



THE GUIDE ASSOCIATION SCOTLAND

Executive Report and
Financial Statements
For the
Year Ended 31 December 2015

Charity Number: SC 005548

THE GUIDE ASSOCIATION SCOTLAND

SCOTTISH EXECUTIVE COMMITTEE

Scottish Chief Commissioner	Mrs S Walker	
Deputy Scottish Chief Commissioners	Mrs E Martin	
	Mrs E Kelly	
	Mrs C Edwards	
Honorary Treasurer	Mr B Lawrie	
Members	Prof Lady H Cubie MBE	(retired 30.4.15)
	Mrs M Winter	
	Mrs E Yedd	(retired 4.1.15)
	Miss S Watson	(retired 10.4.15)
	Mrs E Meacher	(retired 26.2.16)
	Mrs F Sparrow	(retired 31.1.15)
	Mrs J McDonald	
	Mrs D Gray	(retired 10.4.15)
	Miss L Millar	(appointed 1.1.15)
	Mrs K Harrison	(appointed 5.1.15)
	Miss G Rolfe	(retired 22.11.15)
	Miss V Duncan	(retired 7.11.15)
	Dr M McKenna	(appointed 1.2.15)
	Mrs G Fox	(appointed 11.4.15)
	Mrs C Dempster	(appointed 1.2.15)
	Ms E Guthrie	(appointed 1.2.15)
	Mrs Barbara Murray	(appointed 11.4.15)
	Mrs Anne Mack	(appointed 1.10.15)
	Mrs Sarah MacNeil	(appointed 1.10.15)
	Mrs Tina Alexander	(appointed 8.11.15)
	Miss Hannah Brutin	(appointed 23.11.15)
	Mrs Joyce White	(appointed 27.2.16)
	Mrs Wilma Hutchison	(appointed 27.2.16)
	Miss D King	(staff - non voting)

MANAGEMENT TEAM SENIOR STAFF

Chief Executive	Miss D King
Head of Business Management & Finance	Miss K Gray
Guiding Development Manager	Mrs L Wright
Growing Guiding Manager	Miss L Henderson
Communications and Marketing Manager	Mrs H Dunk
Netherurd Training and Activity Centre Manager	Miss J Lowe

SCOTTISH HEADQUARTERS

16 Coates Crescent, Edinburgh, EH3 7AH

ADVISORS

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 th Floor, Atria One, 144 Morrison St, Edinburgh, EH3 8EX

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE

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 2015. The contents of this financial report should be read in conjunction with the Annual Review for 2015, 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 50,000 girls and young women aged 5 to 25 years. In 2015 we recorded more than 6,000 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 challenges we face in building capacity to meet this demand.

Overall Summary

Girlguiding Scotland (re)opened more than 100 units for girls in 2015 and received external funding to support the growth of Guiding opportunities across the country. The impact of this has been to engage every County in creating a development plan to expand the guiding offer in their community.

The trustees made a decision to retain and invest in Netherurd during 2015, pledging to increase usage by members and to upgrade facilities to attract further external business. They also agreed to significant investment to update the systems that support our retail activities.

Girlguiding Scotland celebrated another very successful Tartan Gig and held a new festival style camp, G in the Park. The trustees recognised that these events are important in terms of retention of girls and in terms of raising the profile of the organisation as being seen to offer modern and relevant programme opportunities for girls and young women. Two national conferences were organised for local volunteer managers and for young adult volunteers which have had impact on retention and engagement of volunteers across the country. A new website was launched, complete with social media channels and a monthly e newsletter was introduced to improve communication internally and raise profile externally.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

The Executive monitored progress of the plan at their quarterly meetings and were keen to continue to prioritise effort in relation to growing guiding to meet demand for places. They welcomed the clarity provided in the new Girlguiding Strategic Plan, Being our Best, which offered four themes to be addressed across the UK for the period 2015 to 2020, Excellence, Access, Voice and Capacity. The Executive recognised that these themes connected directly 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 2015.

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 this work continued to gather momentum.

We were funded through Girlguiding grants to have a fixed term staff resource to support Counties to strengthen the effectiveness of the processes for all enquiring about joining. The good practice learnt from this will be shared at a Scotland wide seminar early in 2016.

The staff, together with a new lead volunteer for membership systems, provided a data profiling service to all Counties during the year, giving them information to help with planning for recruitment and retention. There was active input into the UK wide consultation for the future development of membership systems.

Girlguiding provided funding to run a series of workshops across the country, attended by volunteers from 31 Counties, which explored best practice in providing a warm welcome to new people and in ensuring the programme offer to girls was of a consistently high quality. The impact of these workshops was seen in a higher rate of recruitment activity undertaken across these Counties in 2015. Being more visible in the community was helped by the central purchase of two branded gazebos and other promotional materials and by establishing an effective system for hiring these out across Scotland.

