes and procedures are regularly scrutinised and assessed for their effectiveness. Potential improvements are identified and implemented to manage risk and support risk response planning.

Our Trustees have ultimate responsibility for risk management, and this is reviewed at each Board meeting. In addition, they annually approve the organisation's appetite for risk. The Board of Trustees has delegated regular scrutiny of risk management to the Finance, Audit and Risk Committee (FARCom). In 2019 a separate focused risk meeting of FARCom was instigated, including the chairs of the other Board committees. In addition to this, the senior leadership team review the significant strategic and operational risks on a regular basis and ensure that appropriate and effective internal controls are in place to mitigate them. They also consider new and emerging risks for their potential impact on our work.

We recognise the absolute importance of operating within our legal and regulatory requirements and compliance is assessed on a quarterly basis. In addition, we provide regular assurance to our Trustees on the effectiveness of our overseas programmes. Serious incidents and breaches of policy are logged and monitored to inform the ongoing development of risk management strategies. This also ensures lessons are learnt and that we are flexible and responsive to changes as they arise.

Serious incidents and compliance with legal and regulatory requirements are reported as a part of our quarterly business review process so that assurance can be provided to our Trustees. This is delegated by the Board to FARCom.

A summary of the key risks we've faced this year and how we've managed them is outlined opposite.

Strategic Priority	Key Risk	Mitigating Actions
<p>Deepen our commitment to the world's most vulnerable children</p>	<p>Our international programmes take place in areas characterised by unstable governmental, political and social environments, increasingly in fragile contexts with new and emerging crises, with increasingly heightened security risks.</p> <p>We see increasing risk of diversion of funds to proscribed organisations and fraud as we work in more fragile contexts and risks of delayed or reduced programme impact.</p> <p>A major fraud incident could undermine public trust, resulting in a loss of income from both private and institutional donors.</p>	<p>We continuously monitor the contexts in which we operate. Our grants acquisition framework includes detailed identification, monitoring and evaluation of risks. We continue to focus on financial, operational and regulatory compliance. We have enhanced due diligence processes for working in fragile states.</p> <p>Ensuring blocked party screening, anti-fraud and corruption systems and processes are working effectively where UK funds are involved remains a key focus. We have extensive training for staff travelling.</p>
<p>Inspiring our UK audiences</p>	<p>The inability to increase sufficiently the number of supporters who will join us to give, act and pray.</p> <p>High-profile safeguarding issues within the NGO sector, together with sustained media pressure, undermine public trust and could result in a loss of income from both private and institutional donors.</p>	<p>Innovation continues to be the cornerstone of our strategy to increase supporter numbers.</p> <p>Effective campaign planning, increased engagement with churches and the development of digital channels is planned to reverse the decline in supporter numbers.</p> <p>Safeguarding continues to remain a key organisational focus with improvements made to training and the vetting of staff and supporters before making visits to overseas programmes.</p> <p>The organisation continues to report to the Charity Commission and government donors as required in a timely and transparent manner when serious incidents do occur.</p> <p>We continue to work with sector partners, UK Government and the World Vision Partnership to review and agree changes to policy, practice and behavioural protocols as required.</p>
<p>Delivering high quality, sustainable funding</p>	<p>The potential for a reduction in opportunities to seek funding from the EU's humanitarian aid budget, following Brexit.</p> <p>As we face pressure on our traditional voluntary income and within a challenging fundraising context, we need to develop new unrestricted revenue streams.</p> <p>We process high volumes of personal data in pursuit of our fundraising and programme management goals. Therefore, the main risks which we face include data breaches, technical data security processes, data protection practices and non-compliance with legal and regulatory obligations. This carries the potential risk of external investigation and financial penalties.</p>	<p>We have assessed the impact on our grants, both for bids in progress and those already secured.</p> <p>Our business planning is prioritising resources on innovation and development of new income streams.</p> <p>Managing the security of the data assets we hold and how we process data is central to our data processing operations. Our information security and data protection policies are robust and fit for purpose. Employees receive mandatory data protection training when joining us and thereafter, undertake annual refresher training. Supporting data protection processes are in place and compliance is reviewed and reported regularly to our Board of Trustees. Data processing agreements are in place with any third parties that process data on behalf of World Vision UK and their compliance is monitored.</p> <p>We also mitigate against the risk of data protection breaches by having cyber insurance in place to cover legal costs associated with handling a significant data incident.</p>

CORPORATE STRUCTURE, GOVERNANCE & MANAGEMENT

The unique structure of the World Vision Partnership means that we can work alongside children, families and communities in almost 100 countries to overcome poverty and injustice.

The World Vision Partnership is a network of national organisations constituted in a federal partnership. Many are governed by local Boards of Trustees while other country offices are branches of World Vision International and may have local Advisory Councils. This means overall control of World Vision is not held by a central body but shared with our global partners. World Vision UK is a committed member of the World Vision Partnership. Through the Covenant of Partnership, we agree to follow common policies, standards and core documents such as statements of mission, vision and values that bind the Partnership together.

The Covenant holds us together, under God, by voluntary commitment rather than legal contract.

The Board of Directors of World Vision International oversees the World Vision Partnership's global strategy and coordination, including approving global budgets and determining international policy. The World Vision International Board appoints and evaluates the International President, who is the Chief Executive Officer and a World Vision International Board member. The World Vision International Board has 24 Board members from 19 countries, drawn from all the continents in which the Partnership operates. This system empowers World Vision offices in developing countries and ensures regional opinion is expressed.

Corporate governance

The Board of Directors of World Vision UK (the Trustees) and World Vision International recognise good governance is vital to the effectiveness of our mission and an important safeguard for accountability to the public and other stakeholders. We invest significant effort in seeking to continually improve governance both in the UK and internationally. World Vision International has a Governance Department that assists local Boards and Advisory Councils with governance by publishing guidance and providing training. It also enables mutual accountability by facilitating peer reviews that evaluate alignment with the World Vision Partnership's core documents and compliance with good governance practice.

World Vision UK

World Vision UK is a charitable company limited by guarantee, incorporated in England on 3 November 1982 (No. 1675552), and a registered charity (No. 285908). As a charitable company, World Vision UK's Trustees are its Directors and Members for the purposes of company law. The Trustees' liability is limited to £1 each. The charity's governing document, its Articles of Association (revised 3 October 2018), sets out World Vision UK's charitable objects, the Trustees' powers to achieve these objects and matters relating to the running of its internal affairs.

