



# THE GUIDE ASSOCIATION SCOTLAND

## Executive Report and Financial Statements for the year ended 31 December 2016

Charity Number: SC 005548

## SCOTTISH EXECUTIVE COMMITTEE

Scottish Chief Commissioner  
Deputy Scottish Chief Commissioners

Honorary Treasurer  
Members

Mrs S Walker	
Mrs E Martin	
Mrs E Kelly	
Mrs C Edwards	
Mr B Lawrie	
Mrs Joyce White	(appointed 27.02.16)
Mrs E Meacher	(retired 26.2.16)
Mrs J McDonald	(retired 03.06.16)
Mrs Caroline Gray	(appointed 04.06.16)
Miss L Millar	
Mrs K Harrison	
Mrs Wilma Hutchison	(appointed 27.02.16)
Dr M McKenna	(retired 31.12.16)
Mrs C Linklater	(appointed 01.01 17)
Mrs G Fox	
Mrs C Dempster	
Ms E Guthrie	
Mrs Barbara Murray	
Mrs Anne Mack	
Mrs Sarah MacNeil	
Mrs Tina Alexander	
Miss Hannah Brutin	
Miss D King	(staff - non voting)

## MANAGEMENT TEAM SENIOR STAFF

Chief Executive  
Head of Business Management & Finance  
Guiding Development Manager  
Growing Guiding Manager  
Marketing and Communications Manager  
  
Netherurd Training and Activity Centre Manager

Miss D King  
Miss K Gray  
Mrs L Wright  
Miss L Henderson  
Mrs H Dunk (maternity leave)  
Mrs C Fox-Mckay  
Miss J Lowe

## SCOTTISH HEADQUARTERS

16 Coates Crescent, Edinburgh, EH3 7AH

## ADVISERS

Auditors	Scott-Moncrieff	Exchange Place 3, Semple St, Edinburgh, EH3 8BL
Bankers	Royal Bank of Scotland	142-144 Princes St, Edinburgh, EH2 4EQ
Solicitors	Lindsays WS	Caledonian Exchange, 19a Canning St, Edinburgh EH3 8HE
Investment Managers	Brewin Dolphin	6 <sup>th</sup> Floor, Atria One, 144 Morrison St, Edinburgh, EH3 8EX

The members of the Executive Committee of The Guide Association Scotland (Scottish Executive Committee) are pleased to present their Report and the Financial Statements for the year ended 31 December 2016. The contents of this financial report should be read in conjunction with the Annual Review for 2016, which provides more illustration of the extent of the Association's activities in Scotland for the year.

The Financial Statements comply with the Charities & Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006, the constitution, and Accounting and Reporting: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102).

The financial statements which follow reflect the activities under the control of the Guide Association Scotland but exclude the financial activities of the guiding Counties (all of which are registered as separate charitable bodies), Divisions, Districts and Units.

### OBJECTIVES, ACHIEVEMENTS AND PERFORMANCE

The aim of the Guide Association Scotland is to help girls and young women to develop their potential to become active citizens who can make a positive difference to their community and the world. The successful delivery of the Association's 2014 to 2018 Strategic Plan will advance the constitutional purpose through the provision of training for volunteers, fun and adventurous events for girls and young women, support with systems and processes, financial support and advice, and help with recruiting and retaining girls and volunteers.

In Scotland a small team of staff and senior volunteers support around 11,000 volunteer adults to deliver a weekly programme of non formal education to around 48,000 girls and young women aged 5 to 25 years. In 2016 we continued to steadily record more than 5,000 girls and young women who were of eligible age and waiting to join us, underlining the continued popularity for the opportunities provided by the organisation and the ongoing challenge we face in building capacity to meet this demand.

### OVERALL SUMMARY

Girlguiding Scotland was successful in attracting external funding to support the growth of guiding opportunities across the country in 2016. Using funds from Youth United significant growth was achieved in Lanarkshire with 14 units supported and 212 places created for girls and young women. Funding from the Gannochy Trust allowed Girlguiding Scotland to continue the Developing Guiding Fund which supports Districts, Divisions and Counties to deliver new projects which will develop local guiding and deliver positive outcomes for girls.

We completed the three year Scottish Government Strategic Funding Partnership (SFP) programme at the end of March 2016 and was pleased to receive a contribution to its core work through the new Children, Families and Young People Early Intervention Fund (CYPFEIF) from April 2016.

In 2016 we celebrated the centenary of the start of The Senior Section (14 to 25 years) with a Senior Section Spectacular Challenge for all ages and Spectacular Events across Scotland. In August more than 100 young women took part in Catch me in Cologne, an international wide game. Girls from more than 50 units took part in the Walk Run Fun challenge and succeeded in walking the equivalent of the length of Scotland.

The Executive Committee were delighted that, following significant investment in upgrading facilities at Netherurd during 2016, and with renewed vigour in proactive marketing the Centre achieved an operating surplus for the first time in recent years. In retail, investment was also committed and the preparation of a new online shop and a substantial refurbishment at the Edinburgh shop were well on track by the end of 2016. The overall retail financial performance was however disappointing at the end of the year.



In 2016 the Executive Committee reviewed the progress of the 2014 to 2018 plan and decided to refresh this, updating it and aligning it with the themes of the Girlguiding Plan 2015 to 2020, Being Our Best. The themes are: Excellence, Access, Voice and Capacity and they connected with the six strands contained in the Scottish plan for 2014 to 2018. The report below sets out the outcomes and impact for each of the six strands achieved in 2016.

### STRATEGIC PLAN 2014 TO 2018

#### **WE WILL GROW GUIDING TO REACH MORE GIRLS**

BY 2018 THE OUTCOME WILL BE THAT GIRLS AND YOUNG WOMEN IN EVERY COMMUNITY WILL HAVE THE OPPORTUNITY TO JOIN OUR ORGANISATION

This relates to the Access strand from Being Our Best and in 2015/2016 we received funding and achieved success in targeted work strengthening existing guiding and starting new units in Lanarkshire and in Inverness-shire and Ross-shire, with pockets of successful growth also recorded elsewhere. Over the course of 2016, we opened and re-opened a total of 92 units in diverse communities ranging from rural units such as a new Senior Section on Isle of Skye and Rainbows in Selkirk in the Scottish Borders to inner city units in Glasgow. Volunteers from across Lanarkshire gathered together to share their experiences of working alongside a Development Worker to expand opportunities for girls and identified best practice from this work.

We continued to provide a data profiling service to Counties, Advisers and Trainers during the year, providing information to support local planning sessions as well as recruitment and retention activities. Volunteers from several Counties (including Midlothian, Renfrewshire, Ayrshire North, Forth Valley, Tweed Valley and Clackmannanshire) undertook awareness raising/recruitment activities while Girlguiding Scotland took part in the Scottish Pride event in Glasgow which was very well received.

Through the Gannochy Trust-funded Developing Guiding Fund, 3 Counties (Ayrshire North, Tweed Valley and East Renfrewshire) were supported in their efforts to expand local opportunities for girls and young women. Two Girlguiding Scotland Regions, South West and Highlands and Islands, also received funding through the Developing Guiding Fund in 2016 to pilot projects which would trial new forms of cross-County partnership-working and result in positive outcomes for girls.

A total of £4,958 from Girlguiding's Starting a New Unit Grant scheme was administered, helping 20 units in Scotland with start-up costs in 2016.

Research was undertaken into the flexible guiding model offered through Lone Guiding in preparation for developing new promotional materials.

A new transition event, Gateway to Guides was tested with 45 girls in the autumn at Netherurd, with funding from Girlguiding. This has given a template for a residential weekend to support transition from Brownies to Guides. This was taken up by Counties in South West Scotland who ran a similar weekend in Dumfries for 42 girls, with funding from Gannochy Trust.