Three local guiding grants were given from Girlguiding Scotland funds to help with growing guiding projects in Dunbartonshire, Coatbridge and Isle of Harris. A total of £7,636 from Girlguiding's Starting a New Unit Grant scheme was administered to help 31 units in Scotland in 2015.

The Youth United Uniformed Youth Social Action Fund as part of a UK-wide project, provided funds for a paid full-time development worker in targeted parts of Lanarkshire in 2015. By working closely with existing volunteers in three guiding Counties 191 places for girls were created in 12 units which were supported by 45 new and existing volunteers. These units took part in 15 social action activities which had a positive impact in their local community and further afield.

The uniform voucher scheme which had been in place for two years was reviewed and the trustees decided to discontinue this at the end of the year. New work was initiated to explore other forms of thanks and recognition.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

In 2015 we applied for funding from the Gannochy Trust and in October we were delighted to hear we had been awarded a three year programme of funding to start in 2016. This will enable us to continue to encourage Counties with their development plans and to investigate more flexible ways of offering the guiding experience to more girls.

All of this work was managed by the Membership Development Manager whose post in 2015 was funded by the Scottish Government through the Strategic Funding Partnership.

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 trustees report here on the work undertaken by Girlguiding Scotland to provide additional programme opportunities for girls and young women in 2015.

The biennial Tartan Gig in May 2015 was a Guide exclusive pop concert event with 6,000 attending. The impact in terms of retention makes this event popular with members and it helped raise our profile externally as we gained coverage in local and national press. G in the Park followed in July with 600 guides and senior section members gathered from across the country for a festival style performance arts based camp. The accent on transition for guides to senior section is seen by local guiding as a benefit from this event and the evaluation by girls and young women shows they want to see it repeated.

More than 100 girls participated at the international opportunities weekend, funded by Cashback for Communities. Over the summer 76 girls represented Scotland at guiding events abroad. The retention rate for those attending international events is preceived to be very high so this will be measured in 2016.

As part of the youth organisation consortium Cashback for Communities also funded a series of patrol leader training events around the country where in total more than 200 girls were trained in peer leadership and it funded a residential weekend for more than 30 young leaders developing their leadership roles working with younger girls.

The small grants scheme paid out almost £40k to 89 local groups to enable hundreds of girls to have access to adventure and to help new units get started. The trustees 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 investment in Netherurd expanded the quantity and quality of activities available for members including frolf, zorbing and a gold mine caving complex! The Friends of Netherurd paid for the installation of a musical play park. The impact of these additions has made the centre more attractive as a venue for members to hire and an initial series of catered breaks for units, known as Holidays in the House was very successful. More investment is planned for 2016.

At the start of September 2015 there was a conference for more than 100 young adult women which provided information about the wide variety of adult volunteer roles available in guiding. This was funded through the The National Voluntary Youth Organisations Support Fund (NVYOSF). The impact of this event has been evident in counties with more than a third of those who attended now taking on a new role in their area. At this event we also launched the Scottish programme elements for the centenary of the Senior Section which will be celebrated in 2016.

**THE GUIDE ASSOCIATION SCOTLAND
REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)**

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 there were several highlights in 2015.

Wee - g - opoly was a wide game for leaders and senior section members held in Glasgow in June 2015. This event attracted 24 teams from across the country and all were impressed by learning about the vibrancy of the guiding offer across Scotland. The day was positively evaluated by all who attended and was organised and led by a group of Queen's Guide candidates from Glasgow. The impact of this day has been to inspire similar games to be created in 2016 in areas as far apart as Tweed Valley and Highlands and Islands.

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 trustees are debating. In November 2015 Polaris had an input to discussions on retention and transitions. The group asked for a formal review of the way it works to be commissioned and this will report in 2016.

A new mobile responsive website was launched in summer 2015 incorporating four social media channels, designed to engage the voice of members and to provide them with details of opportunities and support available from Girlguiding Scotland. In addition we published, after 25 years, the last edition of the printed quarterly newsletter, Blueprint, and instead introduced a monthly e newsletter to go directly to all leaders. The impact of these changes is to provide more timely information to members about opportunities and to seek more interaction with them so we can share best practice in programme delivery across the country.

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.

Showcasing the benefits of being a young leader in a uniformed organisation was part of the brief for STRIVE which brought 60 young adults together from the six cashback organisations together in November. The joint planning team included two outstanding young leaders from Girlguiding Scotland and the day shared best practice in how to enable young people to take the lead across the organisations as well as discussing the need for improved recognition of non formal learning with the Minister for Children and Young People.