Charitable objects and public benefit

Trustees have a duty to develop strategic plans which further their organisation's charitable objects and provide public benefit. This report sets out World Vision

UK's charitable aims and activities for the year ended 30 September 2019 which have been carried out in accordance with World Vision UK's charitable objects for the public benefit. The Board has ongoing regard to public benefit guidance published by the Charity Commission when reviewing the charity's aims and objectives, planning future activities and considering how these activities will achieve its aims and objectives, which are:

1. To relieve or prevent poverty anywhere in the world, particularly (but not exclusively) among children, by means including (but not limited to):
 - emergency relief that assists people affected by conflict or disaster
 - sustainable development that improves the conditions of life in socially and economically disadvantaged communities
 - advocacy by educating, engaging with and mobilising people in the UK and other countries concerning the nature, causes and effects of such emergencies and poverty.
2. To promote and uphold the principles of the Christian religion, including (but not limited to) working with and strengthening the work of Christian churches in any part of the world in providing services to communities, including, but not limited to, those affected by conflict, disasters and poverty, regardless of race, nationality, religion, gender or political affiliation.

Board and management roles

World Vision UK's Board of Trustees is responsible for overseeing the governance and management of the charity. The Trustees are committed to World Vision UK's mission and values and work to deliver its charitable purposes for the public benefit.

To ensure our Trustees understand their role and responsibilities they are required to review the Charity Commission's guidance: The Essential Trustee (CC3) and the charity's governing document before joining the Board and then on an annual basis.

The Board's principal roles are:

- approving the mission, strategies, high level policies and an annual business plan
- appointing and overseeing the Chief Executive
- monitoring performance and risk management
- reporting performance with integrity and transparency
- ensuring compliance with UK law and Charity Commission regulations
- managing its own governance processes, including annual evaluation of Board, Committee, Chair and individual Trustee performance
- adding value by advising management
- representing the interests of World Vision UK's stakeholders.

The Board delegates responsibility for operational management to the Chief Executive, who leads a Senior Leadership team, together comprising the Principal Officers. The Principal Officers develop organisational plans, policies and processes, and are responsible for their implementation, following Board review, advice and approval.

Board composition

The Board is comprised of independent, unremunerated, non-executive Trustees who have a broad range of skills, background and experience. To reflect the federal model of the World Vision Partnership, the President of World Vision International is represented on the Board through a delegate.

The Trustees are committed to good governance and delegate responsibility for oversight of World Vision UK's governance to its Board Development Committee. This Committee is responsible for promoting Board effectiveness, good governance and best practice.

The Trustees recognise that an effective Board must work as a team and bring together a balance of skills, experience and knowledge to make informed decisions. Accordingly, Trustee recruitment, induction, training and development are key Board priorities and are governed by various Board operating policies which are reviewed by the Board Development Committee on a regular basis.

The Board Development Committee is responsible for overseeing Board composition and Trustee recruitment. The Committee reviews Board composition annually, considering the Board's skills, experience and diversity needs before making a recommendation to the Board to form the basis of a targeted recruitment programme.

Trustees are appointed by the Board for an initial term of three years. Trustees may be appointed for a second term of three years and a third term of one, two or three years depending on the needs of the Board and performance. There is provision for extension to the maximum nine years of service to fulfil governance positions within World Vision International or for a Trustee serving as Board Chair. The Board Chair and Vice Chair are elected by the Board on an annual basis.

The Board Development Committee oversees an individual induction and mentor programme for each new Trustee, which includes an external one-day governance training course; a day spent meeting members of the Senior Leadership Team to learn about World Vision UK's work in the field and a visit to see the Charity's work in the field.

The Trustees agreed in November 2018 to adopt the principles of the Charity Governance Code, as part of their governance and assurance processes. Trustees review the Code on an annual basis and apply its principles when

evaluating individual Trustee and Board performance. The Trustees' initial review of the Code identified the need to adopt recommended practices identified in Principle 5 – Board Effectiveness and Principle 6 - Diversity.

Accordingly, the Trustees revised their Board and Committee meeting framework to allow more time to meet as a full Board, introduced a Risk Management Committee and held a training session in October 2018 to consider diversity and inclusion and agreed the following diversity statement:

“World Vision UK is committed to creating a diverse and inclusive Board. The Board recognises the immense value of different perspectives brought by those with varied backgrounds, characteristics and life experiences. Our Board is made up by a mix of people with different skills and professional and church backgrounds which we believe are important to ensure effective governance and decision making. We also have a target of no less than 1/3 male or female representation and increased ethnic minority membership of our Board. We are currently reviewing all our recruitment practices to ensure that they help us work towards these.”

Code of conduct

The Board of Trustees expects every Trustee, staff member and the organisation as a whole, to conduct themselves in accordance with the highest ethical standards. Trustees are required to uphold and maintain World Vision's values, vision and mission and the effectiveness and reputation of the organisation. Trustees evaluate themselves annually against these standards and the Board's Code of Conduct and Conflict of Interest policy, and are required to disclose any conflicts of interest and may not participate in Board discussion or decision-making on any related matters.

Board expenses

No fees or remuneration are paid for serving as a Trustee of World Vision UK. World Vision UK reimburses reasonable expenses incurred while acting as a Trustee. This includes travel, accommodation and childcare expenses required to attend meetings, training and orientation events (which include a visit to World Vision UK operations in the field). Every effort is made to ensure costs are modest.

Board meetings and Board committees

The Trustees meet regularly throughout the year, with three full day meetings in November, March and July. The Trustees spend a half-day session in October meeting with staff from across the organisation to hear their views. The Trustees also spend a day of spiritual retreat with the

Senior Leadership Team and join staff for the World Vision Day of Prayer which marks the start of each new financial year.

Important governance work is carried out by Committees, which meet before each Board meeting, to discharge their oversight responsibilities established by Board-approved terms of reference, which are reviewed annually. Each Committee includes Trustees with relevant skills and experience and Committees are encouraged to seek additional expertise from 'Special Advisers' should the need arise. The Board does not delegate major decisions to Board Committees. Committees are responsible for considering significant issues in depth, to inform Board discussion and bring recommendations to the Board for consideration.