Best practice for supporting and encouraging girls to move through the sections was also shared by volunteers from Counties in our Central Region who took part in a 'Keeping Brownies and Guides in Guiding' workshop in Dundee in October.

#### **WE WILL GROW GUIDING TO REACH MORE GIRLS DURING 2017 BY:**

- Promoting and supporting transition, retention and flexible guiding through sharing best practice. This will involve sharing event templates for local 'Gateway to...' branded events and providing support for new projects which meet the aims of the growing guiding strategy



- Distributing Gannochy Trust grants for activities which will strengthen local guiding at District, Division, County and Region-level
- Providing ongoing support for recruitment of girls and adults (recruitment resources, PVG and membership enquiries).

**WE WILL ENSURE WHAT WE DO IS SHAPED BY THE GIRLS**

BY 2018 THE OUTCOME WILL BE THAT ALL OUR FORWARD PLANNING PROGRAMMES AND OPPORTUNITIES ARE SHAPED BY THE VIEWS OF GIRLS AND YOUNG WOMEN

This relates to the Excellence strand of Being Our Best and the Executive Committee reports here on the work undertaken by Girlguiding Scotland to provide additional programme opportunities for girls and young women in 2016.

A partnership with the Glasgow Science Centre was developed which saw 1,600 brownies and guides taking part in a series of Sleepover Events, Space is the Place which connected with the 2016 space mission of British astronaut, Tim Peake.

More than 80 girls participated at the international opportunities weekend, funded by Cashback for Communities. Over the summer 100 girls represented Scotland at guiding events abroad in destinations including India, Finland and Mexico.

As part of the youth organisation consortium, Cashback for Communities also continued to fund patrol leader training events in different parts of Scotland and more than 125 girls were trained in peer leadership as well as funding a residential weekend for more than 98 young leaders developing their leadership roles working with younger girls.

The small grants scheme paid out almost £66,873 to 93 local groups to enable hundreds of girls to have access to adventure and to help new units get started. The Executive Committee value highly the opportunities that can be made available via these local grants to girls and young women from a variety of backgrounds across Scotland.

The Senior Section Spectacular Event was held at Netherurd and 200 young women enjoyed the long weekend of celebrations and activities.

**WE WILL ENSURE WHAT WE DO IS SHAPED BY THE GIRLS IN 2017 BY:**

- Providing a programme challenge and themed sleepover to celebrate the Rainbows' 30<sup>th</sup> Anniversary. This promotes access to residential adventure for our youngest members
- Providing an accessible programme based challenge, 'Rise to the Challenge', with a large scale event. Both the resource and event celebrate the 5 themes of the resource - creative, survival, construction and engineering, baking and nature
- Putting on a pop concert for 10,000 girls featuring well-known and up and coming artists. TARTAN GIG is a fun, transition event to encourage Brownies to move on to Guides
- We will also receive renewed support via Cashback for Communities to help:
  - Set up new units in areas of deprivation
  - Provide programme grants for units in areas of deprivation
  - Hold leadership events for girls including a 'Girls on the Move' with Youth Scotland.

**WE WILL COMMUNICATE EFFECTIVELY WITH ALL MEMBERS**

BY 2018 THE OUTCOME WILL BE THAT WE WILL ENSURE ALL APPROPRIATE COMMUNICATIONS ARE USED TO SUPPORT MEMBERS POSITIVELY AND EFFECTIVELY

This relates to the Voice strand from Being Our Best and in 2016 we continued to strengthen our internal communications introducing a fortnightly e-newsletter, expanding our presence on social media and mailing a brochure advertising all forthcoming opportunities for members for the 2016/17 session.

The formal youth forum for Girlguiding Scotland is called Polaris, the north star representing 'guiding the way to the future'. The steering group is elected from members in The Senior Section age group and they organise two events a year which provide opportunities for consultation with this age group on questions that the Executive Committee are debating. In 2016 there was a comprehensive review of the purpose and structure of Polaris, and the Executive Committee accepted the final recommendations which will be implemented in stages in 2017.

**WE WILL COMMUNICATE EFFECTIVELY WITH ALL MEMBERS IN 2017 BY:**

- Recruiting volunteers to act as Digital Champions, sharing stories 'live' from local events across the country
- Relaunching and rebranding Polaris as a channel for young members' views on issues important to them
- Recruiting and training young spokespeople/ambassadors to speak out about Girlguiding Scotland and their guiding experience

**WE WILL BE ACTIVE IN LOCAL COMMUNITIES AND PROMOTE THE VALUE OF GUIDING LOCALLY AND NATIONALLY**

BY 2018 THE OUTCOME WILL BE THAT WE WILL HAVE A STRONG POSITIVE EXTERNAL IMAGE AND COMMUNITIES WILL RECOGNISE AND VALUE OUR MEMBERS' CONTRIBUTION

This also relates to the Voice strand of Being Our Best and how we can enable girls voices to be heard on issues that are important to them.

We ran a successful PR campaign in 2016, WOWwoman, with an aim to raise Girlguiding Scotland's profile. This celebrated role models both inside and outwith guiding whilst also helping to inspire and empower young members. The campaign was created by members of The Senior Section. Through this we had contact with the First Minister, Scottish Football captain Gemma Fay and Formula 1 driver Susie Wolff. In the launch week of the campaign we had 1,500 downloads of the resource, a reach of 76,000 on Twitter and 16,000 on Facebook.

We nurtured external contacts through a successful Critical Friends dinner, meeting informally with female Chief Executives from Scottish local authorities and prominent third sector organisations and other high profile organisations to ask for their opinions on how we could improve our connections to community and to further raise our profile.

We were delighted to celebrate the success of two volunteers, one from Tweed Valley and one from Caithness who were finalists in the Youthlink Awards for 2016. This helped to raise the profile of Girlguiding Scotland amongst a wider audience of other youth work providers in both the voluntary and statutory sectors.

In 2016 we started a new project, Action for Change, to create a network of young advocates aged 14 to 18 who will work for twelve months on campaigns picked entirely by them. This work is funded by Girlguiding through a grant from the Esmée Fairburn Foundation. 40 young women across Scotland from Orkney to Dumfries, were trained as part of this network and they will be supported by a team of 4 volunteer coordinators throughout 2017.

Girlguiding Scotland also raised its profile with the Scottish Government by enabling young members to have their views heard in relation to the quality of relationship and sex education provided as part of the national curriculum. Members of the Scottish Youth Parliament and Girlguiding Advocates are very effective as ambassadors for their peers and the organisation as a whole. This serves to illustrate the success of Girlguiding Scotland to empower young women and nurture their confidence to speak out about issues they feel strongly about.



**WE WILL BE ACTIVE IN LOCAL COMMUNITIES AND PROMOTE THE VALUE OF GUIDING LOCALLY AND NATIONALLY IN 2017 BY:**

- Responding to opportunities to contribute to external debates on issues affecting girls and young women. We will also strengthen our relationship with the Scottish Parliament
- Looking for ways to connect the national youth work strategy outcomes to the new Girlguiding programme
- Providing county PR Advisors (PRA) training in the form of a day event and also a series of webinars to increase the knowledge and confidence of local PR volunteers.

**WE WILL SUPPORT AND TRAIN OUR VOLUNTEERS TO DELIVER QUALITY PROGRAMMES**

BY 2018 THE OUTCOME WILL BE THAT VOLUNTEERS WILL HAVE ACCESS TO ENJOYABLE, INCLUSIVE AND RELEVANT TRAINING OPPORTUNITIES

This relates to the Excellence and Capacity strands from Being Our Best in helping to ensure good guiding is available for all girls.

