

RAPID RELIEF TEAM

DRIVEN BY VALUES CONNECTED BY CARE

2025

Company Registration No: 09288812 (England and Wales)
Charity Registration No: 1161586

RRT UNITED KINGDOM ANNUAL REVIEW



The Board of Trustees (who are also the trustees under charity law and directors under company law) presents its report and the audited financial statements for the year ended 31 December 2025. The Trustees' report incorporates the directors' report for company law purposes.

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RRT Global Statistics 2025

Our statistics tell a narrative of a dedicated global effort to provide moments of appreciation, hope, or temporary relief to those in need.

1,851
Events

488,707
Event Meals Served

10,952
Frontline Snack Packs

7,214
Comfort Snack Packs

30,396
Food Boxes

729,504
Food Box Meals

2,304
Beneficiaries Supported

2,451
Essential Boxes

16,678
Inducted Volunteers

89,907
Volunteer Hours

176,594
Smarrt Cookie Bars

17,848
Care Kits

932
Baby Care Kits

The everyday gestures of kindness, a smile, a shared moment can leave a lasting impact.



Drive Through Trial,
Ljungby, Sweden



Global Managing Director's Report

Anthony Arkcoll

Volunteering since 2017

Having stepped into the role in July, it has been striking how powerfully lived experience brings RRT's purpose to life. My early exposure to the organisation was fairly minimal, having participated in a handful of events as a volunteer. That changed significantly at the Jamestown FCC event in South Australia.

Jamestown was an exceptionally high impact event. Supporting drought-impacted farmers through hay donations, a shared meal, and the simple but vital opportunity to step off the farm and connect with others facing similar circumstances was a powerful reminder of why RRT was originally established. Being part of the 27-truck convoy travelling from Grenfell to Jamestown was exhilarating. Locals lined the streets with signs of thanks, waves, and smiles. Our volunteer truck drivers do not need much motivation, but feeling the appreciation of so many made every kilometre of the journey worthwhile.

What resonated most, however, was the response from the recipients. Conversations with fifth- and sixth-generation farmers, some in tears as they described what the support meant to them, were deeply moving. With over five events across the globe every day, not all carry the same emotional weight. It is important to recognise that while experiences like Jamestown can profoundly inspire volunteers, the everyday gestures of kindness, a smile, a shared moment, even at the smallest of events, can still leave a lasting impact.

Stepping into the role of Global General Manager has been a steep and rewarding learning curve. Over the past six months, I have gained a stronger understanding of our Australian operations while becoming increasingly involved in discussions on international disaster responses, including the Central Texas flooding, Hurricane Melissa in Jamaica, and our international humanitarian support for Gaza. Each of these interactions has highlighted the extent of RRT's reach, but also the shared sense of purpose and deep commitment to serving those in need. In my experience, it is rare to see such strong alignment between organisational values and the people who deliver on them. This commitment provides clarity and inspiration for our more than 16,500 volunteers worldwide.

Looking ahead, a key priority will be strengthening relationships with each regional board to better understand their ambitions, challenges, and opportunities. Continued facilitation of cross-collaboration and the sharing of ideas will be essential. I am particularly focused on ensuring smaller regions feel supported and have equal opportunity to be inspired and connected to our global network.

The ambition for 2026 is clear. First is to increase engagement and effective utilisation of volunteers within each region. Second is to evaluate cost effective ways to grow our asset base. By addressing accessibility issues and logistical challenges, we can expand the number of beneficiaries and events we support while sustaining and growing volunteer engagement over the long term.

As always, the review and adoption of our annual Strive provides clear global objectives that align our 14 regions. A key focus this year will be strengthening connections with decision-makers in emergency and disaster services, as well as relevant government departments. Ensuring key personnel have a clear understanding of RRT's ability to respond rapidly and at scale is critical to creating efficient pathways between disaster events and timely RRT support. While many relationships are built locally, there is a strong opportunity to extend engagement into rural and remote areas where fire, flood, and drought frequently impact communities, improving coordination and response times when the need arises.

I am continually impressed by the scale of effort that occurs behind the scenes. The size, complexity, and immensity of the organisation are matched only by the consistency of commitment shown across the regions in which we operate. It is an honour to lead an organisation so deeply driven by purpose and values. The theme of this year's Annual Review, Driven by Values, Connected by Care, is evident in each event, every partnership, and act of compassion.

I would like to acknowledge and thank Ron Arkcoll, who has held this role since RRT's inception in 2013. Under his stewardship, RRT has remained steadfast in its vision, values, and mission. His legacy is reflected in the growth, impact, and reputation of the organisation that RRT is today.

As we look to the year ahead, I am confident that RRT's strength lies not only in our unique proposition but in the people who bring our mission to life. Connected by shared values, we are well positioned to continue responding where the need is greatest, doing so with purpose, compassion and care.

In 2025, RRT worked with over 2,300 charities, government agencies, and organisations.



Legacy Badge Day,
Brisbane, Australia

About Us

16,678
Volunteers

14
Countries

The Rapid Relief Team (RRT) is a global charity offering compassionate support to communities impacted by natural disasters and humanitarian crises.

RRT proactively and reactively expands its support to meet the need at hand.

We have a dedicated network of over 16,500 volunteers across 14 countries, ready to mobilise and support communities facing emergencies, disasters, homelessness, hardship or issues related to youth, health or disability.

Established by the Plymouth Brethren Christian Church (PBCC) in 2013, RRT is led by the Christian principles of care and compassion.

Our Mission, Vision, and Values

MISSION

To serve people with care and compassion in their time of need.

VISION

For the Plymouth Brethren Christian Church (PBCC) to express Christian principles of care and compassion by way of benevolent relief to people in need.

VALUES

- Global Team
- Community
- Compassion
- Consistency

Our Unique Value Proposition

RRT is trusted by more than 2,300 charities, organisations, and government agencies worldwide with over 13 years of proven rapid response and community impact.

RRT's value proposition is grounded in a genuine commitment to give back to the communities where we live and work. This shapes how we operate, how we support, and the difference we strive to make every day.



A BUSINESS MINDSET

RRT transforms stakeholder donations and government grants into meaningful and tangible impact, maximising every dollar through financial and in-kind co-contributions that strengthen community outcomes.

SOLUTION ORIENTED

RRT delivers hands-on support, from volunteer manpower for emergency clean ups to high quality catering, using mobile-ready equipment for rapid deployment, whether for proactive events or reactive disaster response. We create fit-for-purpose products and assets informed directly by partner feedback, ensuring they meet real community need.

SCALEABLE EXPERTISE

RRT has an active, on-call volunteer pool, enabling rapid scaling without compromising quality across multiple days, locations, or countries.

RRT is globally connected, sharing best practice, strengthening capability across all teams.