The roles of Board Committees are:

- The Board Development Committee is responsible for promoting good governance and ensuring the Board works as effectively as possible. It oversees Board education and training, Trustee recruitment, induction, development and Board performance evaluation.
- The Finance, Audit and Risk Committee reviews the annual financial plan and budget, monitors risk and financial performance and ensures compliance with safeguarding, financial and risk policies and charity legislation. In addition, it liaises with the external auditors, reviews internal audit reports and reviews all serious incident reports and management decisions regarding the reporting of serious incidents to the Charity Commission.
- The Organisational Effectiveness Committee approves remuneration and people performance policies for all staff. Additionally, it reviews organisational strategies including those for development of innovation, Information & Communications Technology and organisational culture and development and oversees safeguarding policies and procedures, and provides assurance to the Board that safeguarding policies and procedures are aligned with World Vision Partnership, UK regulatory and donor requirements.
- The Public Engagement Committee reviews and advises on marketing, communication and campaign strategies, monitors performance against the annual business plan and ensures compliance with fundraising regulations.
- The Policy and Programmes Committee reviews and advises on World Vision UK's development and relief programmes, its institutional grants and advocacy strategies, and oversees their implementation and the impact they have.
- Ad-hoc Board Committees and Board Working Groups are set up as and when required.

Significant governance actions and events during the financial year included:

- In preparation for scheduled retirements in 2019/2020, the Board appointed two new trustees in March 2019 with specialisms in Development and Employment and approved a rolling Trustee recruitment programme for 2019/2020. They also appointed a special adviser to the Public Engagement Committee with expertise in social media and digital marketing.
- In March 2019, the Board appointed Richard Izzard as Board Chair for a second 12-month term and Douglas Millican as Vice Chair.
- The Board reviewed and approved policies on Our Faith, Whistleblowing, Safeguarding, Risk Management, Board Expenses, Strategy Process, Redundancy, Code of Conduct, Confidentiality, Equality & Diversity and Dignity at Work and the Charity's 2019 Modern Slavery Statement.
- Board Committees reviewed updated Charity Commission guidance: The Essential Trustee; Finding New Trustees; Safeguarding, Campaigning and Advocacy and Managing Risks Working Internationally.
- The Trustees dedicated time at their June and July meetings to focus on strategy and planning for 2020 and beyond.
- One Trustee visited World Vision UK field operations in Sierra Leone and reported to the Board on their experiences of World Vision's work and impact.
- World Vision International carried out a Peer Review of World Vision UK's governance structures and processes and concluded that World Vision UK was aligned with and consistently meets World Vision International partnership-approved governance standards.
- The Trustees approved World Vision UK becoming a member of the Start Network Charity, a group of aid agencies which collaborate in the area of humanitarian response and manage the Start Fund, a multi-donor pooled fund that provides fast and direct grant funding to aid agencies for humanitarian crises.

OUR PEOPLE

Key Policies and Processes

Safeguarding

World Vision has extensive policies and protocols in place to safeguard children and communities against exploitation and abuse of any kind (including sexual), as well as mechanisms that allow communities, beneficiaries and staff to report potential cases of abuse to our organisation. Our safeguarding policy is reviewed by the Board of Trustees under the guidance of the nominated Safeguarding Trustee. We vet all potential job candidates and seek personal and professional references to provide information about the quality of their humanitarian work. As a faith-based organisation, we often seek pastoral references from an applicant's spiritual leader as part of the recruitment process. A suite of safeguarding, employee and whistleblowing policies is reinforced by a code of conduct and we require all employees to sign and commit to behavioural protocols relating to child protection and treating all individuals with dignity and respect. We provide ongoing training for staff, messaging within communities and active monitoring and surveying in project areas. We have feedback and complaints systems for men, women, boys and girls in the communities we work in and World Vision staff and volunteers are encouraged to report any concerns they have about misconduct. They can also report serious concerns confidentially to a special hotline. All concerns are treated seriously, investigated as necessary and addressed by the appropriate management. Allegations of exploitation or abuse would lead to an immediate investigation and the staff member could be suspended, have their employment terminated or be prosecuted depending on the outcome of the investigation.

Diversity and inclusion

World Vision UK is committed to a diverse and inclusive workplace through recruitment, training, promotion, and flexible working policies. We have a cross-organisational Diversity and Inclusion Group that helps us to drive forward initiatives to ensure that our processes and behaviours are free from bias.

Remuneration

The Organisational Effectiveness and Remuneration Committee approves and confirms the arrangements of World Vision UK's remuneration, reward and people management policies. Utilising a structured job evaluation and reward structure, salaries are benchmarked to national salary data. World Vision UK is measured against comparable sector organisations, taking into account

charity income, location and sector market rate, and this information, together with any budget restrictions, is used to set rewards.

Staff engagement

We consider staff communication to be critical in ensuring a positive working environment is embedded within the organisation. There's a weekly internal news bulletin, regular updates from the senior leadership team, all-staff meetings and frequent staff briefings on specific events. The Board Chair also writes to all staff following each Board meeting, briefly outlining the subject matter discussed and any key decisions taken, and Board members meet staff in small groups each October.

Part of communicating with staff is the active partnership between senior management and the Staff Consultative Committee to consult and communicate with a representative body of staff on all matters that impact our employees. Matters that are regularly consulted upon include economic, financial and strategic developments, any employment issues regarding employees' working environment, and any decisions that may lead to substantial changes in organisational structure or terms and conditions.

Culture

Our culture is important to us and critical in enabling us to undertake our ministry and fulfil what we promise. We're determined to become more externally focused, innovative, flexible, agile, efficient and digitally enabled. Last year we adopted four 'behavioural imperatives' which are crucial if we are to accomplish this: unity and trust; wise stewardship; looking outward; timely truth telling with love.

At the beginning of the year, we consulted and sought God's guidance to define what this should look like in our UK office. Over the next nine months, we delivered more than 20 culture workshops with every team, who all committed to improvements they could make in a selected area. We put in place changes in our recognition scheme, in management training, and in how we deal with diversity and inclusion and family liaison. We adapted our performance management system, driving accountability through more meaningful and challenging one-to-one meetings, which workshops had identified as an area for improvement. Encouragingly, a staff survey later in the year showed that staff are feeling increasingly recognised for the amazing contribution they make to our ministry.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of World Vision UK for the purposes of company law) are responsible for preparing the Financial Statements and Annual Report, including the Strategic Report, in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company 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 Statement of Recommended Practice (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 the going concern basis unless it is inappropriate to presume that the 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. The records should also enable the Board to ensure that the financial statements comply with the Companies Act 2006. Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 Directors in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

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

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The Strategic Report is approved by the Trustees as Directors of World Vision UK.