In the first half of the year a series of seven seminars were held around the country, with funding from the National Voluntary Youth Organisations Support Fund (NVYOSF) to improve awareness and best practice in charity compliance, reaching over 200 adult volunteers. These 'money matters' events were very well received as they offered a pragmatic approach to encouraging local areas to ensure all units are working to make the best use of resources available to them.

In summer 2016, with funding support from NVYOSF, we held a weekend conference for County Commissioners and their Guiding Development Advisers. This was successful in developing shared training opportunities across Counties and encouraging them to initiate specific growth plans. It also provided for more effective networking between Counties and volunteers and staff working at Scottish level who can offer advice, guidance and support.

Funding support from NVYOSF also allowed for a training day to be held in June for local marketing and communication volunteers. 40 volunteers attended to improve their digital and press skills as well as learning more about the key messages Girlguiding Scotland wants to convey.

An additional opportunity for leaders was provided through the expansion of the Summer Saturday training days which were held in Aberdeen, Glasgow and Edinburgh. 85 people attended one of these sessions covering Safe From Harm, the national mandatory safeguarding training.

The Scottish adult support team also organised training opportunities for new leaders, local commissioners and for leaders who wanted to gain outdoor qualifications or to take the girls away overnight or indoor/outdoor holidays or on international adventures. This supplemented training offered locally. In 2016 applications were granted from the qualification fund supporting 3 leaders with funding to access external Mountain Leader and Level 3 Walking courses that will in turn benefit local guiding.

**WE WILL SUPPORT AND TRAIN OUR VOLUNTEERS TO DELIVER QUALITY PROGRAMMES IN 2017 BY:**

- Providing training for Commissioners (local volunteer area managers) especially around managing change/growing guiding
- Preparing for the launch of the new membership IT system and new programme which will involve training for all Leaders
- Ensuring that all senior volunteers and staff are ready for this launch.

**WE WILL WORK WITH OTHERS TO ADD VALUE TO OUR PROGRAMMES**

BY 2018 THE OUTCOME WILL BE THAT MEMBERS ARE EMPOWERED AND CONFIDENT TO CREATE POSITIVE PARTNERSHIPS WITH SUITABLE EXTERNAL ORGANISATIONS TO ADD VALUE AND OPPORTUNITY TO THE GUIDING PROGRAMME

This relates to the Excellence strand of Being our Best in adding value and variety to the programme on offer.

In 2016 Girlguiding Scotland responded to the European refugee crisis with a project in partnership with an Edinburgh based charity, Edinburgh Cares. During the year members collected more than 7,500 pairs of shoes and socks and found ways to transport them to Edinburgh. The project was led by a group of young women and the charity advised us that by the end of 2016 the shoes had been taken onwards to be used by refugees in Syria, Lebanon and Greece.

Girlguiding Scotland continued to offer the Duke of Edinburgh Scheme and in 2016, 145 girls and young women were registered at Bronze, 98 at Silver and 38 were working for their Gold award.

In April 2016 Girlguiding Scotland concluded a six month research and training partnership with Scouting Nederland, the European Region of the World Association of Girl Guides and Girl Scouts and Oxford Brookes University. This project involved six Scottish guide and Senior Section units exploring girls' attitudes to leadership and whether gender is a barrier in aspiring to take a leadership role. This work was funded through the European Region. Volunteers involved in this project went on to help shape the WOWwoman campaign to help girls be able to differentiate between role models and celebrities.

**WE WILL WORK WITH OTHERS TO ADD VALUE TO OUR PROGRAMMES IN 2017 BY:**

- Delivering new partnerships including the Forestry Commission and a new sports/arts partnership.

**VOLUNTEER CONTRIBUTION**

The Guide Association Scotland is dependent upon the activities and goodwill of more than 11,000 volunteers in varied capacities. It is estimated that each volunteer gave on average 130 hours of their time throughout the year. Using a qualified youth worker rate of pay, this would cost more than £15 million.

**FINANCIAL REVIEW**

At the end of the year we recorded a general unrestricted funds surplus of £247,606. The Executive Committee were concerned at the out turn for the year. Although there was a shortfall in budgeted income the receipt of an unplanned legacy in December helped offset this. The Executive Committee discussed the situation relating to the significant underspend on expenditure. It was felt that the charity's ambitions to deliver events and activities had not matched the capacity to plan and deliver these within the year. A three year planning process had been introduced for key events and activities and this needed to be refined alongside improving shared understanding of budget planning and monitoring. The Executive Committee were also open to building capacity in the staff function to enhance the support and service to members.

£65,000 was raised from the disposal of the stading at Netherurd and over £75,000 received from legacies during the year. £70,000 has been designated at the year end to support maintenance and continued investment in property assets in Edinburgh, Glasgow and at Netherurd.

Total funds held at 31 December 2016 are £2,410,314, of which £126,970 are endowed and £58,605 are restricted funds. £1,222,737 of the unrestricted designated funds of £1,511,315 relate to investment in property and IT assets and will be used up through charging of depreciation over the life of the assets between 5 and 50 years. Unrestricted income funds are £713,214.



#### INVESTMENT POLICY AND PERFORMANCE

Almost £500,000 of the charity's reserves is held in investments. These are held to provide investment income for day to day running costs and fund strategically important projects in the future. A professional fund management company is employed to manage the funds and its performance is reviewed by the Business Management and Finance Committee. Performance is benchmarked against appropriate performance indices. Investments were valued at £579,429 at 31 December 2016. This represents an increase of £82,859 from date of acquisition.

#### FUND RAISING

The Guide Association Scotland's activities are funded predominantly by subscriptions from members, surpluses from trading in the shops, and grant assistance and other sources of income including legacies, as disclosed in the Statement of Financial Activities.

From time to time special fund raising efforts are undertaken to finance specific projects.

Girlguiding Scotland records its thanks to funders who supported our work during the year: The Scottish Government through the Strategic Funding Partnership & the Children, Young People & Families Early Intervention Fund, NVYOSF and the Cashback for Communities Fund have helped guiding locally and nationally to build capacity, and Girlguiding and Youth United for their specific funds helping us to grow guiding in Scotland.

#### RESERVES POLICY

Reserves are classified as unrestricted general income funds, unrestricted designated funds or restricted funds, defined as follows:

General funds may be used by The Guide Association Scotland at the discretion of the Scottish Executive Committee to meet future capital or revenue expenditure.

Unrestricted designated funds may be expended in furtherance of the objectives of The Guide Association Scotland at the discretion of the Scottish Executive Committee.

Restricted funds may be used subject to specific restrictions that may have been imposed by the donor or in terms of restrictive wording of an appeal. The restricted funds are analysed over the individual funds.

Based on working capital needs and an assessment of income continuity, property asset and trading risks, the Scottish Executive Committee considers that the minimum target for the general funds 'free reserves' should be £367,000 which represents 3 months operating costs. The current level of free reserves represents 5 months which the Executive Committee consider satisfactory.

#### RISK MANAGEMENT

The Executive Committee discussed risk areas currently facing Girlguiding Scotland and identified the following as strategic risks for 2017: large scale events, safeguarding, economic uncertainty as impacts Netherurd & retail, and overall membership figures.

For large scale events the Executive Committee recognises that this is an area to actively develop in response to member demand and are committed to hosting a large scale pop concert for up to 10,000 members in summer 2017. Actions are in place to closely monitor income and expenditure and the Executive Committee members are cognisant they may need to underwrite a shortfall for this event if the income targets are not realised.