DYNAMIC VOLUNTEERS

RRT benefits from volunteers with an average age of 25, bringing youth, energy, and positivity, all amplified by the unmistakable warmth of their smiles on display at every engagement.

Who We Support

RRT's aim is to support governments, charities, and emergency services in times of need. We provide benevolent support across four key areas of focus:

EMERGENCY & DISASTER RELIEF

RRT provides highly regarded rapid support to emergency services and frontline workers by offering volunteers and equipment, as well as quality food and refreshments.

OUR AIM: ***To provide tangible action to agencies in times of crisis through RRT's unique assets and initiatives.***

YOUTH

RRT is aware that our youth are the hope of our future. Therefore, we work with youth-focused charities to achieve their goals, develop unique initiatives, and support events with quality catering.

OUR AIM: ***To support and empower young people to excel beyond adversity.***

HEALTH & DISABILITY

RRT collaborates with government-based organisations and charities to support a diverse range of initiatives. This includes fundraising and raising awareness for medical research and disease cures, empowering individuals with disabilities, and providing moments of appreciation for carers and medical staff.

OUR AIM: ***To collaborate with organisations to support their fundraising efforts, empower the disabled, or appreciate frontline workers.***

HOMELESSNESS, POVERTY, & HARDSHIP

RRT works with charitable organisations that seek to bridge the gap for those experiencing homelessness or hardship. We support these efforts with catered meals and the donation of essential items.

OUR AIM: ***To provide charitable organisations with quality catering and other essential items for distribution to those in need.***

2025 Key Highlights

2025

January – June

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
					
North America: In January, devastating wildfires struck Southern California, prompting RRT NA's largest mobilisation in its 13-year history. Over the course of one week, more than 7,000 hot meals were served, and 2,700 volunteer hours were donated. The response showcased seamless teamwork and resulted in the launch of a new large-scale emergency training platform to enhance future responses.	**Global:** A new milestone was reached as global donations to Operation 322 surpassed AU$18 million since RRT began supporting displaced Ukrainians in 2022. The initiative was launched with 75 volunteers from the UK, France, Germany and Sweden, who packed around 5,000 Food Boxes daily. Three years on, more than 14.6 million Food Box meals have been delivered, alongside 114,000 water bottles, 64,000 Smarrt Cookies, and other essential supplies.	**Sweden:** A new concept emerged following large-scale fire responses in California and southern France, where volunteers identified a key challenge — emergency crews rarely had time to stop, even for a meal. While teams successfully distributed food, a faster and more efficient solution was needed. Working with local emergency services in Ljungby, a fully mobile, roadside-ready model was developed, enabling fire trucks to collect pre-packed takeaway meals without leaving their vehicles. The new drive-through concept delivered 80 meals, with arrival, set-up and pack-down completed in just 57 minutes.	**Australia:** For the ninth consecutive year, Melbourne volunteers supported The Royal Children's Hospital Good Friday Appeal preparing around 1,200 meals. One of the hospital's flagship fundraising events, the Appeal helps fund groundbreaking research, vital patient and family care programs, and essential medical equipment and technology.	**Global:** 1,200 volunteers across nine countries recognised the extraordinary contribution of nurses and medical staff to their communities. Throughout the month, 44,000 moments of appreciation were delivered across 93 events, from coffee and cakes to breakfast and Signature Burgers, in celebration of International Nurses Day.	**New Zealand / North America:** The Smarrt Cookie Bar was launched in an additional three countries, extending this initiative's reach beyond the UK and Australia. The Smarrt Cookie Bar is a nutritious snack designed to reduce hunger and increase concentration in primary school-aged children, ensuring hunger is not a barrier to their education.

2025

July – December

2025 Key Highlights

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

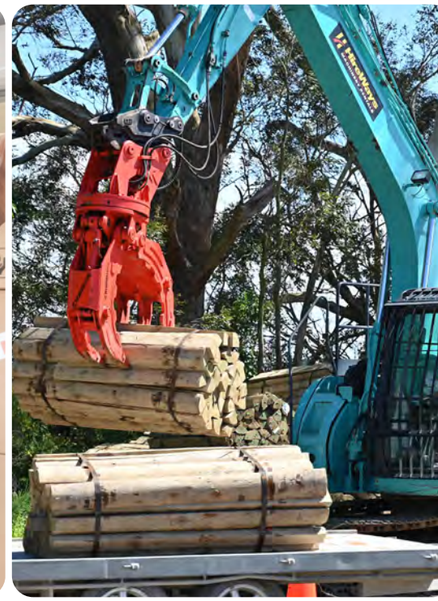












United Kingdom: In its largest deployment to date, RRT UK supported Police Scotland during a United States Presidential visit. Over a ten-day security operation, more than 650 volunteers were mobilised across ten locations, delivering 44,000+ hot meals and welfare packs to officers on duty.

Europe: For the seventh consecutive year, RRT EU volunteers supported Team Rynkeby's Race to Paris, bringing together 2,100 riders and 500 support crew across eight countries. Volunteers from Sweden, Germany, the Netherlands, Switzerland and France contributed 130 hours, serving over 3,500 meals to participants.

France: When the largest wildfire in decades swept through the Corbières region in southern France, RRT volunteers from Toulon, Alès, and Nîmes were deployed at the request of emergency services.

This marked the first time authorities had proactively called upon RRT, a significant milestone for the team.

Over the course of the response, 60 volunteers delivered 1,500 meals, demonstrating the full operational strength and capability of RRT during a major emergency.

Argentina: In recogntion of 'Día del Estudiante' (National Student Day), volunteers from Rosario helped Colegio Tesla School celebrate with 300 meals.

The school is actively working to address educational disparities in an area where educational demand currently exceeds capacity. They focus on fostering opportunities for students and improve access to education.

Global: In response to the humanitarian crisis in Gaza, RRT launched 'Care in Crisis | Aid to Gaza'. The initiative was led by the UK team and facilitated by local NGO, the Global Empowerment Mission.

By the end of October, nine trucks had delivered more than 14,000 Food Boxes, equivalent to over one million meals. A further eight trucks were scheduled for November, bringing the total amount of aid to over two million meals, assisting 126,000 people, with a total investment of nearly $1.7 million.

Caribbean: In the wake of Hurricane Melissa's devastating impact across Jamaica, RRT donated nearly US$500,000 in emergency relief.

Working in close partnership with Global Empowerment Mission and Menards, a home improvement retailer, RRT delivered meals, water, Food Boxes, medical supplies, and emergency equipment to those impacted.

Volunteers were on the ground from the day the storm hit, supporting what would become RRT's most extensive operation in the Caribbean to date.

New Zealand: RRT NZ held its third Farmers Community Connect (FCC) event for 2025, and its eighth since 2023.