The Annual Report is approved by the Board on 28 February 2020 and signed on behalf of the Board by:



Richard Izard
Board Chair – World Vision UK



FINANCIAL STATEMENTS

A detailed look at our finances for the financial year ended 30 September 2019



STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure account) for the year ended 30 September 2019

	Notes	Restricted funds £'000	Unrestricted funds £'000	2019 £'000	Restricted funds £'000	Unrestricted funds £'000	2018 £'000
Income from:							
Donations and legacies	2a	52,589	9,450	62,039	54,008	10,218	64,226
Charitable activities	3	-	-	-	-	242	242
Investment	4	-	63	63	-	27	27
Other	5	62	64	126	39	51	90
Total income		52,651	9,577	62,228	54,047	10,538	64,585
Expenditure on:							
Raising funds	6	6,553	5,269	11,822	5,777	6,295	12,072
Charitable activities	7	49,452	3,679	53,131	49,492	5,921	55,413
Total expenditure		56,005	8,948	64,953	55,269	12,216	67,485
Gains on investments	14	-	133	133	-	149	149
Net income/(expenditure)		(3,354)	762	(2,592)	(1,222)	(1,529)	(2,751)
Net movement in funds		(3,354)	762	(2,592)	(1,222)	(1,529)	(2,751)
Reconciliation of funds:							
Total funds brought forward	19	9,290	9,669	18,959	10,512	11,198	21,710
Total funds carried forward	19	5,936	10,431	16,367	9,290	9,669	18,959

BALANCE SHEET

as at 30 September 2019

	Notes	2019 £'000	2018 £'000
Fixed assets			
Intangible assets	12	369	483
Tangible fixed assets	13	5,289	5,496
Investments	14	1,472	1,338
Total fixed assets		7,130	7,317
Current assets			
Debtors	15	5,558	6,736
Cash at bank		12,507	13,238
Total current assets		18,065	19,974
Liabilities			
Creditors: Amounts falling due within one year	16	(4,698)	(3,500)
Net current assets		13,367	16,474
Total assets less current liabilities		20,467	23,791
Creditors: Amounts falling due after more than one year	17	(4,130)	(4,832)
Total net assets		16,367	18,959
The funds of the charity			
Restricted funds	19	5,936	9,290
Tangible fixed assets fund	19	2,667	2,693
General fund	19	7,764	6,976
Total unrestricted funds		10,431	9,669
Total funds	19	16,367	18,959

The financial statements of World Vision UK, registered number 1675552, were approved by the Board on 28 February 2020.



Douglas Millican



Richard Izard (Board Chair)

STATEMENT OF CASH FLOWS

for the year ended 30 September 2019

		2019 £'000	2019 £'000	2018 £'000	2018 £'000
Cash flows from operating activities:					
Net cash provided by operating activities	a		(397)		4,513
Cash flows from investing activities:					
Deposit interest received		63		27	
Purchase of property, plant and equipment		(91)		(122)	
Purchase of intangible fixed assets		(11)		(11)	
Net cash used in investing activities			(39)		(106)
Cash flows from financing activities:					
Repayment of borrowings		(295)		(293)	
Cash flows from financing activities			(295)		(293)
Change in cash and cash equivalents in the year			(731)		4,114
Cash and cash equivalents at the beginning of the year			13,238		9,124
Cash and cash equivalents at the end of the year	b		12,507		13,238
Notes					
a	Reconciliation of net income to net cash flows from operating activities		2019 £'000		2018 £'000
	Net income for the year (as per the statement of financial activities)		(2,592)		(2,751)
	Adjustments for:				
	Depreciation charge		235		237
	Amortisation charge		125		128
	Gains on investments		(133)		(149)
	Bank interest received		(63)		(27)
	Loss on disposal of fixed assets		62		-
	Decrease in debtors		1,178		6,947
	Increase in creditors and provisions		791		128
	Net cash provided by operating activities		(397)		4,513
b					
	Analysis of cash and cash equivalents		2019 £'000		2018 £'000
	Cash at bank		12,507		13,238
	Total cash at bank		12,507		13,238

NOTES TO THE ACCOUNTS

for the year ended 30 September 2019

I. Accounting policies

World Vision UK is a registered charity no. 285908, a company limited by guarantee and registered in England no. 1675552. The members of the charity are the Trustees named on page 60. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charity's registered office is World Vision House, Opal Drive, Fox Milne, Milton Keynes MK15 0ZR.

a. Basis of preparation

These financial statements have been prepared in accordance with 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)' - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (August 2014) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b. Public benefit entity

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

c. Going concern

The Trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review.

d. Income

Income is recognised when the charity has entitlement to the funds, it is probable that the income will be received and that the amount can be measured reliably.

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

For legacies, entitlement is taken as the earlier of the date on which either: the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

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

Donated goods and services, including the donated element of transportation services provided to the charity at a reduced fee, are valued at market value and included in income when distributed or utilised.

e. Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings it is allocated on a basis consistent with the use of the relevant resources measured by reference to headcount.

Expenditure on raising funds relates to activities that are intended to generate income including servicing supporters who donate under committed giving schemes such as child sponsorship. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years.

Charitable activities comprise of the following:

Funding for overseas programmes are monies expensed to overseas programmes or donated goods and services distributed to partner entities.

Programme support costs represent the costs incurred by UK-based staff in assisting programmes overseas, including their technical development, staffing, training, management and financial control.

Advocacy, education and research are the costs incurred in the UK to educate or influence governments, institutions and members of the public on poverty issues and includes campaigning and lobbying, public policy and research work, Christian engagement activities and educational and news publications.

Governance costs relate to the general running of the charity as opposed to the direct management functions inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability and includes the strategic planning processes that contribute to the future development of the charity.

f. Foreign exchange

Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities.

g. Tangible fixed assets and depreciation

Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows:

Freehold land	nil
Building	50 years
Equipment, including computers	3 or 5 years
Other fixed assets, including software	3 to 10 years

h. Intangible fixed assets and amortisation

Intangible fixed assets are held on the balance sheet at cost less accumulated amortisation and impairment losses.

Computer software, including development costs, is capitalised as an intangible asset and amortised on a straight line basis over its expected useful life of 5 years.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

i. Investments

Investments are valued at mid-market value at the balance sheet date.

j. Funds

Restricted funds are subject to conditions imposed by donors or implied by the nature of the appeal.

Designated funds are amounts which have been put aside at the discretion of the Trustees. The Tangible fixed assets fund represents the net book value of fixed assets less related borrowings, and therefore is not available for distribution. The Strategic realisation fund represents funds set aside to finance planned activities to implement the charity's strategy.