In summer 2017 Girlguiding will introduce a new programme for all sections and the membership systems will be upgraded. These projects have an impact on all 3,000 individual units in Scotland. Plans for training and communication are in place as it recognised that this is a substantial internal change process that will last at least twelve months. There will be a new Scottish Chief Commissioner appointed in 2017 and it will be important to ensure a smooth transition and comprehensive induction for the incoming chairman of the Executive Committee.

Netherurd's business performance was closely monitored in 2016 and a good result was achieved. Ongoing close attention to finance and occupancy targets will be given in 2017. Retail performance was disappointing especially in the last quarter of 2016. The business model will be adapted in 2017 to reflect the IT investment efficiencies supported by a targeted retail marketing strategy.

With the support of external funders, notably Gannochy Trust and the Scottish Government we are committed to finding ways to facilitate local activity to generate growth in membership numbers. In 2016 it proved difficult to build adequate local momentum around this and the volunteers and staff involved are revisiting the approach for 2017 bringing a new focus on transition between sections as well as ongoing recruitment and outreach.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

The Guide Association nationally (operating as Girlguiding) is incorporated under a Royal Charter that gives powers to form area Associations of which Scotland is one. The Guide Association Scotland conducts its activities under a Constitution for Scotland dated 11 April 2002, which has been approved by the Guide Association and which describes the organisation of guiding in Scotland. The Guide Association Scotland utilises the operating name of Girlguiding Scotland. The Guide Association Scotland is a recognised Scottish Charity registered under charity number SC005548.

The Guide Association Scotland is governed by the Scottish Executive Committee who is responsible for the governance and overall management in accordance with their Terms of Reference. The members of the Scottish Executive Committee are also the trustees of the Association and are empowered to approve the annual budget, business plan, and to delegate authority to the main sub-committees thereof, to work within set budgets and performance targets. Membership of the Scottish Executive Committee comprises:

#### Ex-officio

- Scottish Chief Commissioner
- Deputy Scottish Chief Commissioner(s)
- Honorary Treasurer
- Chairman of Guiding Development
- Chairman of Business Management & Finance
- Volunteer Lead for Marketing & Communications

#### Appointed

- Six County Commissioners nominated by the Guide Regions of Scotland in accordance with a scheme approved by the Scottish County Commissioners declaring that where any County Commissioner has a job-share with another County Commissioner for that County, only the named County Commissioner nominated by her Region shall be a member of the Scottish Executive Committee. Each Region is entitled to nominate an alternative named County Commissioner from the same Region to attend, and vote, in the event of her absence.
- Two warranted appointment holders nominated from Counties in accordance with a scheme approved by the Scottish County Commissioners.



- A Senior Section member aged 18 or over nominated by Polaris, the Scottish Forum of the Guide Association Scotland.
- An external person with an interest in the aims and objectives of the Guide Association Scotland, selected by the Chairman in consultation with members of the Scottish Executive Committee.

The members of the Scottish Executive Committee are appointed in accordance with the Terms of Reference of the Scottish Executive Committee, which have been formally approved by the Scottish Consultative Group, as required by the Constitution of the Guide Association Scotland.

Each new member of the Scottish Executive Committee is offered an induction programme at the time of appointment. The induction is held at Scottish Headquarters and is arranged by the Chief Executive. The induction includes information about the purpose, status and structure of the Guide Association Scotland, as well as the legal and financial duties of Executive Committee.

In summer 2016 there was an extended Executive meeting which reviewed the progress of the strategic plan 2014 to 2018. A small working group of executive committee members and staff refreshed the plan to bring a sharper focus for 2016 to 2018 and to align it with the themes of the Girlguiding plan. This was approved by the Executive in autumn 2016 and published on the website at the start of 2017.

In the autumn it was agreed to formally restart the marketing and communications committee and specific volunteer roles were advertised. This now includes support for the relaunched Scottish Youth Forum.

The Executive Committee agreed the terms of reference for a governance review, to determine if the present structure and ways of working are fit for purpose for the future. This work will commence in 2017 with an initial meeting of the Consultative group of the Executive Committee and all Scottish County Commissioners. Succession planning for a new Scottish Chief Commissioner began towards the end of the year and there will be an open call for applicants and nominations early in 2017.

#### KEY MANAGEMENT

The Scottish Executive Committee is also authorised to appoint and delegate authority to the Chief Executive to implement policy. The Chief Executive is authorised to take appropriate financial and operational management responsibility to act within the terms of the business plan and budget. The arrangements for setting the pay of the Chief Executive are the responsibility of the Scottish Chief Commissioner in consultation with other senior executive committee members using an external adviser to provide charity sector benchmarking information.

#### CONNECTED BODIES

The Guide Association Scotland forms part of The Guide Association (known as Girlguiding) to whom Scottish members pay an annual subscription. In addition, the Guide Association Scotland purchases uniforms, publications etc. from Girlguiding Trading Service. These are acquired on an arm's length trading basis and are reflected through the Statement of Financial Activities. Girlguiding has provided funding for growing guiding initiatives during the year.

#### AUDITOR

Scott-Moncrieff was re-appointed auditor for the year ended 31<sup>st</sup> December 2016 at the Scottish Executive Meeting held on 4 June 2016.

STATEMENT OF RESPONSIBILITIES OF THE EXECUTIVE OF THE GUIDE ASSOCIATION SCOTLAND

The Scottish Executive Committee is required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs and of the surplus or deficit of The Guide Association Scotland for that period. In so doing, the Scottish Executive Committee is required to:

- i. Select suitable accounting policies and then apply them consistently
- ii. Observe the methods and principles in the Charities SORP
- iii. Make judgements and estimates that are reasonable and prudent
- iv. State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- v. Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the Guide Association Scotland will continue in business.

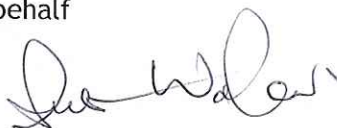
The Scottish Executive Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of The Guide Association Scotland and enable the Scottish Executive Committee to ensure that the Financial Statements comply with the Charities & Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Statement of Recommended Practice, and the constitution of the charity. The Scottish Executive Committee also has a responsibility for safeguarding the assets of The Guide Association Scotland and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

To the knowledge and belief of each of the persons who are executive committee members at the time the report is approved:

- So far as the executive committee member is aware, there is no relevant information of which the association's auditor is unaware, and
- He/she has taken all the steps that he/she ought to have taken as an executive committee member in order to make himself/herself aware of any relevant audit information, and to establish that the association's auditor is aware of the information.

By order of the Scottish Executive Committee  
16 Coates Crescent  
Edinburgh EH3 7AH

Approved by the Scottish Executive Committee on 2 June 2017  
Authorised to sign on their behalf



Mrs S Walker  
Scottish Chief Commissioner



We have audited the financial statements of The Guide Association Scotland for the year ended 31<sup>st</sup> December 2016 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and related notes. 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'.

This report is made solely to the Executive Committee, as a body, in accordance with section 44(1)(c) of the Charities & Trustee Investment (Scotland) Act 2005, and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the Executive Committee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its Executive Committee as a body, for our audit work, for this report, or for the opinions we have formed.

#### RESPECTIVE RESPONSIBILITIES OF EXECUTIVE COMMITTEE AND AUDITORS

As explained more fully in the Statement of Executive Committee' Responsibilities (set out on page 11), the Executive Committee are responsible for the preparation of the financial statements which give a true and fair view.