Two young members of Girlguiding Scotland were involved in presenting the national youthwork manifesto to MSPs in Edinburgh and Inverness and two more young members were elected to represent us at the Scottish Youth Parliament. They encouraged all members aged 10 plus to contribute to research by the youth parliament to identify important emerging issues for all young people in Scotland today. We worked with Scottish members who were part of the Girlguiding advocacy team and we trained four more media spokespeople as well as 20 volunteers to act as local public relations advisers. This builds our capacity locally and was funded through NVOYSF.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

We achieved extensive local press coverage during the year and national coverage for events such as Tartan Gig and G in the Park. Through the Friends of the Scotsman scheme we placed four articles and these helped to give profile for the work of volunteers and to promote what our younger members advocate as the benefits of being involved in Guiding. We also worked to build up our presence in social media and delivered a campaign through Twitter to highlight the benefits of volunteering at the end of 2015.

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 2015 we completed an initiative to attract more volunteers into training roles and at the end of the year more than 20 experienced leaders had registered to join the national training team. This is vital as there is an ongoing high demand for training to be provided locally. Around 25 Scottish volunteer trainers attended the Girlguiding trainers' conference in Staffordshire in April and the best practice from this event was shared at the Scottish trainers' event in August 2015.

All new leaders have to attend training about providing a safe space for girls and this is prescribed by Girlguiding. In order to support the introduction of this specific training we trialled a series of three summer Saturdays at SHQ. These were positively evaluated and are likely to be repeated in 2016 at SHQ and elsewhere in the country.

The Scottish adult support team also organised training opportunities at Netherurd 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 2015 a qualification fund was made available to support leaders with funding to access external courses that could bring benefits to guiding.

The Chief Commissioner and her team organised a weekend for County Commissioners in the autumn which looked at opportunities for working more closely in Regional groups and the possible connections with relevant local authorities.

In reviewing the year the trustees felt that the two national conferences, funded by NVYSOF, were of particular note in 2015. The impact of having national events with a group of people present from each of the 38 Counties enables a sense of unity to be created, a broader understanding of the bigger picture to be gained, best practice to be shared and new ideas to be generated. In their view the local commissioners returned inspired and refreshed and have since been more active in implementing Being Our Best and the Girlguiding Scotland strategic plan.

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.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

In autumn 2015 we launched an all sections Oceans Challenge in partnership with the Scottish Association of Marine Sciences.

A substantive partnership project was the one funded by the Scottish Government Strategic Funding Partnership which saw pilot projects established between Girlguiding Scotland and five high schools in Aberdeen, Angus, the Borders and Fife. The purpose of this was to work with young women in the senior school phase who were interested in volunteering or leadership through guiding that could be formally accredited as part of their curriculum. 24 young women achieved these awards in summer 2015. The project was evaluated and case studies developed to be shared more widely through the Scottish Qualifications Authority.

Following this pilot another seminar was held for guiding volunteers who also have professional roles in education and one of the recommendations was to produce a leaflet outlining the transferrable skills gained in guiding that would be welcomed by employers. This will be published in 2016.

Girlguiding Scotland continued to offer the Duke of Edinburgh Scheme and in 2015, 53 girls and young women were registered at Bronze, 39 at Silver and 12 working for their Gold award.

In September 2015 Girlguiding Scotland began 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. The final report will be published in 2016. This work was funded through the European Region.

In autumn 2015 we began to explore the potential of organising a national Brownie Sleepover at the Science Centre in Glasgow to take place in early 2016.

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 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 £97,223. This was due to the securing of external grants to support the work in building capacity which enabled savings on budgets which had been agreed for this purpose, contingencies that were not required and a tight control over costs especially at Netherurd our Training and Activity centre. £210,000 has been designated at the year end to support planned investment at Netherurd and introduction of Electronic Point of Sale and stock control systems for retail.

Total funds held at 31 December 2015 are £2,148,535 of which £126,970 are endowed and must remain intact and £70,407 are restricted funds. £1,307,078 of the unrestricted designated funds of £1,415,340 relate to investment in property and IT assets and these funds will be eliminated through charging of depreciation over the life of the assets between 5 and 50 years. Unrestricted income funds are £535,818.

The Scottish Executive Committee regards the financial performance and the financial position of the organisation to be satisfactory at the year end.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

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 £544,823 at 31 December 2015. This represents an increase of £48,060 (9.7%) 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, NYYOSF 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 £360,000 which represents 3 months operating costs. Given the current year £210,000 designation of funds to support Netherurd and IT investment the current level of free reserves is slightly under the target. The Trustees consider this appropriate and anticipate that the free reserves will be on target by the end of the coming year.