The General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short and medium term and to provide adequate working capital.

k. Pensions

The charity operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

l. Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities as incurred.

m. Irrecoverable Value Added Taxation (VAT)

The company is unable to recover the majority of VAT charged on its purchases which is included in the related expense or asset in the accounts.

n. Debtors

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

o. Cash at bank

Cash at bank is held to meet short term cash commitments as they fall due rather than for investment purposes and includes all cash equivalents held in the form of short term highly liquid investments. A cash equivalent will normally have a short maturity of three months or less from the date of acquisition.

p. Creditors and provisions

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

q. Financial instruments

World Vision UK's financial instruments are all common basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

r. Volunteers

The charity had seven volunteers working in its offices across all areas in 2019. In accordance with the SORP no monetary value has been attributed to their work. The tasks undertaken would, if it not performed by volunteers, require the employment of paid personnel. The charity is grateful for the support of volunteers which help enable monetary donations to go further.

s. Critical accounting judgements and estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom exactly equal the related actual results. It is in the opinion of the Trustees that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



IMAGE: 3-year-old Zhenya, lives with her twin sister, parents and two older brothers. The family can't afford warm clothing keep the children healthy during the harsh Armenian winter. At Christmas 2018 World Vision provided them with warm coats, hats, shoes and gloves. ©2019 Ani Chitemyan/World Vision

2A DONATIONS AND LEGACIES

At 30 September 2019, the number of children in the child sponsorship committed giving scheme was approximately 73,000 (2018: 78,000).

	Restricted £'000	Unrestricted £'000	2019 £'000	2018 £'000
Committed giving and other donations				
Child Sponsorship committed giving scheme	19,642	-	19,642	20,755
Legacies	6	565	571	975
Other donations	2,470	3,718	6,188	6,091
Tax recovered under Gift Aid	-	5,167	5,167	5,388
	22,118	9,450	31,568	33,209
Donations for emergencies				
Emergency appeals	781	-	781	386
Disasters Emergency Committee appeals	2,091	-	2,091	2,276
	2,872	-	2,872	2,662
Institutional grants (see Note 2b)	24,569	-	24,569	23,373
Donated goods and services (see Note 2c)	3,030	-	3,030	4,982
Total donations and legacies	52,589	9,450	62,039	64,226

2B INSTITUTIONAL GRANTS

	2019 £'000	2018 £'000
Development grants	20,237	20,169
Relief grants	4,332	3,204
	24,569	23,373
<i>Grants receivable from:</i>		
Department for International Development (DFID):		
Girls' Education Challenge - Transition, DRC	2,165	323
Girls' Education Challenge - Transition, Zimbabwe	4,430	4,810
DRC Primary Healthcare Access	-	34
BRACED - Myanmar	-	40
Nutrition Programme Turkana	-	(263)
Transition to Development - SHARP	1,043	589
Response to Drought-Affected Communities in Zimbabwe	-	(93)
CDAC Network	-	214
Ebola Crisis West Africa	10	(82)
El Niño Response	(46)	(290)
Syria Emergency Response	5	1,059
Unlocking Productive Sorghum Earning for Livelihoods and Livestock	-	(2)
Effectiveness of Cash Programming on Nutrition Outcomes	-	129
Enhancing resilience of the flood affected people, Bangladesh	(2)	608
Integrated emergency response to the Rohingya population	14	784
R2HC Uganda	216	222
Effective Approaches to End Worst Forms of Child Labour	287	-
Tackling Child Labour and Modern Slavery, UK Aid Connect Project	2,031	-
Weather and Information Services for Africa - WISER	452	-
South Sudan - Research on Cash and IPV	247	-
DFID UNOPS Phase 2	701	-
Ethiopia - DFID, Gedeo and West Guji IDP Emergency	100	-
The Global Fund to Fight AIDS, Tuberculosis and Malaria	4,358	7,511
United Nations	585	2,078
European Community Humanitarian Office (ECHO)	1,147	474
Other European Union	4,759	4,203
Start Fund	2,067	532
Other	-	493
	24,569	23,373

2C DONATED GOODS AND SERVICES

	2019 £'000	2018 £'000
<i>Donated goods and services received from:</i>		
World Food Programme (WFP) and other UN agencies	3,007	4,982
International Book Aid	23	-
	3,030	4,982

3 INCOME FROM CHARITABLE ACTIVITIES

During the year, the charity earned income from contracts for the supply of services provided for the benefit of the charity's beneficiaries from the following parties:

	2019 £'000	2018 £'000
Start Fund - Start Fund Meal Contract	-	242
	-	242

4 INVESTMENT INCOME

	2019 £'000	2018 £'000
Bank interest	63	27
	63	27

5 OTHER INCOME

	2019 £'000	2018 £'000
Use of premises	70	51
Brand marketing	56	39
	126	90

Use of premises income relates to administration fees and income relating to the use of the charity's premises by other parties. Brand marketing income relates to a grant from World Vision International which contributed towards a brand marketing campaign during the year.

6 EXPENDITURE

	Costs of generating funds £'000	Funding to overseas programmes £'000	Programme support costs £'000	Advocacy, education and research £'000	Governance costs £'000	Support costs £'000	2019 total £'000	2018 total £'000
Raising funds	8,823	-	-	-	484	2,515	11,822	12,072
Charitable activities (see Note 7)	-	46,924	2,194	2,053	254	1,706	53,131	55,413
Total resources expended	8,823	46,924	2,194	2,053	738	4,221	64,953	67,485

Costs incurred in the United Kingdom:	Programme support costs £'000	Advocacy, education and research £'000	Cost of generating funds £'000	Governance costs £'000	Support costs £'000	2019 £'000	2018 £'000	Basis of Allocation
Salaries	1,805	1,145	3,778	557	2,150	9,435	10,025	Direct
Employment benefits	3	7	15	20	362	407	313	Direct
Temporary staff	2	110	974	-	(2)	1,084	939	Direct
Training	6	6	4	3	66	85	142	Direct
Recruitment	25	14	25	19	76	159	215	Direct
Travel and subsistence	196	80	274	29	29	608	579	Direct
Advertising	-	98	801	-	-	899	1,225	Direct
Research and consultancy	93	85	164	77	50	469	975	Direct
Other marketing and communications	17	427	2,632	(9)	263	3,330	2,784	Direct
Equipment maintenance and rental	1	7	31	-	395	434	530	Direct
Depreciation and amortisation	-	-	-	-	354	354	364	Direct
Occupancy and supplies	41	66	85	9	411	612	516	Direct
Legal and professional	2	6	24	29	70	131	151	Direct
Bank charges and exchange differences	3	2	16	4	(52)	(27)	54	Direct
Mortgage interest	-	-	-	-	49	49	43	Direct
	2,194	2,053	8,823	738	4,221	18,029	18,855	
Allocation of support costs								
Raising funds	-	-	2,409	106	(2,515)	-	-	
Charitable activities (see Note 7)	1,010	640	-	56	(1,706)	-	-	
	1,010	640	2,409	162	(4,221)	-	-	
	3,204	2,693	11,232	900	-	18,029	18,855	
Governance costs are made up as follows:								
Board (includes Trustees' remuneration - see Note 11)						60	56	
Statutory audit (see Note 8)						41	40	
Management						799	913	
						900	1,009	