We have been appointed auditor under section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (United Kingdom and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

#### SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

#### OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- Give a true and fair view of the state of the charity's affairs as at 31<sup>st</sup> December 2016 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 Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

We have nothing to report in respect of the following matters where the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion :

- The information given in the Executive Committee annual report is inconsistent in any material respect with the financial statements; or
- Proper accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

*Scott Moncrieff*

Scott-Moncrieff  
Statutory Auditor  
Eligible to act as an auditor in terms of section 1212 of the Companies Act 2006  
Exchange Place 3  
Sempole Street  
Edinburgh  
EH3 8BL

2 June 2017



**THE GUIDE ASSOCIATION SCOTLAND FOR THE YEAR ENDED 31 DECEMBER 2016**  
**STATEMENT OF FINANCIAL ACTIVITIES**

		Unrestricted Funds		Restricted	Endowment	2016	2015
	Notes	General	Designated			Total Funds	Total Funds
		£	£	£	£	£	£
<b>Incoming and endowments from:</b>							
Donations & legacies	3	85,219	20,696	5,890	-	111,805	5,276
Charitable Activities							
Subscriptions		613,919	-	-	-	613,919	584,995
Trading income	4	1,153,262	-	-	-	1,153,262	1,178,630
Events income	5	85,597	-	-	-	85,597	266,508
Grants and other income	6	34,595	4,537	137,661	-	176,793	210,735
Investments	7	13,866	4,385	-	-	18,251	18,237
Other income	8	-	65,000	-	-	65,000	-
<b>Total</b>		<b>1,986,458</b>	<b>94,618</b>	<b>143,551</b>	<b>-</b>	<b>2,224,627</b>	<b>2,264,381</b>
<b>Expenditure on:</b>							
Raising funds	9	11,617	4,937	450	-	17,004	14,105
Charitable activities	10-13						
Activities shaped by girls		196,471	11,239	48,791	-	256,501	414,637
Communicate effectively		80,659	1,301	7,849	-	89,809	106,684
Active in communities		72,475	2,226	13,921	-	88,622	113,855
Support & train volunteers		105,570	11,506	46,375	-	163,451	175,369
Grow guiding		99,935	1,301	25,994	-	127,230	142,942
Work with others		52,158	1,301	11,044	-	64,503	66,748
Retail		770,753	2,495	-	-	773,248	816,469
Netherurd		382,661	43,907	929	-	427,497	417,635
		<b>1,760,682</b>	<b>75,276</b>	<b>154,903</b>	<b>-</b>	<b>1,990,861</b>	<b>2,254,339</b>
<b>Total</b>		<b>1,772,299</b>	<b>80,213</b>	<b>155,353</b>	<b>-</b>	<b>2,007,865</b>	<b>2,268,444</b>
Net gains on investments		33,447	11,570	-	-	45,017	16,043
<b>Net income(expenditure)</b>		<b>247,606</b>	<b>25,975</b>	<b>(11,802)</b>	<b>-</b>	<b>261,779</b>	<b>11,980</b>
Transfers between funds		(70,000)	70,000	-	-	-	-
<b>Net Movement in Funds</b>		<b>177,606</b>	<b>95,975</b>	<b>(11,802)</b>	<b>-</b>	<b>261,779</b>	<b>11,980</b>
Total funds at beginning of year		535,818	1,415,340	70,407	126,970	2,148,535	2,136,555
<b>Total funds at end of year</b>		<b>713,424</b>	<b>1,511,315</b>	<b>58,605</b>	<b>126,970</b>	<b>2,410,314</b>	<b>2,148,535</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure was derived from continuing activities.

The notes on pages 17 to 28 form part of these financial statements.

**THE GUIDE ASSOCIATION SCOTLAND**  
**BALANCE SHEET AS AT 31 DECEMBER 2016**

	Notes	2016	2015
		£	£
<b>Fixed assets</b>			
Tangible assets	14	1,268,957	1,209,077
Investments	15	579,429	544,823
		<u>1,848,386</u>	<u>1,753,900</u>
<b>Current assets</b>			
Stocks	16	106,174	124,798
Debtors	17	127,811	57,421
Cash at bank and in hand	18	510,441	382,336
		<u>744,426</u>	<u>564,555</u>
<b>Liabilities</b>			
Creditors falling due within one year	19,20	182,498	169,920
<b>Net current assets</b>		561,928	394,635
<b>Net assets</b>		<u>2,410,314</u>	<u>2,148,535</u>
<b>The funds of the charity</b>			
Unrestricted income funds	22,24	713,424	535,818
Unrestricted designated income funds	23,24	1,511,315	1,415,340
Restricted income funds	23,24	58,605	70,407
Endowment fund	23,24	126,970	126,970
<b>Total charity funds</b>		<u>2,410,314</u>	<u>2,148,535</u>

The financial statements were approved and authorised for issue by the Scottish Executive Committee on 2 June 2017 and signed on its behalf by:



Mrs S Walker, Scottish Chief Commissioner



E B Lawrie, Honorary Treasurer

The notes on pages 17 to 28 form part of these financial statements.



**THE GUIDE ASSOCIATION SCOTLAND**  
**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2016**

	Notes	2016	2015
		£	£
Cash flows from operating activities	27	156,263	103,363
<b>Cash flows from investing activities</b>			
Dividends and interest		18,251	18,237
Purchase of property, plant & equipment		(114,571)	(144,328)
Proceeds from sale of property		65,000	-
Disposal of investments		68,468	32,467
Purchase of investments		(65,306)	(36,777)
<b>Net cash used in investing activities</b>		<b>(28,159)</b>	<b>(130,401)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>128,105</b>	<b>(27,038)</b>
Cash and cash equivalents at beginning of year		382,336	409,374
<b>Cash &amp; equivalents at end of year</b>	18	<b>510,441</b>	<b>382,336</b>

## **1. ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **A) BASIS OF PREPARATION**

The financial statements have been prepared in accordance with the Financial Reporting Standard 102 (FRS102), as issued by the Financial Reporting Council (effective 1 January 2015), 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Guide Association Scotland meets the definition of a public benefit entity under FRS102. The statements are prepared on the historical cost basis, except for investments which have been included at fair value. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

These financial statements are presented in pounds sterling (GBP) as that is the currency in which transactions are denominated.

### **B) CRITICAL JUDGEMENTS AND ESTIMATES**

In preparing the financial statements the Executive Committee makes estimates and assumptions which affect reported results, financial position and disclosure of contingencies. Use of available information and application of judgement are inherent in the formation of the estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates. At the year-end there are no areas where critical judgements or material estimates have been made.

### **C) GOING CONCERN**

Based on the security of membership subscription income, confirmation of core grant income until March 2017, ongoing promotion of retail and Netherurd, and the availability of adequate free reserves, the Scottish Executive Committee are of the view that the future of the charity is secure for at least the next 12 to 18 months and that on this basis the charity is a going concern.

### **D) FUND ACCOUNTING**

Unrestricted funds are available to spend on activities that further any of the purposes of the Guide Association Scotland. Designated funds are unrestricted funds which the Executive Committee has decided to set aside for specific purposes. Restricted funds are income where the donor has imposed restrictions on the use of the funds. Details on the purpose and use of these funds are shown in note 23 to the financial statements. The Webster Fund is endowed where the capital must remain intact. The income from this fund is designated.

### **E) INCOME**

Income is recognised when entitled, measurable and receipt is probable. Subscriptions run for a calendar year and are recognised when due. Income from government and other grant providers is recognised when the grant has been awarded and any performance conditions have been met. Retail income is recognised at point of sale, and income receivable for use of the Netherurd facilities is recognised when the facilities are used. Investment income is recognised when due. Interest is recognised using the effective interest rate applicable to the asset and dividend income is recognised when declared. Legacies are recognised when the Guide Association Scotland becomes entitled to the income and it is probable that it will be received and the amount is quantifiable. Entitlement to a legacy exists when there is sufficient evidence that gift has been left and the executor is satisfied that it is not required to settle claims on the estate. Other income is recognised when received.