The Eketāhuna event donated 80 fencing packs valued at NZ$1,500 each to Tararua farmers who had been impacted by storms that damaged swathes of infrastructure, particularly fences.

The aim of the FCC events is to provide an opportunity for farmers to take a day off the farm, connect with their community, and pick up a donated fencing to help them in their recovery.

The event brought the number of farmers assisted over the previous two years to more than 1,500.

'Care in Crisis' unites RRT's international humanitarian work under one banner.



Care In Crisis: Aid to Gaza

Gazan Aid Initiative Delivers Two Million Meals

After witnessing the escalating humanitarian crisis in Gaza, RRT undertook an assessment to determine how best to respond. Early investigations revealed that delivering aid directly to those most in need would be both challenging and complex. Strict humanitarian protocols and multi-agency approval processes meant that multiple organisations and authorities needed to be engaged. Led by the UK team, with support from the wider global team, RRT evaluated entry requirements, logistics pathways, and the capabilities of aid organisations operating in the region.

The due diligence process extended over eight weeks and highlighted the need for formal engagement with COGAT, the Coordinator of Government Activities in the Territories, Israel's official facilitator of humanitarian aid. In addition, RRT needed to establish structured communication with both military and civilian authorities, including the Israeli Defence Force. During this process, the Global Empowerment Mission (GEM) emerged as the most suitable partner: an internationally recognised humanitarian organisation, officially licensed to deliver aid within Gaza, with a strong track record of ensuring supplies reached those most vulnerable.

The initiative commenced with a trial of nine trucks, which successfully transported essential supplies into Gaza. Building on this success, RRT committed to an additional eight trucks, bringing the total investment to almost $1.7 million

Through the partnership with GEM, more than 26,500 Food Boxes, equating to over two million meals, were delivered, providing vital aid to more than 126,000 people in Gaza. This assistance reached those living in tents and temporary shelters who were unable to travel to collection points. Primary recipients included children, the elderly, pregnant women, and individuals with chronic illness who had been displaced by the conflict.

Delivered under the banner of ‘Care in Crisis’, this new brand unites RRT’s international humanitarian work. This marks RRT’s second major international relief effort, building on the 14.6 million meals delivered to displaced Ukrainians since 2022.

Care in Crisis
AID TO GAZA

Annual Highlights:
Our Four Areas of Focus

UNITED KINGDOM









Emergency & Disaster Relief

In 2025, RRT UK responded to a mix of reactive callouts, planned engagements, and multi-agency exercises supporting emergency services across the country. One of the year's largest operations was Operation Roll, where RRT UK volunteers supported Police Scotland during the visit of the US President. Over 10 days, 650 volunteers worked around the clock to serve 18,000 hot meals and distribute 26,000 welfare packs, to officers undertaking long shifts to minimise community disruption.

Alongside this major deployment, RRT UK responded to numerous reactive events and supported 36 fire station open days, strengthening local relationships and operational readiness with emergency services. Attendance at Wiltshire & Bath Air Ambulance's "Summer at Base" event supported a community day that helped bring the public closer to their lifesaving work, offering behind-the-scenes insights of their operations.

Volunteers also played an important role in multi-agency training and preparedness activities. Key events included Avon & Somerset Police major incident readiness training which brought together 400 emergency service participants, the British Firefighter Challenge, and Operation Gamechanger, bringing Leicester and Loughborough teams together to focus on counter-terrorism preparedness.

Youth

RRT UK continued to support youth-focused events designed to build confidence, teamwork, and a strong sense of community. A highlight of the year was the Manvers Lake Dragon Boat Race, where young people came together to compete, collaborate, and enjoy a positive experience in a safe and supportive environment.

Our teams also supported Merseyside Sports Alive events and Derby Kids Camp summer events, helping to create inclusive experiences and connect children from all walks of life. Through hot meals, encouragement, and welcoming presence, our volunteers helped ensure these events were memorable for the right reasons.

Annual Highlights:
Our Four Areas of Focus

UNITED KINGDOM









Health & Disability

RRT UK remained focused on supporting hospitals, hospices, and health charities through appreciation events and practical assistance. At The Royal Marsden Hospital, our volunteers marked World Mental Health Day by serving over 1,650 meals, recognising the tireless effort of staff who provide specialist cancer care.

During summer heatwaves, our Operation Hydrate saw volunteers distribute more than 23,000 chilled bottles of water at six London train terminals. These were provided to commuters and tourists alike, ensuring they stayed hydrated during periods of extreme heat.

In a major initiative, RRT UK supported A&E departments by delivering over 100 events across the country. Volunteers provided morning tea to frontline teams offering a simple gesture to boost morale and acknowledge the demanding nature of their work.

RRT UK continued to partner with leading mental health charities, including Andy's Man Club and Mates in Mind, through our Construction Community Connect program, helping to challenge stigma and raise awareness of mental health issues across the construction industry.

Across the year, RRT UK's health-related activities delivered more than 14,000 Food Boxes, Care Kits and Snack Packs. This practical support helped ease pressure on those delivering and receiving care.

Homelessness, Poverty, & Hardship

Supporting people experiencing homelessness and hardships remained a focus throughout 2025. Our teams stood alongside communities facing some of life's toughest challenges, offering practical help and connection. RRT UK supported 14 CEO Sleepouts, serving a warm breakfast after a night spent out in the cold supporting business and community leaders raising funds and awareness around the issue of homelessness.

We also donated 9,000 Food Boxes to support families in need, delivered through partners with a deep understanding of their communities and the challenges they face. In addition, volunteers worked closely with many local councils to provide meals, snacks, and essential items, delivering immediate relief and a sense of care to those sleeping rough.

Through these efforts, RRT UK hopes to help restore dignity, and offer hope to those experiencing hardship.

UNITED KINGDOM



Godalming Fire Station Open Day
Godalming, England



From RRT UK Head of Operations

Ross Norman

Volunteering since 2019

2025 has been a year marked by growth, resilience, and compassion in action across every region of the UK. Guided by our mission to serve people with care and compassion, RRT UK continued to bring hope and relief to individuals, families, and frontline services during some of the most challenging moments of the year.

Across all four areas of focus, our teams concentrated on providing simple, practical acts of service - hot meals, welfare packs, refreshments, and a smile - that made a meaningful difference to those facing hardship. Behind every meal and every event stood volunteers committed to bringing light where it was most needed.

This year, we supported 695 events, served over 158,000 meals, and delivered more than 14,000 Food Boxes, Care Kits and Snack Packs, reaching 151,708 people. These figures reflect not only the scale of our operational capability, but also the compassion and dedication of our volunteers who show up, rain or shine, to provide support when it matters most.