Risk Management

The trustees discussed risk areas currently facing Girlguiding Scotland and identified the following three areas as overall strategic risks for 2016: Finance, Netherurd and large scale events.

Finance was seen as a risk in terms of fall in membership subscriptions if membership numbers decline and in terms of reduction in funding from Scottish government impacting on support services that can be provided by Scottish headquarters. The mitigating actions were seen as close communication and support to local guiding to ensure more members were registered and paid for and to research other routes of funding for the future.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

Netherurd - a significant programme of financial investment was agreed in principle in 2015 with the condition that the financial performance of the centre be more closely scrutinised by the Business Management and Finance committee. The risk is that the overall business performance of the centre does not improve and that increased member engagement to use the facilities is not sustained. The mitigating actions were to agree a quarterly reporting template which is now being robustly challenged in the finance committee and monitored in turn by the trustees; to revise the terms of reference for the Netherurd working group to focus on engaging with the broader membership to use the centre and tracking this usage through the quarterly report to trustees.

Large scale events- it was recognised by trustees that this is an area for further development by Girlguiding Scotland and there is an appetite amongst members for centrally organised events on a larger scale, in particular the trustees endorsed the idea of increasing the size of the Tartan Gig. They recognised this carries financial risks and they believe this needs to be balanced in terms of internal reputation when members are disappointed due to high demand for tickets. They are therefore actively exploring the possibility of a new venue with bigger capacity in 2017.

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.

THE GUIDE ASSOCIATION SCOTLAND REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)

Appointed

- 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 Trustees.

In spring 2015 there was an Executive development weekend which considered in depth the future options concerning Netherurd House and studied how Girlguiding Scotland connects with the Scottish National Youthwork Strategy. In the summer a review of how the youth voice is represented on the Executive was commissioned and this will report in 2016.

In the autumn it was agreed to combine the work of two areas, guiding development and growing guiding and lead volunteers were appointed to take this forward. In the autumn there was an open recruitment process to identify two further members to represent Girlguiding Scotland on the Girlguiding Council. At the end of the year a new external trustee was identified who joined the Executive Committee in 2016.

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 trustees 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 arms-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 31st December 2015 at the Scottish Executive Meeting held on 15 May 2015.

**THE GUIDE ASSOCIATION SCOTLAND
REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)**

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 gives 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.

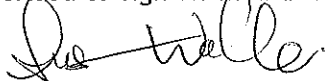
The Scottish Executive Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of The Guide Association Scotland and enable the Scottish Executive Committee to ensure that the Financial Statements comply with the Charities & 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 trustees at the time the report is approved:

- So far as the trustee 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 a trustee 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 4 June 2016
Authorised to sign on their behalf



Mrs S Walker
Scottish Chief Commissioner

THE GUIDE ASSOCIATION SCOTLAND

Independent Auditor's Report to the Trustees for the year ended 31st December 2015

We have audited the financial statements of The Guide Association Scotland for the year ended 31st December 2015 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 charity's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 11), the trustees 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.

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 31st December 2015 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).

THE GUIDE ASSOCIATION SCOTLAND

Independent Auditor's Report to the Trustees for the year ended 31st December 2015

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 trustees' 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
Seample Street
Edinburgh
EH3 8BL

4 June 2016

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
STATEMENT OF FINANCIAL ACTIVITIES**

		Unrestricted Funds		Restricted	Endowment	2015	2014
	Note	General	Designated			Total	Total
		£	£	£	£	Funds	Funds
Incoming and endowments from:							
Donations & legacies	3	11,231	14,572	(20,527)	-	5,276	86,219
Charitable Activities							
Subscriptions		584,995	-	-	-	584,995	566,465
Trading income	4	1,178,630	-	-	-	1,178,630	1,297,232
Events income	5	266,508	-	-	-	266,508	109,762
Grants and other income	6	82,302	20,996	107,437	-	210,735	148,155
Investments	7	13,955	4,282	-	-	18,237	14,963
Total		2,137,621	39,850	86,910	-	2,264,381	2,222,796
Expenditure on:							
Raising funds	8	9,261	3,628	1,216	-	14,105	6,035
Charitable activities	9-12						
Activities shaped by girls		356,628	8,512	49,497	-	414,637	266,842
Communicate effectively		105,756	928	-	-	106,684	129,299
Active in communities		94,430	5,639	13,786	-	113,855	111,323
Support & train volunteers		128,971	8,598	37,800	-	175,369	167,293
Grow guiding		117,351	928	24,663	-	142,942	115,216
Work with others		50,366	928	15,454	-	66,748	69,780
Retail		816,469	-	-	-	816,469	949,190
Netherurd		373,099	32,152	12,384	-	417,635	393,602
		2,043,070	57,685	153,584	-	2,254,339	2,202,545
Total		2,052,331	61,313	154,800	-	2,268,444	2,208,580
Net gains on investments		11,933	4,110	-	-	16,043	37,825
Net income(expenditure)		97,223	(17,353)	(67,890)	-	11,980	52,041
Transfers between funds		(210,000)	200,000	10,000	-	-	-
Net Movement in Funds		(112,777)	182,647	(57,890)	-	11,980	52,041
Total funds at beginning of year		648,595	1,232,693	128,297	126,970	2,136,555	2,084,514
Total funds at end of year		535,818	1,415,340	70,407	126,970	2,148,535	2,136,555