**F) EXPENDITURE AND BASIS OF ALLOCATION**

Expenditure is recognised on an accruals basis when the Guide Association Scotland has entered into a legal or constructive obligation and is related where practicable to the Association's charitable activities.

Cost of raising funds comprises investment management costs and staff costs and overheads associated with applications for external funding.

Charitable expenditure includes direct, grant funded and support costs associated with the six themes contained in the Association's 2014-2018 Strategic Plan together with Retail and Netherurd trading activities. Support costs include staffing, overheads and committee expenditure which has been allocated based on staff time apportioned to each theme and activity.

**G) INVESTMENTS**

Investment assets are valued within the financial statements at mid-market value in accordance with the SORP. Realised and unrealised gains or losses on assets are accounted for in full within the particular fund of which the asset forms a part.

The gain or loss arising on the disposal of an investment asset is the difference between the sales proceeds and the carrying value of the asset and is recognised in the SOFA.

**H) TANGIBLE FIXED ASSETS**

Individual assets costing over £2,500 are capitalised at cost. Part of the cost of heritable property comprises land and it is not practicable to allocate the cost between land and buildings. Depreciation is charged on tangible fixed assets on a straight line basis to write off the cost, over their estimated useful lives. The principal rates of depreciation are:-

Heritable properties	- 2% to 6.67%
Furniture & fittings	- 10%
IT equipment	- 20%
Motor vehicles	- 25%

**I) STOCK**

Stocks of goods for resale are valued at the lower of cost and net realisable value. Provision is made for obsolete or slow moving stock where appropriate.

**J) DEBTORS**

Trade debtors are amounts due from customers for merchandise sold or services performed. Trade debtors are recognised at the undiscounted amount of cash receivable, which is normally invoice price, less any allowances for doubtful debts.

**K) CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist of cash on hand and balances with banks and are measured at fair value.

**L) CREDITORS**

Trade creditors are obligations to pay for goods or services that have been acquired. They are recognised at the undiscounted amount owed to the supplier, which is normally the invoice price.

**M) FINANCIAL ASSETS AND FINANCIAL LIABILITIES**

Financial instruments are recognised in the statement of financial activities when the Guide Association Scotland becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at transaction price and subsequently accounted for as set out below.

Financial instruments are classified as basic in accordance with Chapter 11 of FRS102. At the end of each reporting period, financial instruments are measured at amortised cost using the effective interest rate method. Where the fair value cannot be reliably measured, they are recognised at cost less impairment.

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire, or when the Guide Association Scotland has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

**N) PENSIONS**

The Guide Association Scotland operates a defined contribution pension scheme for staff with NEST. A number of employees are members of the Girlguiding defined contribution pension scheme with Scottish Widows. The pension charge represents the amounts payable to these schemes in respect of the year.

**O) OPERATING LEASES**

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



**2. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted Funds		Restricted	Endowment	2015 TOTAL FUNDS
	General	Designated			
	£	£	£	£	£
<b>Incoming and endowments from:</b>					
Donations & legacies	11,231	14,572	(20,527)	-	5,276
Charitable Activities					
Subscriptions	584,995	-	-	-	584,995
Trading income	1,178,630	-	-	-	1,178,630
Events income	266,508	-	-	-	266,508
Grants and other income	82,302	20,996	107,437	-	210,735
Investments	13,955	4,282	-	-	18,237
<b>TOTAL</b>	<b>2,137,621</b>	<b>39,850</b>	<b>86,910</b>	<b>-</b>	<b>2,264,381</b>
<b>Expenditure on:</b>					
Raising funds	9,261	3,628	1,216	-	14,105
Charitable activities					
Activities shaped by girls	356,628	8,512	49,497	-	414,637
Communicate effectively	105,756	928	-	-	106,684
Active in communities	94,430	5,639	13,786	-	113,855
Support & train volunteers	128,971	8,598	37,800	-	175,369
Grow guiding	117,351	928	24,663	-	142,942
Work with others	50,366	928	15,454	-	66,748
Retail	816,469	-	-	-	816,469
Netherurd	373,099	32,152	12,384	-	417,635
	2,043,070	57,685	153,584	-	2,254,339
<b>TOTAL</b>	<b>2,052,331</b>	<b>61,313</b>	<b>154,800</b>	<b>-</b>	<b>2,268,444</b>
Net gains on investments	11,933	4,110	-	-	16,043
<b>Net income(expenditure)</b>	<b>97,223</b>	<b>(17,353)</b>	<b>(67,890)</b>	<b>-</b>	<b>11,980</b>
Transfers between funds	(210,000)	200,000	10,000	-	-
<b>Net Movement in Funds</b>	<b>(112,777)</b>	<b>182,647</b>	<b>(57,890)</b>	<b>-</b>	<b>11,980</b>
Total funds at beginning of year	648,595	1,232,693	128,297	126,970	2,136,555
<b>TOTAL FUNDS AT END OF YEAR</b>	<b>535,818</b>	<b>1,415,340</b>	<b>70,407</b>	<b>126,970</b>	<b>2,148,535</b>

THE GUIDE ASSOCIATION SCOTLAND FOR THE YEAR ENDED 31 DECEMBER 2016  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**3. DONATIONS & LEGACIES**

	Unrestricted Funds			2016	2015
	General	Designated	Restricted	TOTAL	TOTAL
	£	£	£	£	£
Funds					
Donations	7,377	9,305	1,735	18,417	16,947
Legacies	73,575	6,000	-	79,575	(56,666)
Trust income	4,267	5,391	4,155	13,813	44,995
	<b>85,219</b>	<b>20,696</b>	<b>5,890</b>	<b>111,805</b>	<b>5,276</b>

Corporate & Trust donations were gratefully received from the following organisations: Miss A A Clutterbuck Trust, MacRobert Trust, Pilkington Trust, Saints & Sinners, Hugh & Mary Miller Trust, J J Calder's Trust, Friends of Girlguiding Scotland, and the Friends of Netherurd. Several generous legacies were received during year including one in excess of £60,000.

**4. TRADING INCOME**

	£	£	£	£	£
Retail	811,019	-	-	811,019	893,052
Netherurd	342,243	-	-	342,243	285,578
	<b>1,153,262</b>	<b>-</b>	<b>-</b>	<b>1,153,262</b>	<b>1,178,630</b>

**5. EVENTS INCOME**

	£	£	£	£	£
Tartan Gig	-	-	-	-	117,500
Other events	85,597	-	-	85,597	149,008
	<b>85,597</b>	<b>-</b>	<b>-</b>	<b>85,597</b>	<b>266,508</b>

**6. GRANTS AND OTHER INCOME**

	£	£	£	£	£
Grants	34,359	-	133,188	167,547	189,000
Other income	236	4,537	4,473	9,246	21,735
	<b>34,595</b>	<b>4,537</b>	<b>137,661</b>	<b>176,793</b>	<b>210,735</b>

The Executive Committee acknowledge with thanks the support from the Scottish Government through the Strategic Funding Partnership; Children, Young People & Families Early Intervention Fund; the Cashback for Communities programme and the National Voluntary Youth Organisation Support Fund, and growing guiding grants provided by Girlguiding directly and on behalf of the Youth United Foundation.