One of the most significant operations of the year was Operation Roll, supporting Police Scotland during the visit of the US President. This was the largest deployment we have undertaken in recent years, with volunteers working day and night in rolling shifts. Over 44,000 hot meals and welfare packs were served, ensuring officers could continue their demanding duties with strength and morale. This operation highlighted the strength of our partnership with emergency services and demonstrated how quickly RRT can mobilise large-scale support.

Internationally, our Care in Crisis: Aid to Gaza initiative delivered over 2 million meals to families and children in an active humanitarian crisis. This work offered immediate relief to those facing severe food shortages and uncertainty, emphasising the importance of standing together with communities experiencing hardship beyond our borders. Every Food Box represented hope for a family caught in unimaginable circumstances.

Closer to home, we introduced A&E Appreciation Week, a major nationwide initiative focused on acknowledging frontline healthcare teams. Across over 100 A&E departments, our volunteers brought coffee, cakes, and moments of calm to staff working under relentless pressure. These interactions, simple, heartfelt, and personal, captured the essence of compassion in action. Many Matrons across the country shared how much it meant to know that their work was seen, valued, and appreciated.

The summer months saw us deploy Operation Hydrate, distributing thousands of chilled water bottles across six London terminals during heatwaves. This quick, reactive initiative reflected our focus on timely, practical support that keeps people safe.

We also supported communities after the Manchester Synagogue attacks and stood with first responders during the Northern Ireland fires, offering meals, drinks, and reassurance at times of distress.

Our support also continued across the construction sector through Construction Community Connect initiative, where 12 events helped tackle mental health stigma in a high-risk industry. By bringing workers together in open, supportive environments, we aimed to create space for honest conversations about wellbeing - a small but important step towards saving lives.

These achievements were made possible by the unwavering commitment of our volunteers. With our volunteer numbers growing to over 4,000, we are better equipped than ever to respond quickly, compassionately, and effectively across the UK. Their dedication reflects the heart of RRT: people driven by care and compassion and a desire to bring hope to those in their time of need.

Looking ahead to 2026, our focus remains on strengthening partnerships, expanding our rapid deployment capabilities, and reaching even more people in need. By staying true to our values of compassion in action, we will continue to provide meaningful support and deliver hope and relief wherever the need arises.

2025 IMPACT - UK

Most of what we do is proactive, planned weeks or months ahead alongside the organisations we support, and 639 of last year's 695 events fell into that category. The remaining 56 were reactive, called in at short notice when a fire, a search or a critical incident meant First Responders needed feeding and looking after that same day. The proactive work is what keeps us ready. The reactive work is what we are ready for.

Reactive callouts came in waves. Almost half fell in April and May alone, as wildfires spread across Northern Ireland, Scotland and Wales and crews needed hot food at the fireground for days at a time. It is an honour to give back to our emergency services in this way.

Behind every one of these numbers is a person, someone who needed relief, care and a sense of hope in their moment of deepest need.

695 TOTAL EVENTS

- 11% — 77 events
- 7% — 46 events
- 35% — 242 events
- 47% — 330 events

158,670 TOTAL EVENTS MEALS

- 10% — 15,992 meals
- 8% — 13,300 meals
- 40% — 64,233 meals
- 41% — 65,145 meals

23,648 TOTAL VOLUNTEER HOURS

- 10% — 2,365 hours
- 8% — 1,892 hours
- 40% — 9,459 hours
- 41% — 9,695 hours

60,657 TOTAL PRODUCT DONATIONS

- 6% — Snack Packs
- 17% — 10,147 units — Food Boxes
- 74% — 45,164 units — Smarrt Cookie Bars

Health & Disability · Emergency & Disaster Relief · Youth · Homelessness, Poverty, & Hardship



The most exciting thing that's happened this year.. they all remembered us in COVID, then we got forgotten after. This is so amazing.. Thank you

– A&E Staff Member: Morriston Hospital

RRT UK Major Initiative

A&E Appreciation Week

A&E Appreciation Week

OVER 100 EVENTS

OVER 10,000 MEALS SERVED

404 RRT VOLUNTEERS INVOLVED

A&E Appreciation Week was RRT UK's major initiative for 2025 and a powerful example of compassion in action. Designed to honour frontline teams delivering emergency care, the initiative focused on bringing hope and relief to staff working in some of the most challenging environments.

A&E teams work under intense pressure every day, often facing distressing situations and, at times, abuse while trying to help the public. This initiative set out to remind them that their dedication, resilience, and compassion do not go unnoticed.

Across over 100 A&E departments nationwide, RRT volunteers delivered simple but meaningful support by serving coffee and cakes, offering staff a chance to pause, regroup, and feel appreciated. These small gestures captured RRT's mission to serve people with care and compassion through practical help.

Each appreciation event was planned with the Matron to integrate smoothly into high-pressure hospitals so that all A&E staff on shift could take a moment to pause. Many A&E staff members shared that feeling supported during such demanding times was uplifting, with some describing the experience as a "moment of kindness when it was needed most."

A&E Appreciation Week demonstrated the heart of RRT's work - delivering compassion where it matters most. Though the gesture was simple, its impact was felt deeply across emergency departments nationwide.

Exercise Otter
Barton-upon-Humber, England

RRT UK Charity Details

The Rapid Relief Team (RRT) is a UK registered charity operating across the United Kingdom, made up of volunteers from the Plymouth Brethren Christian Church. With over a decade of experience supporting emergency services, healthcare workers, and local communities, RRT is governed by an independent Board of Trustees and committed to the highest standards of transparency and accountability.

Entity Information

Trustees	**Sam Blackledge** **Russell Lynes** **James Middleton** **Benjamin Napthine** **Daniel Reiner** **Edwin Soulsby** **Andrew Turner**
Registered office	**Pivot House** **24 Little End Road** **Eaton Socon** **St Neots** **PE19 8JH**
Company Registration No.	**09288812**
Charity Registration No.	**1161586**
Bankers	**National Westminster Bank Plc**
Independent Auditors	**Saffery LLP** **71 Queen Victoria Street** **London** **EC4V 4BE**

Rapid Relief Team (RRT)

Financial Statements

For the year ended 31 December 2025

RRT Financials and Corporate Governance

Financials

As part of our commitment to good governance, where RRT is a registered charity across the globe, we produce and publish a financial review, transparently sharing the charity's financial standing for the previous financial year, which is available upon request. To view this Annual Review and previous iterations, please visit www.rrtglobal.org/compliance.

Corporate Governance

RRT views corporate governance as an essential part of ensuring that our directors around the globe address their corporate, legal, financial, and audit responsibilities, and exercise reasonable care, skill, and diligence in carrying out their duties.

RRT, as a charity, takes its responsibilities and corporate governance obligations seriously.