7 CHARITABLE ACTIVITIES

	Restricted £'000	Unrestricted £'000	2019 £'000	2018 £'000
Support was given to the following regions (including donated goods and services)				
East Africa	18,109	315	18,424	23,354
Southern Africa	12,216	301	12,517	10,585
West Africa	3,594	63	3,657	4,159
Asia	7,632	134	7,766	5,617
Latin America	2,869	50	2,919	2,240
Middle East/Eastern Europe	1,591	50	1,641	2,674
Total cost of overseas programmes	46,011	913	46,924	48,629
Programme support costs	1,216	978	2,194	2,942
Allocation of advocacy, education and research	1,138	915	2,053	2,129
Allocation of governance	141	113	254	284
Allocation of support costs	946	760	1,706	1,429
	49,452	3,679	53,131	55,413

Cost of overseas programmes

Most of our expenditure to overseas programmes for development, relief and advocacy were made to the regions listed above through World Vision International to World Vision partners entities. We also made payments for overseas programmes through non World Vision partners.

World Vision UK's share of the programme costs of World Vision International which are not country specific are included above in proportion to the charity's remittances to World Vision International for each region.

8 NET INCOME/(EXPENDITURE)

	2019 £'000	2018 £'000
This is stated after charging:		
Depreciation / amortisation of owned assets	360	330
Depreciation of assets held under finance leases	-	35
Loss on disposal of fixed assets	62	-
Operating lease rentals – plant and machinery	68	60
Operating lease rentals – buildings	175	169
Interest payable on mortgage loans	49	43
Auditors' remuneration		
– audit fees	41	40
– other	8	8

9 OPERATING LEASE COMMITMENTS

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

	Property		Equipment	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Less than one year	170	169	54	49
One to five years	219	395	128	142
	389	564	182	191

10 EMPLOYEE COSTS

	2019 £'000	2018 £'000
Aggregate payroll costs were as follows:		
Wages and salaries	8,118	8,619
Social security costs	787	847
Other pension costs	530	559
	9,435	10,025
	Number	Number
The number of employees whose total employee benefits (excluding employer pension costs and Employer National Insurance Contributions) fell into the following bands:		
£60,001 - £70,000	2	1
£70,001 - £80,000	2	1
£80,001 - £90,000	2	2
£90,001 - £100,000	-	1
£100,001 - £110,000	1	1

The key management personnel of the charity comprise the Trustees, the Chief Executive, Director of Finance, Risk and Central Services, Director of Policy and Programmes, Director of Public Engagement, Director of Strategy and Director of People and Business Excellence.

The highest paid employee is the Chief Executive whose remunerations and benefits, including pension contributions and Employers National insurance contribution for the year was £128,000 (2018: £126,000). The total remuneration and benefits including pension contributions and Employers National Insurance Contributions of the key management personnel was £559,000, for 6 roles (2018: £628,000, 7 roles).

The functional analysis of average monthly staff numbers is:

	2019 Number	2018 Number
Fundraising and supporter communication	111	126
Programme support	48	42
Advocacy, education and research	20	24
Support and governance	76	83
	255	275

While the charity supports and controls its overseas programmes from the UK, implementation is performed through field-based partners, mostly members of the World Vision Partnership. This means that the charity does not employ staff to implement programmes and a large proportion of the charity's staff raise funds for those programmes and work with its supporters.

We have received and revised our calculation of average monthly staff numbers to provide a more accurate reflection of staff numbers and functions. We have re-stated 2018 figures to align with this methodology.

II TRUSTEES' REMUNERATION

The Trustees' received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2019 totalled £1,372 (2018: £4,026), which was claimed by 3 Trustees (2018: 5 trustees).

Indemnity insurance is provided for the Trustees and Principal Officers of the charity. Premiums paid totalled £14,112 (2018: £13,440).

I2 INTANGIBLE FIXED ASSETS

	Software £'000	Total £'000
<i>Cost:</i>		
At 1 October 2018	4,466	4,466
Additions	11	11
At 30 September 2019	4,477	4,477
<i>Amortisation:</i>		
At 1 October 2018	3,983	3,983
Charge for the year	125	125
At 30 September 2019	4,108	4,108
<i>Net book value:</i>		
At 30 September 2019	369	369
At 1 October 2018	483	483

13 TANGIBLE FIXED ASSETS

The cost of freehold land amounting to £670,000 (2017: £670,000) is not depreciated.

	Freehold land and building £'000	Computer and office equipment £'000	Fixtures and fittings £'000	Total £'000
<i>Cost:</i>				
At 1 October 2018	7,050	427	563	8,040
Transfer of Assets		(12)	12	-
Additions	-	83	8	91
Disposals		(192)	(8)	(200)
At 30 September 2019	7,050	306	575	7,931
<i>Depreciation:</i>				
At 1 October 2018	1,907	263	374	2,544
Transfer of Assets		(4)	4	-
Charge for the year	127	81	27	235
Disposals		(130)	(7)	(137)
At 30 September 2019	2,034	210	398	2,642
<i>Net book value:</i>				
At 30 September 2019	5,016	96	177	5,289
At 1 October 2018	5,143	164	189	5,496

During the year, the charity upgraded its telephony infrastructure earlier than planned which resulted in a loss on disposal of £63,000 (2018:£ nil).

14 INVESTMENTS

All fixed asset investments are held within the UK.

The charity holds the entire issue of share capital of one £1 share in World Vision Trading Limited. This has been excluded from consolidation on the grounds of materiality. There are no further interests in subsidiaries, so group accounts have not been prepared. Accordingly these accounts present information about the charity and not its group.

	2019 £'000	2018 £'000
Financial Investments		
Common investment funds held by the charity		
Market value at 1 October	1,338	1,189
Net investment gains	133	149
Market value at 30 September	1,472	1,338
Historical cost at 30 September	452	452

15 DEBTORS

	2019 £'000	2018 £'000
Institutional grants receivable	2,292	2,404
Amounts owed by other World Vision entities	707	1,717
Tax recoverable	659	570
Prepayments and accrued income (including legacy income)	229	354
Other debtors	1,671	1,691
	5,558	6,736

Included within 'Other debtors' are mobilisation payments totalling £1,164,000 issued to implementing partners which are due in over 1 year.