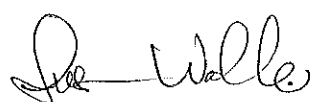
The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended were derived from continuing activities.

The notes on pages 17 to 29 form part of these financial statements.

**THE GUIDE ASSOCIATION SCOTLAND
BALANCE SHEET AS AT 31 DECEMBER 2015**

	Notes	2015	2014
		£	£
Fixed assets			
Tangible assets	13	1,209,077	1,108,311
Investments	14	544,823	530,247
		<u>1,753,900</u>	<u>1,638,558</u>
Current assets			
Stocks	15	124,798	123,291
Debtors	16	57,421	118,205
Cash at bank and in hand	17	382,336	409,374
		<u>564,555</u>	<u>650,870</u>
Liabilities			
Creditors falling due within one year	18,19	169,920	152,873
Net current assets		394,635	497,997
Net assets		<u>2,148,535</u>	<u>2,136,555</u>
The funds of the charity			
Unrestricted income funds	21,23	535,818	648,595
Unrestricted designated income funds	22,23	1,415,340	1,232,693
Restricted income funds	22,23	70,407	128,297
Endowment fund	22,23	126,970	126,970
Total charity funds		<u>2,148,535</u>	<u>2,136,555</u>

The financial statements were approved and authorised for issue by the Scottish Executive Committee on 4 June 2016 and signed on its behalf by:



Mrs S Walker, Scottish Chief Commissioner



E B Lawrie, Honorary Treasurer

The notes on pages 17 to 29 form part of these financial statements.

THE GUIDE ASSOCIATION SCOTLAND
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	2015	2014
		£	£
Cash flows from operating activities	26	103,363	(136,408)
Cash flows from investing activities			
Dividends and interest		18,237	14,963
Purchase of property, plant & equipment		(144,328)	(23,626)
Proceeds from sale of investments		32,467	-
Purchase of investments		(36,777)	(492,422)
Net cash provided by (used in) investing activities		(130,401)	(501,085)
Change in cash and cash equivalents in the year		(27,038)	(637,493)
Cash and cash equivalents at beginning of year		409,374	1,046,867
Cash & equivalents at end of year	17	382,336	409,374

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS**

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.

Before 2014 the statements were prepared in accordance with UK GAAP applicable prior to the adoption of FRS102, as issued by the Financial Reporting Council, the Statement of Recommended Practice (SORP): Accounting & Reporting by Charities and referred to as previous UK GAAP. The financial effects of the transition to FRS 102 are set out in note 26.

b) Critical judgments and estimates

In preparing the financial statements trustees make 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 judgments 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 20 to the financial statements. The Webster Fund is endowed where the capital must remain intact. The income from this fund is designated.

e) Income

Subscriptions run for a calendar year, due in February, and are recognised when entitled, measurable and receipt is probable. Income from government and other grants is recognised when the Guide Association Scotland has entitlement, it is probable that the grant will be received and is measurable, any performance conditions have been met, and it is not deferred.

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

e) Income (continued)

Trading income and investment income are recognised when due. Interest is recognised using the effective interest rate applicable to the asset and dividend income is measured at fair value. 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 fair 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.

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%

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

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.

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

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 unless the arrangement constitutes a financing transaction which includes transactions costs for financial instruments not subsequently measured at fair value. Subsequent to initial recognition, they are accounted for as set out below. A financing transaction is measured at the present value of the future payments discounted at the market rate of interest for a similar debt instrument.

Financial instruments are classified as either 'basic' or 'other' in accordance with Chapter 11 of FRS102.

At the end of each reporting period, basic financial instruments are measured at amortised cost using the effective interest rate method. All financial instruments not classified as basic are measured at fair value at the end of the reporting period with the resulting changes recognised in income or expenditure. 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.

THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

2. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds		Restricted	Endowment	2014 Total Funds
	General	Designated			
	£	£	£	£	£
Incoming and endowments from:					
Donations & legacies	10,523	10,480	65,216	-	86,219
Charitable Activities					
Subscriptions	566,465	-	-	-	566,465
Trading income	1,297,232	-	-	-	1,297,232
Events income	109,762	-	-	-	109,762
Grants and other income	16,945	1,970	129,240	-	148,155
Investments	10,671	3,955	337	-	14,963
Total	2,011,598	16,405	194,793	-	2,222,796
Expenditure on:					
Raising funds	3,828	2,207	-	-	6,035
Charitable activities					
Activities shaped by girls	187,071	20,037	59,734	-	266,842
Communicate effectively	126,372	2,927	-	-	129,299
Active in communities	88,628	3,178	19,517	-	111,323
Support & train volunteers	119,824	15,342	32,127	-	167,293
Grow guiding	60,217	2,928	52,071	-	115,216
Work with others	51,327	2,928	15,525	-	69,780
Retail	949,190	-	-	-	949,190
Netherurd	361,154	27,863	4,585	-	393,602
	1,943,783	75,203	183,559	-	2,202,545
Total	1,947,611	77,410	183,559	-	2,208,580
Net gains on investments	28,072	9,753	-	-	37,825
Net income(expenditure)	92,059	(51,252)	11,234	-	52,041
Transfers between funds	(60,000)	60,000	-	-	-
Net Movement in Funds	32,059	8,748	11,234	-	52,041
Total funds at beginning of year	616,536	1,223,945	117,063	126,970	2,084,514
Total funds at end of year	648,595	1,232,693	128,297	126,970	2,136,555

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

3. DONATIONS & LEGACIES

	Unrestricted Funds			2015	2014
	General	Designated	Restricted	Total	Total
	£	£	£	£	£
<u>Funds</u>					
Donations	7,306	9,429	212	16,947	12,345
Legacies	-	-	(56,666)	(56,666)	60,416
Trust income	3,925	5,143	35,927	44,995	13,458
	11,231	14,572	(20,527)	5,276	86,219

The bequest from the estate of Anna Ross Shearer valued at £60,416 and included in the 2014 accounts did not materialise as there was minimal value associated with the life policies.

Corporate & Trust donations were gratefully received from the following organisations:
Miss A A Clutterbuck Trust, Edmiston Family Charitable Trust, MacRobert Trust, Pilkington Trust, Saints & Sinners, Hugh & Mary Miller Trust, Gannochy Trust, Friends of Girlguiding Scotland, and the Friends of Netherurd.

4. TRADING INCOME

	£	£	£	£	£
Retail	893,052	-	-	893,052	1,019,466
Netherurd	285,578	-	-	285,578	277,767
	1,178,630	-	-	1,178,630	1,297,233

5. EVENTS INCOME

	£	£	£	£	£
Tartan Gig	117,500	-	-	117,500	-
Other events	149,008	-	-	149,008	109,762
	266,508	-	-	266,508	109,762

6. GRANTS AND OTHER INCOME

	£	£	£	£	£
Grants	81,563	-	107,437	189,000	144,208
Other income	739	20,996	-	21,735	3,947
	82,302	20,996	107,437	210,735	148,155

The trustees acknowledge with thanks the support from the Scottish Government through the Strategic Funding Partnership, the Cashback for Communities programme and the National Voluntary Youth Organisation Support Fund, and various growing guiding grants provided by Girlguiding directly and on behalf of the Youth United Foundation.

The administration of the Friends of Netherurd finances was assumed by the Guide Association Scotland effective 1 January 2015 and a designated fund established with their £16,426 assets.

THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

7. INVESTMENTS

	Unrestricted Funds General £	Designated £	Restricted £	2015 Total £	2014 Total £
Bank interest	1,681	56	-	1,737	3,181
Dividends & interest	12,274	4,226	-	16,500	11,782
	13,955	4,282	-	18,237	14,963

8. RAISING FUNDS

	£	£	£	£	£
Investment management	4,349	-	-	4,349	3,828
Support costs	4,912	3,628	1,216	9,756	2,207
	9,261	3,628	1,216	14,105	6,035

9. CHARITABLE EXPENDITURE

	Direct activities £	Support Costs £	Total £	Total £
Charitable activities:				
Activities shaped by girls	336,858	77,779	414,637	266,842
Communicate effectively	26,672	80,012	106,684	129,299
Active in communities	15,640	98,215	113,855	111,323
Support & train volunteers	86,865	88,504	175,369	167,293
Grow guiding	31,001	111,941	142,942	115,216
Work with others	3,869	62,879	66,748	69,780
Retail	600,947	215,522	816,469	949,190
Netherurd	59,654	357,981	417,635	393,602
	1,161,506	1,092,833	2,254,339	2,202,545