All RRT Directors are aware of their responsibilities and ensure RRT abides by its Constitution. The RRT Board's primary responsibilities are to:

- Establish long-term goals and approve strategic plans to achieve these goals, and monitor progress.
- Ensure the appropriate separation of authority and balance of responsibilities between the Board and management.
- Review and approve annual budgets, monitor management and financial performance, and ensure that the organisation has the necessary skills, resources, and support.
- Identify significant organisational risks, and ensure effective strategies are in place to manage these risks including adequate internal control systems and monitoring of compliance activities.
- Review and approve major strategies, financial objectives, and plans, including capital expenditures.

Further, the Board promotes ethical and responsible decision-making by ensuring that RRT conducts its business to the highest standards of honesty, integrity, respect, and fairness when dealing with members of the community and both internal and external stakeholders.



Police Appreciation Week
London, England

Structure, Governance and Management

The Charity is a company limited by guarantee registered at Companies House on 30 October 2014 and with the Charity Commission in England and Wales on 8 May 2015. The Charity is governed by its Memorandum and Articles of Association dated 30 October 2014.

The trustees, as listed on page 28, fulfil the roles of both company directors in accordance with the Companies Act 2006 and charity trustees in accordance with the Charities Act 2011. They are referred to throughout this report as Trustees.

Since our foundation, all Trustees of the charity have been appointed based on their CVs, training, aptitude and prior experience in commerce and other charitable entities. Further Trustees will be appointed by the existing Trustees when deemed necessary as the charity grows and the skill set of the existing trustees is assessed.

The Board of Trustees govern the charity and do not receive remuneration for their role. Day-to-day key management decisions are made by the Head of Operations, a full-time paid position. An authority matrix is in place which sets out the framework for delegation across the organisation.

Rapid Relief Team is currently governed by the Board of Directors and is supported by a devoted team of regional and local team leaders. In the UK, there are nine Regional Team Leaders managing a total of eighty-six local teams with a volunteer pool of in excess of 4,000 to draw on. Within each local team is a structure of core volunteer support personnel with dedicated responsibilities such as Facilities Co-ordinator, Labour Co-ordinator etc. Volunteers are largely drawn from members of the Plymouth Brethren Christian Community. Each region has an assigned chain of command, while each person in the team understands their responsibilities and who they report to.

Rapid Relief Team (RRT) is part of a global charitable organisation with teams in Australia, North and South America, the Caribbean, Canada, New Zealand and Europe. We have replicated our Organisational Chart in every region globally to ensure uniformity across our operations and our teams are generally of a similar size and work to a consistent standard with established protocols.

Relationship with Related Parties

Related party transactions are set out in note 17 of the financial statements.

Objectives and Activities

The objects of the charity are:

“(1) The relief of poverty, sickness, suffering, distress, disability or destitution in such ways as are exclusively charitable, in particular (but not without limiting the generality of the foregoing) by providing assistance and support to people who are in need as a result of the following circumstances;

a) Natural disasters including, but not limited to, flood, drought, fire, heatwave, landslide, storm, tornado and earthquake;

b) Emergencies, including emergencies occasioned by accident;

c) Any effects of adverse climate change; or

d) Any unexpected situations of a like nature to those contemplated by paragraphs (a), (b), and (c) of this article that arise and which threaten, or could threaten, life or property and

(2) Any other charitable purpose which the Trustees may from time to time select.”

In the furtherance of these objects the charity RRT uses its charitable resource to help those in need operating our services in two categories, reactive and proactive.

Rapid Relief Team (RRT)
Financial Statements
For the year ended 31 December 2025

Reactive

RRT teams are at the ready for the unexpected, for when disaster strikes with floods, fires, storms and major incidents impacting the community. Rapid Relief Team can be rapidly deployed to assist government emergency services and works closely with them to provide catering for their teams and support for those directly affected by these events.

The focus of our service is, but is not limited to, catering and refreshments. Our labour forces are structured, trained and willing to give up time and energy to contribute to the common goal of reducing suffering and loss in times of need.

Our services are facilitated using custom-designed equipment such as rapid deployment equipment trailers, barbeque trailers, coffee trailers and marquees. Substantial investment in such equipment ensures the rapid and effective delivery of the services provided by the Rapid Relief Team.

All our major items of equipment are designed and manufactured as a prototype and undergo rigorous evaluation in the field to ensure they suit their given purposes efficiently before replication.

Proactive

RRT offers quality and efficient catering and refreshment assistance to charitable and government organisations confronting some of humankind’s greatest challenges, including heart disease, cancer research and the plight of the homeless.

Our catering assistance to these charities typically includes cooking and serving meals, often with the provision of barista coffee and the supply of bottled water.

We support the missions and government bodies who seek to aid these people by contributing to and supporting the many charitable organisations. Over the year we have donated numerous food packs, hygiene kits, thermal clothing packs and blankets nationally as we visit the missions, meet the homeless in the street and support the soup runs in our cities.

Financial Review

The charity raises funds from a variety of individual, foundation and corporate supporters.

During the year a total of £2,799,183 (2024: £3,516,913) was raised in order to support the charity’s work. In 2025 £4,512,519 (2024: £3,762,118) was spent leaving a reserve to carry forward at the end of the year of £3,105,453 (2024: £4,818,789).

In addition, the charity benefits from a number of in-kind donations and relies on the generous support of its volunteers to carry out its work. The value included in the accounts for these in-kind donations is shown in note 2 of the accounts. Costs incurred on-site by volunteers, such as food handed out, are reimbursed once the claims have been approved through the designated channels. We have a database of over 4,000 volunteers, over half of whom have been actively involved in supporting the charity in this period. Our volunteers are offered training and support, and corporate workwear is provided.

At the date of signing this report the trustees do not consider there to be any material uncertainties over the charity’s ability to continue as a going concern.

Reserves Policy

The charity has considered the need to form a reserves policy. The Trustees believe it is important to have a stable reserve that allows the charity to offer uninterrupted support to its beneficiaries. In considering the optimum level of reserves required consideration is also given to the reactive nature of some of the charity’s work and the need to be able to react quickly in a time of crises.

The free reserves target for the charity is £1.2million. Currently the charity has free reserves of £2,285,877 (2024: £3,868,128). The increased free reserves figure above the policy target is earmarked for additional capital equipment planned to be purchased during 2026, new initiatives and a continuation of support for current causes.

Risks and Risk Management

The Trustees confirm that they have considered the major risks facing the charity and procedures are being put in place to help mitigate those risks. For example, a comprehensive suite of insurance policies is in place and DBS checks are mandatory for all Trustees, employed staff and every volunteer.