16 CREDITORS

Amounts falling due within one year

	2019 £'000	2018 £'000
Mortgage loan (see also note 17)	265	251
Amounts owed to other World Vision entities	1,974	45
Hire purchase loan	-	45
Accruals and deferred income	1,131	1,226
Taxation and social security	244	314
Other creditors	1,084	1,619
	4,698	3,500

Included within 'Other creditors' are outstanding pension contributions amounting to £72,000 (2018: £76,000).

17 CREDITORS

Amounts falling due after more than one year

The mortgage loan is secured on the charity's property and is repayable over 25 years from October 2003. Interest is charged at LIBOR (London Inter-Bank Offer Rate) plus a MLA cost (Mandatory Liquid Assets cost) plus 0.7%.

	2019 £'000	2018 £'000
Mortgage loan repayable between 1-5 years	1,216	1,151
Mortgage loan repayable in more than 5 years	1,510	1,839
	2,726	2,990
Department for International Development (DFID) mobilisation funding repayable between 1-5 years	1,404	1,842
	4,130	4,832

18 FINANCIAL INSTRUMENTS

	2019	2018
	£'000	£'000
Financial assets		
Financial assets measured at fair value through income and expenditure	1,471	1,338
Financial assets measured at amortised cost	17,847	19,646
	19,318	20,984
Financial liabilities		
Financial liabilities measured at amortised cost	7,178	7,914

Financial assets measured at fair value through income and expenditure comprises investments common investment funds. Financial assets measured at amortised cost comprises cash at bank, trade debtors and accrued income. Financial liabilities measured at amortised cost comprises trade creditors, accruals and other creditors. The entity's income, expense, gains and losses in respect of financial instruments are summarised below:

	2019	2018
	£'000	£'000
Income, expense, gains and losses		
Total investment income for financial assets measured at fair value through income and expenditure	133	149
Net gains on financial assets measured at amortised cost through income and expenditure	63	27

19 FUNDS

The transfer between the General fund and the designated Tangible fixed assets fund during the year represents net movements on fixed assets and the related loan.

The General fund at 30 September 2019 includes cumulative net unrealised gains on investments of £101,900 (2018: unrealised gain of £876,000).

	Restricted funds £'000	Unrestricted funds			Total £'000
		Tangible fixed assets fund £'000	Strategic realisation fund £'000	General fund £'000	
Balance at 1 October 2017	10,512	2,632	2,883	5,683	21,710
Incoming resources	54,047	-	-	10,538	64,585
Outgoing resources	(55,269)	-	(1,788)	(10,428)	(67,485)
Transfers between funds	-	61	(1,095)	1,034	-
Net unrealised investment gain	-	-	-	149	149
Balance at 30 September 2018	9,290	2,693	-	6,976	18,959
Represented by:					
Fixed assets	-	5,979	-	-	5,979
Investments	-	-	-	1,338	1,338
Debtors	4,377	-	-	2,359	6,736
Cash at bank and in hand	4,913	-	-	8,325	13,238
Creditors: amounts falling due within one year	-	(296)	-	(3,204)	(3,500)
Creditors: amounts falling due after more than one year	-	(2,990)	-	(1,842)	(4,832)
Balance at 30 September 2018	9,290	2,693	-	6,976	18,959

	Restricted funds £'000	Unrestricted funds			Total £'000
		Tangible fixed assets fund £'000	Strategic realisation fund £'000	General fund £'000	
Balance at 1 October 2018	9,290	2,693	-	6,976	18,959
Incoming resources	52,651	-	-	9,577	62,228
Outgoing resources	(56,005)	(353)	-	(8,595)	(64,953)
Transfers between funds	-	327	-	(327)	-
Net unrealised investment gain	-	-	-	133	133
Balance at 30 September 2019	5,936	2,667	-	7,764	16,367
Represented by:					
Fixed assets	-	5,658	-	-	5,658
Investments	-	-	-	1,472	1,472
Debtors	4,390	-	-	1,168	5,558
Cash at bank and in hand	5,297	-	-	7,210	12,507
Creditors: amounts falling due within one year	(2,347)	(265)	-	(2,086)	(4,698)
Creditors: amounts falling due after more than one year	(1,404)	(2,726)	-	-	(4,130)
Balance at 30 September 2019	5,936	2,667	-	7,764	16,367

Restricted funds	Balance 2017 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers between funds £'000	Balance 2018 £'000
East Africa	4,906	20,094	(23,194)	-	1,806
Southern Africa	2,475	9,663	(10,640)	-	1,498
West Africa	1,764	5,031	(5,024)	-	1,771
Asia	255	7,520	(6,156)	-	1,619
Latin America	739	2,946	(2,609)	-	1,076
Middle East/Eastern Europe	269	2,975	(2,949)	-	295
Cross regional initiatives	104	5,818	(4,697)	-	1,225
Total	10,512	54,047	(55,269)	-	9,290

Restricted funds	Balance 2018 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers between funds £'000	Balance 2019 £'000
East Africa	1,806	17,018	(17,934)	-	890
Southern Africa	1,498	11,826	(12,176)	-	1,148
West Africa	1,771	4,495	(4,611)	-	1,655
Asia	1,619	6,604	(8,216)	-	7
Latin America	1,076	3,193	(3,405)	-	864
Middle East/Eastern Europe	295	1,884	(2,021)	-	158
Cross regional initiatives	1,225	7,631	(7,642)	-	1,214
Total	9,290	52,651	(56,005)	-	5,936

20 COMMITMENTS AND CONTINGENT LIABILITIES

Pension commitments

The charity operates a defined contribution scheme for its employees. The assets of the scheme are held separately from those of the charity in a group personal pension scheme, for which the charity has no responsibility other than regular contributions on behalf of employees.

Contingent liabilities

There were no contingent liabilities at year end (2018: none).

21 TAXATION

As a registered charity the company is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

22 RELATED PARTY TRANSACTIONS

Marcus Frost is World Vision International's Global Marketing Director and World Vision International's representative member on the Board of World Vision UK.

The charity remitted £43,694,000 (2018: £50,481,000) to World Vision International to fund overseas programme costs (see also Note 7) and charged £64,000 (2018: £62,000) for office space, IT and payroll services.

At the end of the year, World Vision International and its partner entities owed the charity £707,000 (2018: £1,717,000), see Note 15. The charity owed World Vision International and its partner entities £1,974,000 (2018: £nil), see Note 16. There were no other related party transactions or balances other than those above.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

AUDITOR'S REPORT

Independent Auditor's Report to the Members of World Vision UK

Opinion

We have audited the financial statements of World Vision UK for the year ended 30 September 2019 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2019 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

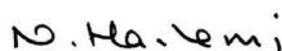
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 auditor's report.