**7. INVESTMENTS**

	Unrestricted Funds			2016	2015
	General	Designated	Restricted	TOTAL	TOTAL
	£	£	£	£	£
Bank interest	1,333	-	-	1,333	1,737
Dividends & interest	12,533	4,385	-	16,918	16,500
	<b>13,866</b>	<b>4,385</b>	<b>-</b>	<b>18,251</b>	<b>18,237</b>

**8. OTHER INCOME**

	£	£	£	£	£
Gain on sale of fixed asset	-	65,000	-	65,000	-



THE GUIDE ASSOCIATION SCOTLAND FOR THE YEAR ENDED 31 DECEMBER 2016

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**9. RAISING FUNDS**

	Unrestricted Funds			2016	2015
	General	Designated	Restricted	TOTAL	TOTAL
	£	£	£	£	£
Investment management	4,500	-	-	4,500	4,349
Support costs	7,117	4,937	450	12,504	9,756
	<b>11,617</b>	<b>4,937</b>	<b>450</b>	<b>17,004</b>	<b>14,105</b>

**10. CHARITABLE EXPENDITURE**

	Direct activities	Support Costs	TOTAL	TOTAL
	£	£	£	£
Charitable activities:				
Activities shaped by girls	160,463	96,038	256,501	414,637
Communicate effectively	8,478	81,331	89,809	106,684
Active in communities	14,413	74,209	88,622	113,855
Support & train volunteers	79,900	83,551	163,451	175,369
Grow guiding	27,869	99,361	127,230	142,942
Work with others	3,223	61,280	64,503	66,748
Retail	528,701	244,547	773,248	816,469
Netherurd	62,031	365,466	427,497	417,635
	<b>885,078</b>	<b>1,105,783</b>	<b>1,990,861</b>	<b>2,254,339</b>

**11. ANALYSIS OF SUPPORT COSTS**

	£	£
Staff & management	747,957	744,244
Headquarters overheads	92,470	83,390
Retail overheads	51,532	50,432
Netherurd overheads	104,925	114,441
Governance (note 12)	12,812	12,031
Committees	4,416	3,853
Professional fees	10,244	11,168
Depreciation	54,674	43,540
Irrecoverable VAT	26,753	29,734
	<b>1,105,783</b>	<b>1,092,833</b>

**12. GOVERNANCE**

	£	£
Audit fee	6,950	7,250
Trustee meetings	5,862	4,781
	<b>12,812</b>	<b>12,031</b>

### 13. ANALYSIS OF STAFF COSTS, TRUSTEE EXPENSES AND COST OF KEY MANAGEMENT

	Unrestricted Funds		Restricted		
	General	Designated		£	£
	£	£	£		
Salaries and wages	661,082	-	13,149	674,231	665,254
Social security costs	41,499	-	1,255	42,754	49,770
Pension costs	32,498	-	786	33,284	29,409
Other employee benefits	4,783	-	-	4,783	8,381
	<b>739,862</b>	<b>-</b>	<b>15,190</b>	<b>755,052</b>	<b>752,814</b>

The average number of staff employed during the year was:

	TOTAL	TOTAL
Full time	22	24
Part time	14	12
<b>Total Staff</b>	<b>36</b>	<b>36</b>

There is one employee with emoluments exceeding £60,000. The key management person is the Chief Executive. Her total employee benefits were £61,469 (2015 £55,160).

Representatives of the Scottish Executive Committee and other sub-committees comprise, for the most part, volunteers who are not remunerated for their services. The remunerated members of these committees are full time staff whose costs are reflected in the figures noted above. No executive committee member received remuneration of any kind throughout the current and prior years.

Payments are made to volunteers to reimburse them for travel and certain other related expenses necessarily incurred by them in fulfilling their duties as committee members, advisers and essential volunteer training which amounted to £136,560 (2015 £101,696), of which £10,685 was paid to 19 executive committee members (2015 £12,799 to 22 members).

### 14. TANGIBLE FIXED ASSETS

Cost	Heritable Property £	Furniture & Fittings £	IT Equipment £	Motor Vehicles £	TOTAL £
At 1 January 2016	1,466,308	19,508	69,674	16,698	1,572,188
Additions	98,045	10,704	5,822	-	114,571
At 31 December 2016	1,564,353	30,212	75,496	16,698	1,686,759
<b>Depreciation</b>					
At 1 January 2016	327,658	6,080	12,675	16,698	363,111
Charge for the year	38,488	2,363	13,840	-	54,691
At 31 December 2016	366,146	8,443	26,515	16,698	417,802
<b>Net Book Value</b>					
At 31 December 2016	<b>1,198,207</b>	<b>21,769</b>	<b>48,981</b>	<b>-</b>	<b>1,268,957</b>
At 31 December 2015	<b>1,138,650</b>	<b>13,428</b>	<b>56,999</b>	<b>-</b>	<b>1,209,077</b>

All assets are used for direct charitable purposes. The Executive Committee members are aware that there is a material difference between the disclosed value of the land & buildings in these accounts and the market value, but do not believe that there is value, commensurate with the associated cost, in ascertaining the market value at this time.



**THE GUIDE ASSOCIATION SCOTLAND FOR THE YEAR ENDED 31 DECEMBER 2016**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**15. INVESTMENTS**

	Unrestricted General £	Webster Endow./Income £	2016 £	2015 £
Market value at 1 January 2016	405,475	139,347	544,822	530,247
Acquisitions	65,306	-	65,306	36,777
Disposals	(68,468)	-	(68,468)	(32,467)
Net gain/(loss) on revaluation	28,052	9,716	37,768	10,265
Market value at 31 December 2016	<u>430,365</u>	<u>149,063</u>	<u>579,428</u>	<u>544,822</u>
Historical cost at 31 December 2016	<u>369,599</u>	<u>126,970</u>	<u>496,569</u>	<u>496,732</u>

Most of the investments of the Association are held in pooled managed funds.

**16. STOCKS**

	£	£
Shop goods for resale	<u>106,174</u>	<u>124,798</u>

**17. DEBTORS**

	£	£
Trade debtors	9,817	8,700
Other debtors	116,751	48,227
Prepayments	1,243	494
	<u>127,811</u>	<u>57,421</u>

**18. CASH AT BANK AND IN HAND**

	£	£
Cash in hand	2,153	981
Cash held by investment manager	6,422	523
Instant access bank accounts	501,866	380,832
	<u>510,441</u>	<u>382,336</u>

**19. CREDITORS: Amounts Falling Due Within One Year**

	£	£
Trade creditors	14,076	28,875
Deferred Income (note 20)	87,373	93,439
Accruals	45,361	30,981
Taxation & social security	9,966	6,913
Other creditors	25,722	9,712
	<u>182,498</u>	<u>169,920</u>

## 20. DEFERRED INCOME

	£	£
At 1 <sup>st</sup> January 2016	93,439	94,592
Amounts released from previous years	(93,439)	(94,592)
Incoming resources deferred in the current year	87,373	93,439
At 31 <sup>st</sup> December 2016	<b>87,373</b>	<b>93,439</b>

Where the charity has a contract in place to provide services, but entitlement to the income has not been earned as the work was not carried out in the reporting period, the appropriate proportion of the income is deferred.

## 21. FINANCIAL ASSETS AND LIABILITIES

	£	£
Financial assets at amortised cost	<b>637,009</b>	<b>439,263</b>
Financial liabilities at amortised cost	<b>(85,159)</b>	<b>(69,568)</b>

Financial assets comprise trade debtors, other debtors, and cash bank and in hand.  
Financial liabilities comprise trade creditors, accruals and other creditors.

## 22. GENERAL FUNDS

	Balance at 1 Jan 2016 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Balance at 31 Dec 2016 £
General Fund	<b>535,818</b>	<b>1,986,458</b>	<b>(1,772,299)</b>	<b>(70,000)</b>	<b>33,447</b>	<b>713,424</b>

## 23. PROJECT FUNDING HELD AS UNRESTRICTED AND RESTRICTED FUNDS

Funds are raised to finance specific projects and these are held in both unrestricted and restricted funds.