During their weekly Zoom Call, the Trustees identify risks to the charity and agree on strategies to mitigate these. Principal risks identified follow:

- **Food hygiene, safety & training**
  Food preparation and serving on site, strict processes and protocols are maintained and audited by Shield Safety. We use a compliance program called Altora to onboard new volunteers, where they undergo food hygiene training. This training is renewed periodically for all volunteers.
- **Safeguarding of children and vulnerable adults at our events**
  Our work includes services to children and vulnerable adults. It is important that we safeguard them all when we are working with them. To this end, enhanced DBS checks are carried out for all volunteers. Any that don't come back with a clear DBS are reviewed by our compliance team.
- **Complaints**
  A documented complaints procedure is in place, and we constantly review feedback.
- **Illness**
  Any volunteer who has had, or been in known, direct contact with an infectious illness is not permitted to be involved in the preparation of food for at least a fortnight after the illness has cleared or after the date of the last contact with an infected individual.
- **Injuries**
  Any injuries or incidents at events are recorded and reviewed with corrective measures put in place.
- **Trailers and drivers**
  To ensure that our trailers are kept in good repair, compliant and at the ready, Trailer Managers are in place. We have a towing policy in place to mitigate the risks associated with driver licensing, insurance and regulatory compliance.
- **Reputation management and social media**
  Our Marketing & Communications team monitor online activity, and we have an active presence on social media platforms such as Facebook, LinkedIn, X and YouTube so that we are out there and can be seen.

Future Plans

The Trustees have identified the following areas of focus for the coming year:

- Continued review and development of our asset base, so equipment and resources are ready to deploy at short notice in support of the emergency services, with particular regard to wildfire response.
- Ongoing training across the volunteer base, so we continue to deliver a consistently high standard of service at every event.
- Further development of our Appreciation Week model, supporting the emergency services and recognising those whose work often goes unseen.
- Continued development of formal partnership agreements with Fire, Police and Civil Contingency organisations.
- Maintaining our capability to deliver international humanitarian aid should the need arise.

Fundraising

The Trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on RRT's activities.

The majority of funds are raised from within the Brethren community and following a detailed budget creation an application for monthly grants is made to the Grace Trust.

However, RRT does have public pages on online fundraising platforms (eg Enthuse) and at events attended by RRT donation QR codes are displayed for the processing of small donations. A low level of donations is received from the general public from these sources but RRT does not actively fundraise from the general public more widely.

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Given the low level of donations from the general public, the Trustees do not consider it necessary to have a formal fundraising policy in place at this time but this is kept under regular review.

RRT does not use third party professional fundraisers.

The Trustees confirm that in the current financial year there have been no complaints in respect of fundraising.

Public Benefit

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Statement of Trustees' Responsibilities

The trustees (who are also the directors of Rapid Relief Team for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

So far as the trustees are aware:

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

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The annual report was approved by trustees of the charity on the 24th of September 2026 and signed on its behalf by:



Andrew Turner

Trustee

Independent Auditors Report

Opinion

We have audited the financial statements of Rapid Relief Team for the year ended 31 December 2025 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 December 2025 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 Practice; and
- have been prepared in accordance with the Companies Act 2006.

Basis of 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

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

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Opinions On Other Matters Prescribed By the Companies Act 2006.

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

- the information given in the Trustees' Annual Report which includes the Directors' report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' report have been prepared in accordance with applicable legal requirements.

Matters On Which We Are Required To Report By Exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 28, the trustees (who are also 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 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 to do so.



Auditor's Responsibilities For the Audit Of the Financial Statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with that Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Rapid Relief Team (RRT)
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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 auditors' 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.



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Cara Turtington (Senior Statutory Auditor)

For and on behalf of Saffery LLP

Statutory Auditors

71 Queen Victoria Street

London

EC4V 4BE

Date: 29 September 2026

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





Statement of Financial Activities (Including Income & Expenditure Account)

	Note	Unrestricted funds	Restricted funds	Total	Total and Unrestricted Funds
		2025 £	2025 £	2025 £	2024 £
Income and endowments from					
Donations and legacies	2	2,610,705	26,278	2,636,983	3,320,082
Other trading income	3	68,523	-	68,523	57,936
Investment income	4	93,677	-	93,677	138,895
Total income		2,772,905	26,278	2,799,183	3,516,913
Expenditure on					
Raising funds	5	106,146	-	106,146	168,243
Charitable activities	6	4,380,095	26,278	4,406,373	3,593,875
Total expenditure		4,486,241	26,278	4,512,519	3,762,118
Net expenditure and net movement in funds for the year		(1,713,336)	-	(1,713,336)	(245,205)
Reconciliation of funds					
Total funds brought forward		4,818,789	-	4,818,789	5,063,994
Total funds carried forward		3,105,453	-	3,105,453	4,818,789

All of the charity's activities derive from continuing operations during the above two periods.

Rapid Relief Team (RRT)
Financial Statements
For the year ended 31 December 2025

Balance Sheet

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10	819,575	950,660
Investments	11	1	1
		819,576	950,661
Current assets			
Stocks	12	214,874	209,659
Debtors	13	20,481	181,818
Cash at bank and in hand		2,142,476	3,534,921
		2,377,831	3,926,398
Creditors: Amounts falling due within one year	**14**	(91,954)	(58,270)
Net current assets		2,285,877	3,868,128
Net assets		3,105,453	4,818,789
Funds of the charity:			
Unrestricted funds		3,105,453	4,818,789
Restricted funds		-	-
Total funds		3,105,453	4,818,789

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board of Trustees on 24th of September 2026 and signed on its behalf by:



Andrew Turner

Trustee

Company number 09288812

The notes on pages 42 to 55 form part of these financial statements.

Statement of Cash Flows

	2025 £	2024 £
Cash flows from operating activities (see note A)	(1,172,159)	80,909
Purchase of tangible fixed assets	(220,286)	(147,513)
Proceeds from sale of tangible fixed assets	-	2,709
Net cash flows from investing activities	(220,286)	(144,804)
Net increase in cash and cash equivalents	(1,392,445)	(63,895)
Cash and cash equivalents at 1 January	3,534,921	3,598,816
Cash and cash equivalents at 31 December	2,142,476	3,534,921

Note A	2025	2024
Reconciliation of net income to cash flows from operating activities	£	£
Net expenditure for the year	(1,713,336)	(245,205)
Add depreciation	351,371	318,492
Loss/(profit) on sale of fixed assets	-	(500)
(Increase)/decrease in stocks	(5,216)	40,911
(Increase)/decrease in debtors	161,338	8,131
Increase/(decrease) in creditors	33,684	(40,919)
	(1,172,159)	80,909

Note B	At 31 December 2024	Cash flows	At 31 December 2025
Analysis of changes in net debt	£	£	£
Cash	3,534,921	(1,392,445)	2,142,476

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1. Accounting Policies

1.1 Accounting Convention

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The functional currency is sterling. Monetary amounts in these financial statements are rounded to the nearest £.