Use of our report

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



Naziar Hashemi

Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

10 March 2020

TRUSTEES, PRINCIPAL OFFICERS AND ADVISERS

Board of Trustees

Serena Brown
Simon Burne
Jennifer Collins (retired from Board September 2019)
Linda Emery
Anna Harvey (appointed March 2019, resigned January 2020)
Charlotte Hull (appointed October 2019)
Alice Huntley (appointed October 2019)
Marcus Frost
Richard Izzard, Board Chair
Fola Komolafe (appointed March 2019)
Marcus Manuel
Douglas Millican
Mark Parsons
Rev Canon David Richards
Julian Thomas

Special Adviser to the Board

Lucy Barker (appointed March 2019)

Secretary

Paul Wratten

Principal Officers

Chief Executive

Tim Pilkington

Director of Policy and Programmes

David Westwood

Director of Public Engagement

Graeme Newton

Director of Finance, Risk and Central Services

Paul Wratten

Director of People and Business Excellence

Jacquie Heany

Director of Strategy

John Greaves (until March 2019)

Auditors

Crowe U.K. LLP

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10 Salisbury Square
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PO Box 885
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Cambridge CB4 9ZX

Lloyds Bank plc

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Secklow Gate West
Milton Keynes MK9 1NA

Allied Irish Bank

Park View House
58 The Ropewalk
Nottingham NG1 5DW

Registered Office

World Vision House
Opal Drive
Fox Milne
Milton Keynes MK15 0ZR

THANK YOU

With special thanks to all the supporters listed: individuals, families, charitable trusts, companies, and institutions who have invested significantly in our work this year – plus those who wish to remain anonymous. We really value your partnership as we serve the world's most vulnerable children.

Department for International Development
Disasters Emergency Committee
European Commission
Global Fund
The Fielding Family Trust
The Henderson Charitable Trust
Hotel Puente Romano in Marbella
Latin American Children's Trust
Lightsource Foundation
MacDaibhidh Charitable Trust
Nelson New Forest Foundation
Premier Contract Supplies
The Shamoan Family
James Sim
Alison Smith
Souter Charitable Trust
Start Fund
Mrs Susan Tobbell
R2HC
United Nations
World Food Programme

We also thank our many supporters who make great sacrifices to give smaller amounts. Your contributions are greatly appreciated.

JOIN US

Our hope is for all children to grow up knowing they're loved. Knowing they were created for a purpose. Knowing that they matter. We believe every childhood matters because every child deserves the opportunity to thrive, learn, grow and use their voice. If you believe that too, you can give, campaign and pray with us. Together, we can transform the lives of the world's most vulnerable children.

Sponsor a child

Sponsoring a child is one of the most effective and rewarding ways to give. You change a child's life by helping build-up their community – from a place of need to one of opportunity. And it lasts.

To sponsor a child today:

Tel: 0800 50 10 10 • [worldvision.org.uk/child-
sponsorship](http://worldvision.org.uk/child-sponsorship)

Be Chosen™

Poverty steals choices from children. Through Chosen, you can help to give those choices back – starting with the chance to choose you as their sponsor. This is child sponsorship with a twist.

To find out more visit: worldvision.org.uk/chosen

Help the most vulnerable

In the world's most dangerous places, children are under threat every day, but it's difficult to set up long-term help. Through Raw Hope, you can help where hunger, drought and disease threaten to end childhoods.

Sign up to Raw Hope at: worldvision.org.uk/raw-hope

Go the extra 3.7 miles

Six kilometres (or 3.7 miles) is the average distance people in the developing world walk to get water for their families. Our Global 6K for Water brings people together to complete a 6K trail and bring water to vulnerable communities.

Find out how to host your own 6K or find your nearest event at: global6k.org.uk



Be with them, always

By remembering World Vision in your Will, your gift – no matter how big or small – will help to transform the lives of the world's most vulnerable children. It's a special way to continue supporting a cause you care about in years to come.

To find out more and request a free legacy brochure:
Tel 01908 84 10 60 • email: legacies@worldvision.org.uk

Pray with us

Our monthly prayer newsletter, Together Amen, shares updates and requests for prayer from many of the communities we're working with.

Sign up to join us in prayer: worldvision.org.uk/pray-together

Your church and World Vision

The Church is our indispensable partner. Throughout the year, you can engage your church family and change children's lives by becoming one of the first churches to be Chosen, or by using our seasonal resources, like October's Pumpkin Heroes.

To find out more: worldvision.org.uk/churches

Volunteer with us

World Vision Volunteers help spread the word about World Vision at events and festivals around the UK – and make fundraising events like the Global 6K for Water possible.

To find out more about becoming a volunteer, visit worldvision.org.uk/volunteer

End violence against children

It takes a world is World Vision's global campaign to end violence against children.

In the UK, we're calling on the government to invest in safer futures for the world's children. Let your MP know that keeping children safe from violence is important to you.

Find out how at: worldvision.org.uk/ITAW

Stay in touch

Follow us: [@WorldVisionUK](https://twitter.com/WorldVisionUK)



IMAGE: Cheru, 6, Kenya, used to walk 6km daily to carry water to school and home. Now a new gravity-fed World Vision pipeline brings clean water to both places. So now, she can get to school on time, happy and healthy.
©2018 Jon Warren/World Vision



**I HAVE COME THAT THEY
MAY HAVE LIFE AND HAVE
IT TO THE FULL**

JOHN 10:10

IMAGE(front to back): Adam, 5, Beatrice, 11, Brendah, 12, and Debby, Zambia.
©2018 Laura Reinhardt/World Vision



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worldvision.org.uk

Follow us: [@WorldVisionUK](https://twitter.com/WorldVisionUK)



World Vision believes that by working together with children, their communities, and our supporters and partners, the lives of the world's most vulnerable children can be transformed. As a Christian organisation, we aspire to reflect God's unconditional love in all we do.

World Vision UK is a registered charity no. 285908, a company limited by guarantee and registered in England no. 1675552. Registered office as above.

FRONT COVER: 13-year-old Kapinga, lives in the Democratic Republic of Congo. She had to drop out of school when her father died. Now she spends her day walking to collect water, helping her grandmother at home and re-reading her old schoolbooks. She also attends the local World Vision Child Friendly Space, where children who aren't in school can learn and play: "[It's] a good place. I've learned to mend my clothes and I like to play soccer." ©2018 Jon Warren/World Vision