UNRESTRICTED FUNDS	Balance at 1 Jan 2016 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Balance at 31 Dec 2016 £
<b>Designated Funds</b>						
Special Needs	9,161	1,000	(303)	-	-	9,858
International Activities	17,144	9,970	(6,316)	-	-	20,798
Capital Development	1,007,500	-	(26,000)	-	-	981,500
Travel	17,083	-	(3,420)	-	-	13,663
Webster Income	18,280	4,385	(4,760)	-	11,570	29,475
General Counties	17,249	1,010	-	-	-	18,259
Friends of GGS	9,664	6,378	(6,208)	-	-	9,834
Friends of Netherurd	10,131	6,875	(6,309)	-	-	10,697
Property Development	233,957	65,000	(11,732)	70,000	-	357,225
IT & Comm. Strategy	65,621	-	(13,840)	-	-	51,781
Qualifications	9,550	-	(1,325)	-	-	8,225
	<b>1,415,340</b>	<b>94,618</b>	<b>(80,213)</b>	<b>70,000</b>	<b>11,570</b>	<b>1,511,315</b>

Net increase in designated funds **95,975**



### 23. PROJECT FUNDING HELD AS RESTRICTED AND UNRESTRICTED FUNDS (CONTINUED)

Designated funds are expendable at the discretion of the Scottish Executive Committee in accordance with the pre-determined guidelines set by that Committee. Transfers to and from Designated Funds represent transfers to and from General Reserves, approved by the Scottish Executive Committee. Funds are designated for particular projects as follows:

#### **SPECIAL NEEDS FUND**

To be used for extending Guiding opportunities to girls and young women with disabilities.

#### **INTERNATIONAL ACTIVITIES FUND**

To support international activities, both in Scotland and elsewhere for members of the Guide Association Scotland. Annual income from an unrestricted fund administered by the Guide Association.

#### **CAPITAL DEVELOPMENT FUND**

To support the construction of the Garden House at Netherurd. Charged with depreciation over 50 years.

#### **TRAVEL FUND**

To subsidise the cost of travel to Girlguiding events at Netherurd and Girlguiding Scotland promoted events and trainings elsewhere in Scotland.

#### **WEBSTER INCOME FUND**

Flexible income fund established from the legacy of Miss Elizabeth Webster. The income is to be used in the best interests of Scottish Guiding. Income is generated from the invested Webster Legacy.

#### **GENERAL COUNTIES FUND**

To assist with Guiding at a local and county level.

#### **FRIENDS OF GIRL GUIDING SCOTLAND**

To support Girlguiding Scotland at the discretion of the Scottish Executive Committee.

#### **FRIENDS OF NETHERURD**

To support the development of Netherurd to bring fun and adventure to members.

#### **PROPERTY DEVELOPMENT FUND**

To fund planned refurbishment at Netherurd and retail operations in the Edinburgh & Glasgow properties.

#### **IT & COMMUNICATIONS STRATEGY**

To implement the results of the IT & Communications strategy review.

#### **QUALIFICATIONS FUND**

To subsidise the cost of obtaining external qualifications to support programme delivery.

**23. PROJECT FUNDING HELD AS RESTRICTED AND UNRESTRICTED FUNDS (CONTINUED)**

<b>RESTRICTED FUNDS</b>	<b>Balance at 1 Jan 2016</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 Dec 2016</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Chief Commissioner's	4,885	1,655	-	-	6,540
International Travel	5,050	625	(5,675)	-	-
Netherurd Fund	8,049	3,610	(927)	-	10,732
Ghana Project	3,414	4,472	-	-	7,886
Special Events Fund	8,520	35,460	(33,439)	-	10,541
Scot Gov't SFP/CYPFEIF	(59)	60,461	(60,402)	-	-
Cashback YPTTL	8,821	37,268	(46,316)	-	(227)
Developing Guiding	31,727	-	(8,594)	-	23,133
	<b>70,407</b>	<b>143,551</b>	<b>(155,353)</b>	<b>-</b>	<b>58,605</b>

Net (decrease) in restricted funds **(11,802)**

Restricted Funds are expendable in accordance with each donor's specifications. The purposes of the individual funds are as follows:

**CHIEF COMMISSIONER'S FUND**

To be used by the Chief Commissioner at her discretion. Income, generated from a legacy held by The Guide Association, is received annually.

**INTERNATIONAL TRAVEL FUND**

To allow members to participate in Guiding activities abroad.

**NETHERURD FUND**

Specific donations and trust funding are regularly received to assist with the development of facilities and equipment at Netherurd.

**GHANA PROJECT**

To develop links with the Ghanaian Guide Association. Funds visits to and from Ghana. Income is generated from specific donations and trust funding for this purpose.

**SPECIAL EVENTS FUND**

To record external funding for specific Guiding events taking place beyond the accounting year in which the funds are received.

**SCOTTISH GOVERNMENT STRATEGIC FUNDING PARTNERSHIP (SFP)/CHILDREN, YOUNG PEOPLE & FAMILIES EARLY INTERVENTION FUND (CYPFEIF)**

SFP - to build capacity, widen access, gain recognition for leadership qualifications and provide healthy outdoor activities for girls. CYPFEIF - infrastructure funding to improve and widen girls' life skills through a varied and challenging programme; improve youth member leadership and decision making skills and equip leaders to support increased numbers of members achieve better outcomes.

**CASHBACK FOR COMMUNITIES**

To enable young people to take the lead.

**DEVELOPING GUIDING (GANNOCHY TRUST)**

To support local initiatives to increase guiding provision, effective regional collaboration on projects that have positive outcomes for girls and development of flexible guiding models that assist girls who cannot access a local unit.



### 23. PROJECT FUNDING HELD AS RESTRICTED AND UNRESTRICTED FUNDS (CONTINUED)

ENDOWMENT FUND	Balance at 1 Jan 2016 £	Income £	Expenditure £	Gains and Losses £	Balance at 31 Dec 2016 £
Webster Legacy	126,970	-	-	-	126,970

The Webster Legacy Endowment Fund represents a legacy that must remain intact. Investment income earned on the legacy investment is credited to the Webster Income Fund.

### 24. FUNDS

Fund balances at 31<sup>st</sup> December 2016 are represented by:

	Unrestricted Funds		Restricted	Endowment	Total
	General £	Designated £	£	£	£
Tangible Fixed Assets	46,220	1,222,737	-	-	1,268,957
Investments	430,367	22,092	-	126,970	579,429
Current Assets	419,335	266,486	58,605	-	744,426
Creditors falling due within one year	(182,498)	-	-	-	(182,498)
	<b>713,424</b>	<b>1,511,315</b>	<b>58,605</b>	<b>126,970</b>	<b>2,410,314</b>

### 25. RELATED PARTY TRANSACTIONS

During the year, purchases of £460,389 (excluding VAT) were made from the Guide Association Trading Service (2015 £498,109). These purchases were made at arm's length. £4,455 was included in trade creditors at the year end (2015 £13,198). The Guide Association Trading Service is a wholly owned subsidiary of the Guide Association.

### 26. OPERATING LEASES

The Guide Association Scotland is committed to make the following payments under non-cancellable operating leases over the lease term, due:

	2016 £	2015 £
Land & Buildings		
Within one year	800	3,200
Between two and five years	-	800
	<b>800</b>	<b>4,000</b>

### 27. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	£	£
Net income for the reporting period:	261,779	11,980
Adjustments for:		
Depreciation charges	54,691	43,562
Gain on investments	(37,768)	(10,265)
Dividends and interest	(18,251)	(18,237)
Profit on sale of fixed assets	(65,000)	-
(Increase)/decrease in stock	18,624	(1,507)
(Increase)/decrease in debtors	(70,390)	60,784
Increase in creditors	12,578	17,046
<b>Net cash provided by operating activities</b>	<b>156,263</b>	<b>103,363</b>