The trustees have reviewed the reserves position which is considered sufficient despite the deficit in the current and prior year. The trustees have also considered their budgets and forecasts for the coming period. The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern

Consolidated financial statements are not prepared on the basis that the wholly owned subsidiary, Rapid Relief Team Trading Limited (company number 10827984), is dormant.

1.2 Income and Endowments

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

1.2.1 Donations and Legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

1.2.2 Grants Receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

1.2.3 Gifts in Kind

Gifts in kind are recognised in different ways dependent on how they are used by the charity.

a. Those donated for resale produce income when they are sold. They are valued at the amount actually realised.

b. Those donated for onward transmission to beneficiaries are included in the Statement of Financial Activities as incoming resources and resources expended when they are distributed. They are valued at the amount the charity would have had to pay to acquire them.

c. Those donated for use by the charity itself are included when receivable. They are valued at the amount the charity would have had to pay to acquire them.

1.2.4 Gift Aid

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

1.3 Expenditure

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

1.3.1 Raising Funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

1.3.2 Charitable Activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

1.4 Support Costs

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

1.5 Governance Costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

1.6 Investments

The investment in the subsidiary undertaking is shown at cost on the charity balance sheet.

1.7 Tangible Fixed Assets

Individual fixed assets costing £500 or more are initially recorded at cost and subsequently depreciated. On disposal the gain or loss arising on the disposal is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to the profit or loss. Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant and equipment: *Over 5 years straight line*

Leasehold improvements: *Over 5 years straight line*

Fixtures and fittings: *Over 5 years straight line*

Motor vehicles: *Over 5 years straight line*

1.8 Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow-moving stocks. Cost is determined using the first-in, first-out (FIFO) method.

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1.10 Trade Debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

1.11 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

1.12 Trade Creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price; and subsequently measured at amortised cost using the effective interest method.

1.13 Funds

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purposes.

1.14 Estimates and Judgements

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

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

2. Income from donations and legacies	Unrestricted	Restricted	Total	Total and unrestricted funds
	2025 £	2025 £	2025 £	2024 £
Donations and legacies				
Donations to major appeals	176,294	-	176,294	2,177,582
Gift aid reclaimed	15,454	-	15,454	12,035
Grants from other charities	2,415,266	-	2,415,266	1,097,777
Government grants	1,500	26,278	27,778	30,000
Gifts in kind received	2,191	-	2,191	2,688
Total income	2,610,705	26,278	2,636,983	3,320,082

3. Other trading income	Total and unrestricted funds	Total and unrestricted funds
	2025 £	2024 £
Website sales	4,527	9,852
Recovered VAT	-	15,724
Trading income from charitable activities	46,825	6,818
Other	17,171	25,542
	68,523	57,936

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4. Investment income	Total and unrestricted funds 2025	Total and unrestricted funds 2024
	£	£
Interest receivable and similar income		
Interest receivable	93,677	138,895
	93,677	138,895

5. Expenditure on raising funds	2025	2024
	£	£
Marketing and publicity	95,221	89,603
Support costs (note 7)	10,925	60,889
Staff cost for marketing	-	55,464
	106,146	205,956

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6. Expenditure on charitable activities	2025	Reclassified* 2024
	£	£
Direct costs of charitable activities		
Food boxes, snack packs and care kits	2,201,946	1,787,785
Freight and cartage	80,515	51,287
Reactive and proactive event costs	708,687	493,918
Staff costs	303,965	146,472
Depreciation	351,371	318,492
Rent	102,732	107,357
Other warehouse costs	42,627	39,309
Equipment and vehicle costs	64,675	44,090
Other direct costs	65,291	94,489
	3,921,809	3,083,199
Grant making	31,049	15,618
Support cost allocation (note 7)	453,515	495,058
	4,406,373	3,593,875

All grants were made to institutions. The most significant grant in the year was £21,195 to RRT USA.

*Expenditure has been reclassified for the prior year based on a review carried out for the 2025 accounts to more fairly represent the areas of expenditure. This has resulted in a number of items previously classified as support costs now being classified as direct costs.

7. Support and governance costs	2025	Reclassified* 2024
	£	£
Staff costs	98,119	48,157
Subcontracted staff	97,033	156,927
Team events	21,106	127,067
Bookkeeping and payroll services	55,696	74,399
Legal and professional fees	47,173	35
Insurance	5,448	1,828
Travel	19,591	5,861
Rent (administrative areas)	54,905	43,918
Other support costs	50,719	43,991
Governance costs		
Audit fees	14,650	16,050
	464,440	518,233

Support costs includes amounts payable to the auditors in respect of:

- Statutory audit £14,650 (2024: £16,050)
- VAT services £2,700 (2024: £24,225)
- Accountancy, corporation tax and other services £4,795 (2024: £3,014)

8. Staff costs The aggregate payroll costs were as follows:	Total 2025 £	Total 2024 £
Staff costs during the year were:		
Wages and salaries	356,743	207,820
Social security costs	41,303	22,849
Pension costs	3,931	3,725
Other staff costs	107	15,699
	402,084	250,093

The number of employees whose gross pay and benefits exceeded £60,000 in the year were:

Staff costs during the year were:	2025	2024
£80,000 - £90,000	-	1
£90,000 - £100,000	1	-
£130,000 - £140,000	1	-

Key management personnel are the trustees (who do not receive any remuneration) and the Operations Director. Remuneration to key management personnel (including employers NI and employers pension) totalled £154,955 (2024: £nil).

As described in the trustees' report, the local teams are made up of volunteers.

Staff numbers The average head count of the charity was:	2025 number	2024 number
Full time	6	2
Part time	2	4

Rapid Relief Team (RRT)
Financial Statements
For the year ended 31 December 2025

9. Taxation

As a registered charity, Rapid Relief Team is exempt from taxation on its wholly charitable activities.

10. Tangible fixed assets	Leasehold improvements	Plant and equipment	Fixtures and fittings	Motor Vehicles	Total
Cost	£	£	£	£	£
At 1 January 2025	299,539	1,328,611	260,675	27,571	1,916,396
Additions	-	220,286	-	-	220,286
Disposals	-	-	-	-	-
At 31 December 2025	299,539	1,548,897	260,675	27,571	2,136,682
Depreciation					
At 1 January 2025	119,816	742,040	98,825	5,055	965,736
Charge for the year	59,908	233,814	52,135	5,514	351,371
Eliminated on disposal	-	-	-	-	-
At 31 December 2025	179,724	975,853	150,961	10,569	1,317,107
Net book value					
At 31 December 2025	119,816	573,044	109,713	17,002	819,575
At 31 December 2024	179,723	586,571	161,850	22,516	950,660

11. Fixed asset investments	Total 2025	Total 2024
	£	£
Charity		
Shares in subsidiary at cost	1	**1**
	1	**1**

The charity owns 100% of the issued share capital of £1 of Rapid Relief Team Trading Limited (company number 10827984) which is incorporated in England and Wales.