10. ANALYSIS OF SUPPORT COSTS

	£	£
Staff & management	744,244	680,635
Headquarters overheads	83,390	112,653
Retail overheads	50,432	70,270
Netherurd overheads	114,441	109,882
Governance (note11)	12,031	11,350
Committees	3,853	3,314
Professional fees	11,168	42,944
Depreciation	43,540	36,205
Irrecoverable VAT	29,734	33,459
	1,092,833	1,100,712

THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. GOVERNANCE

	2015 £	2014 £
Audit fee	7,250	7,000
Trustee meetings	4,781	4,350
	<u>12,031</u>	<u>11,350</u>

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

	Unrestricted Funds				
	General £	Designated £	Restricted £	£	£
Salaries and wages	624,634	-	40,620	665,254	613,295
Social security costs	45,774	-	3,996	49,770	41,861
Pension costs	27,612	-	1,797	29,409	20,636
Other employee benefits	8,381	-	-	8,381	5,005
	<u>706,401</u>	<u>-</u>	<u>46,413</u>	<u>752,814</u>	<u>680,797</u>

	Total	Total
The average number of full time equivalent staff employed by the Guide Association Scotland during the year was:		
Guiding Activities	13	11
Retail Services	8	10
Administration	8	7
Total Staff	<u>29</u>	<u>28</u>

There are no employees with emoluments exceeding £60,000. The key management person is the Chief Executive. Her total employee benefits were £55,160 (2014 £54,042).

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 trustees 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 £101,696 (2014 £93,624), of which £12,799 was paid to 22 Trustee Volunteers (2014 £14,509 to 16 Trustee Volunteers).

THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13. TANGIBLE FIXED ASSETS

	Heritable Property £	Furniture & Fittings £	IT Equipment £	Motor Vehicles £	Total £
Cost					
At 1 January 2015	1,370,438	40,763	43,959	16,698	1,471,858
Additions	95,870	2,410	46,048	-	144,328
Disposals	-	(23,665)	(20,333)	-	(43,998)
At 31 December 2015	1,466,308	19,508	69,674	16,698	1,572,188
Depreciation					
At 1 January 2015	297,448	24,551	25,058	16,490	363,547
Charge for the year	30,210	5,194	7,950	208	43,562
Disposals	-	(23,665)	(20,333)	-	(43,998)
At 31 December 2015	327,658	6,080	12,675	16,698	363,111
Net Book Value					
At 31 December 2015	1,138,650	13,428	56,999	-	1,209,077
At 31 December 2014	1,072,990	16,212	18,901	208	1,108,311

All assets are used for direct charitable purposes. The trustees 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.

14. INVESTMENTS

	Unrestricted General £	Webster Endow./Income £	2015 £	2014 £
Market value at 1 January 2015	393,524	136,723	530,247	-
Acquisitions	36,777	-	36,777	492,422
Disposal proceeds	(32,467)	-	(32,467)	-
Net gain/(loss) on revaluation	7,641	2,624	10,265	37,825
Market value at 31 December 2015	405,475	139,347	544,822	530,247
Historical cost at 31 December 2015	369,762	126,970	496,732	492,422

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

15. STOCKS

	£	£
Shop goods for resale	124,798	123,291

16. DEBTORS

	£	£
Trade debtors	8,700	7,794
Other debtors	48,227	109,406
Prepayments	494	1,005
	57,421	118,205

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

17. CASH AT BANK AND IN HAND

	2015 £	2014 £
Cash in hand	981	1,014
Cash held by investment manager	523	4,269
Instant access bank accounts	380,832	404,091
	382,336	409,374

18. CREDITORS: Amounts Falling Due Within One Year

	£	£
Trade creditors	28,875	18,526
Deferred Income (note 18)	93,439	94,592
Accruals	30,981	19,034
Taxation & social security	6,913	5,341
Other creditors	9,712	15,380
	169,920	152,873

19. DEFERRED INCOME

	£	£
At 1 st January 2015	94,592	53,713
Amounts released from previous years	(94,592)	(53,713)
Incoming resources deferred in the current year	93,439	94,592
At 31 st December 2015	93,439	94,592

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.

20. FINANCIAL ASSETS AND LIABILITIES

	£	£
Financial assets at amortised cost	56,927	117,200
Financial liabilities at amortised cost	(69,568)	(52,940)

Financial assets comprise trade debtors and other debtors.

Financial liabilities comprise trade creditors, accruals and other creditors.