Rapid Relief Team Trading Limited has been dormant since 1 Jan 2023 and there are no plans to reactivate the company.

12. Stock	2025	2024
	£	£
Stock	214,874	209,659

13. Debtors	2025	2024
	£	£
Trade debtors	1,892	4,583
Prepayments	16,448	161,100
Accrued income	2,041	16,035
Other debtors	-	-
Due from Rapid Relief Team Trading	100	100
	20,481	181,818

Rapid Relief Team (RRT)
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14. Creditors – Amounts falling due within one year	2025	2024
	£	£
Trade creditors	59,099	28,331
Accruals	31,737	28,461
Other creditors	1,118	1,478
	91,954	58,270

15. Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the liabilities of the charity in the event of liquidation.

16. Commitments

At 31 December the charity had the following commitments payable relating to non-cancellable leases:

	2025 Land and buildings	2025 Other	2025 Total
	£	£	£
Within one year	85,890	5,607	91,497
Between 2 and 5 years	343,560	9,204	352,764
Over 5 years	135,993	-	135,993
	565,443	14,812	580,255

	2024 Land and buildings	2024 Other	2024 Total
	£	£	£
Within one year	85,890	2,056	87,946
Between 2 and 5 years	343,560	14,812	358,372
Over 5 years	221,883	-	221,883
	651,333	16,868	668,201

17. Related Party Transactions

Unrestricted donations from trustees and their companies totalled £nil (2024: £2,170).

The total amount of expenses reimbursed to five trustees, their close family members, and their companies totalled £8,373 (2024: £11,591 to six trustees). These relate to travel expenses, postage, and sundry expenses. No trustee was paid remuneration.

There were no other related party transactions during the year.

18. Ultimate controlling party

The charity is constituted as a company limited by guarantee. As such the trustees do not consider there to be a controlling party.

Rapid Relief Team (RRT)
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19. Movement in funds

Current year	Balance brought forward	Income	Expenditure	Balance carried forward
	£	£	£	£
Unrestricted funds	4,818,789	2,772,905	(4,486,241)	3,105,453
Restricted funds				
Food boxes	-	26,278	(26,278)	-
	4,818,789	2,799,183	(4,512,519)	3,105,453

Comparative year	Balance brought forward	Income	Expenditure	Balance carried forward
	£	£	£	£
Unrestricted funds	5,063,994	3,516,913	(3,762,118)	4,818,789
Restricted funds				
Food boxes	-	-	-	-
	5,063,994	3,516,913	(3,762,118)	4,818,789

The restricted fund relates to amounts received specifically for food boxes.

20. Analysis of net assets by fund

Current year	Unrestricted	Restricted	Total
	£	£	£
Tangible fixed assets	819,575	-	819,575
Investments	1	-	1
Current assets	2,377,831	-	2,377,831
Current liabilities	(91,954)	-	(91,954)
	3,105,453	-	3,105,453

Comparative year	Unrestricted	Restricted	Total
	£	£	£
Tangible fixed assets	950,660	-	950,660
Investments	1	-	1
Current assets	3,926,398	-	3,926,398
Current liabilities	(58,270)	-	(58,270)
	4,818,789	-	4,818,789



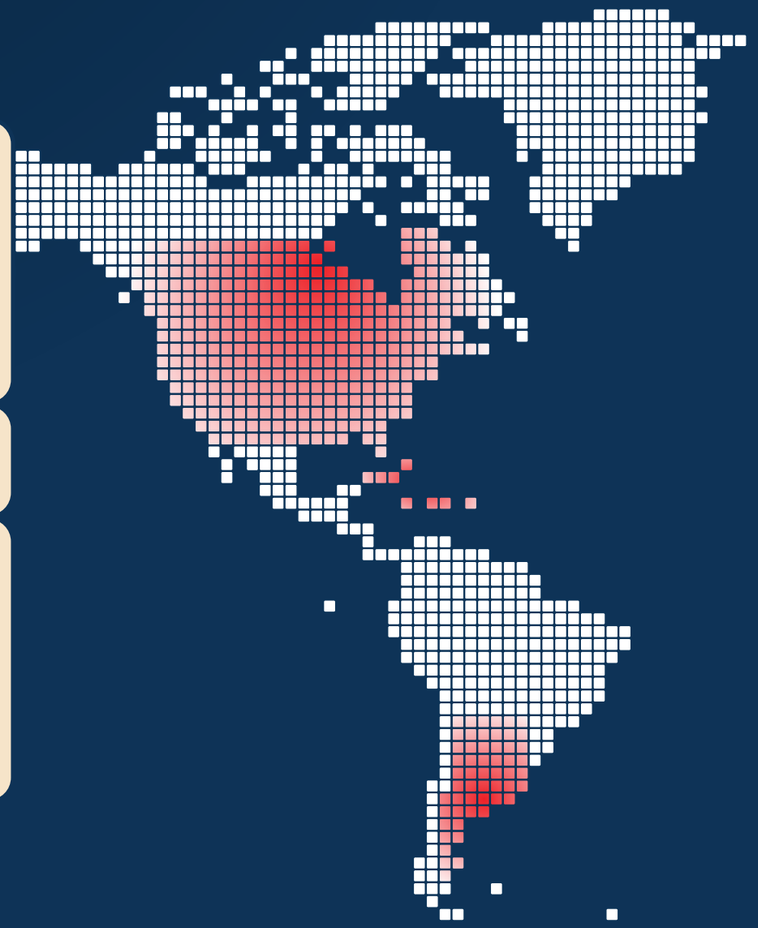
Cambridgeshire Fire & Rescue Training Event
Peterborough, England

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- Randy Thomas
- Greg Cornell
- Jay Hopkins
- Greg Johnstone

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ARGENTINA
- Peter Hellberg
- Peter Browning
- Aidan Sandeman
- Richard Irvine
- Roger Landini
- Sam Hazell



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- Niels Webb
- Harry Edwards

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- Jimmy Burk

SWITZERLAND
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- Daniel Steele
- Danny Blampied
- Eddie Davis
- Jon Renton
- Matthew Smith
- Ronnie Malcolm

DRIVEN BY VALUES CONNECTED BY CARE

RRT UNITED KINGDOM ANNUAL REVIEW

2025



RAPID RELIEF TEAM

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