21. GENERAL FUNDS

	Balance at 1 Jan 2015 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Balance at 31 Dec 2015 £
General Fund	648,595	2,137,621	(2,052,331)	(210,000)	11,933	535,818

THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

22. 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 2015 £	Income £	Expenditure £	Transfers £	Gains and Losses £	Balance at 31 Dec 2015 £
<u>Designated Funds</u>						
Special Needs	9,161	-	-	-	-	9,161
International Activities	16,965	4,179	(4,000)	-	-	17,144
Capital Development	1,033,500	-	(26,000)	-	-	1,007,500
Travel	21,334	-	(4,251)	-	-	17,083
Webster Income	16,034	4,226	(6,090)	-	4,110	18,280
General Counties	16,785	964	(500)	-	-	17,249
Friends of GGS	8,343	7,618	(6,297)	-	-	9,664
Friends of Netherurd	-	22,863	(2,732)	(10,000)	-	10,131
Property Development	50,000	-	(3,043)	187,000	-	233,957
IT & Comm. Strategy	50,571	-	(7,950)	23,000	-	65,621
Qualifications	10,000	-	(450)	-	-	9,550
	1,232,693	39,850	(61,313)	200,000	4,110	1,415,340

Net increase in designated funds

182,647

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.

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

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

General Counties Fund

To assist with Guiding at a local and county level.

Friends of Girl Guiding Scotland

To support Girl Guiding 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.

RESTRICTED FUNDS	Balance at 1 Jan 2015 £	Income £	Expenditure £	Transfers £	Balance at 31 Dec 2015 £
Chief Commissioner's	3,830	1,700	(645)	-	4,885
International Travel	4,958	-	92	-	5,050
Netherurd Fund	64,558	(54,126)	(12,383)	10,000	8,049
Ghana Project	3,613	172	(371)	-	3,414
Special Events Fund	26,769	27,266	(45,515)	-	8,520
Scot Gov't SFP	21,181	44,539	(65,779)	-	(59)
Cashback YPTTL	3,388	35,632	(30,199)	-	8,821
Developing Guiding	0	31,727	-	-	31,727
	128,297	86,910	(154,800)	10,000	70,407

Net (decrease) in restricted funds (57,890)

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.

THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

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

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

To build capacity, widen access, gain recognition for leadership qualifications and provide healthy outdoor activities for girls.

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.

ENDOWMENT FUND	Balance at 1 Jan 2015 £	Income £	Expenditure £	Gains and Losses £	Balance at 31 Dec 2015 £
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.

23. FUNDS

Fund balances at 31st December 2015 are represented by:

	Unrestricted Funds		Restricted	Endowment	Total
	General £	Designated £	£	£	£
Tangible Fixed Assets	49,340	1,159,737	-	-	1,209,077
Investments	405,476	12,377	-	126,970	544,823
Current Assets	250,922	243,226	70,407	-	564,555
Creditors falling due within one year	(169,920)	-	-	-	(169,920)
	535,818	1,415,340	70,407	126,970	2,148,535

**THE GUIDE ASSOCIATION SCOTLAND
FOR THE YEAR ENDED 31 DECEMBER 2015
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

24. RELATED PARTY TRANSACTIONS

During the year, purchases of £498,109 (excluding VAT) were made from the Guide Association Trading Service (2014 £556,468). These purchases were made at arms length. £13,198 was included in trade creditors at the year end (2014 £8,291). The Guide Association Trading Service is a wholly owned subsidiary of the Guide Association.

25. OPERATING LEASES

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

Land & Buildings	2015 £	2014 £
Within one year	3,200	12,375
Between two and five years	800	4,000
	<u>4,000</u>	<u>16,375</u>

26. RECONCILIATION OF NET INCOME/ (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	£	£
Net income for the reporting period:	11,980	52,041
Adjustments for:		
Depreciation charges	43,562	35,625
(Gain)/loss on investments	(10,266)	(37,825)
Dividends and interest	(18,237)	(14,963)
Loss/(profit) on sale of fixed assets	-	580
(Increase)/decrease in stock	(1,507)	15,360
(Increase)/decrease in debtors	60,784	(89,433)
Increase/(decrease) in creditors	17,047	(97,793)
Net cash provided by (used in) operating activities	<u>103,363</u>	<u>(136,408)</u>

27. TRANSITION TO FRS 102

These financial statements for the year ended 31 December 2015 are the charity's first financial statements that comply with the FRS 102. The charity's date of transition to FRS 102 is 1 January 2014. The last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 December 2014.

The transition to FRS 102 has resulted in some changes to the classification of some categories of income but there was no change to overall reserves and no other restatements required. The transition to FRS102 has not affected the financial position or performance of the charity.