

THE BOYS' BRIGADE

England & Wales · Charity number 305969

Details

Status Registered

Legal form Charitable company

Company number [00145122](#)

Registered 1964-02-27

Register [View on the Charity Commission register](#)

Contact

Address The Boys' Brigade C/O Adeyfield Free Church Centre
Maylands Avenue
Hemel Hempstead
Hertfordshire
HP2 4GZ

Phone 0300 303 4454

Email support@boys-brigade.org.uk

Website www.boys-brigade.org.uk

Activities

Objects: 1. THE ADVANCEMENT OF CHRIST'S KINGDOM AMONG BOYS AND THE PROMOTION OF HABITS OF OBEDIENCE, REVERENCE, DISCIPLINE, SELF-RESPECT AND ALL THAT TENDS TOWARDS A TRUE CHRISTIAN MANLINESS.2. ALL SUCH OTHER CHARITABLE AND LAWFUL ACTIVITIES AS MAY BE APPROVED BY THE TRUSTEES.

Activities: Education & Training

Classification

- **How:** Provides Human Resources, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People

Geography

- Ireland
- Scotland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,068,006	£2,358,044	£8,475,129	27
2024-03-31	£2,789,270	£2,815,949	£4,728,982	41
2023-03-31	£3,005,945	£2,815,817	£4,727,659	43
2022-03-31	£2,043,941	£2,249,647	£4,656,594	37
2021-03-31	£1,725,401	£1,667,792	£4,763,440	41

Trustees

Name	Role	Appointed
Alison Chambers		2023-09-02
Andrew Baldwin		2023-10-16
Gareth John Hopkins		2024-09-18
Gavin Rothwell		2024-09-01
Ian Rumbelow		2020-09-05
JAIME EDWARD ELLIS		2021-09-04
Jamie David Porritt		2024-10-25
Lee Bird		2024-09-01
Lee Richard Brodie		2024-11-04
Rev Stewart Cutler		2022-09-03
Stephen John Mann		2020-09-05
William Martin Fair		2023-09-02

Linked charities

- FELDEN LODGE TRAINING CENTRE TENNIS COURT (305969-1)

Accounts

THE BOYS' BRIGADE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025



Whitings LLP

Chartered Accountants & Business Advisers
Statutory Auditors

THE BOYS' BRIGADE
(A company limited by guarantee)
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THE BOYS' BRIGADE

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Office Bearers

President Rev Dez Johnston

Vice Presidents David Aubrey KC
Alison Chambers
Ian Rumbelow

Treasurer Stephen Mann

Chaplain Rev Stewart Cutler

Trustees Andrew Baldwin
Lee Bird (Appointed 1st September 2024)
Lee Brodie (Appointed 4th November 2024)
Alison Chambers
Robert Cunningham (Term of office completed 31st August 2024)
Rev Stewart Cutler
Philip Daley (Term of office completed 31st August 2024)
Jaime Ellis
Rev William Fair
Eden Fisher (Appointed 1st September 2024)
Gareth Hopkins (Appointed 18th September 2024)
Stephen Mann
Jamie Porritt (Appointed 25th October 2024)
Gavin Rothwell (Appointed 1st September 2024)
Ian Rumbelow
Thomas Swift (Term of office completed 31st August 2024)
Sam Templeton (Term of office completed 31st August 2024)

Company registered number 145122

Charity registered numbers 305969 and SC038016

Registered office Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

**Company Secretary and
Chief Executive Officer** Jonathan Eales

THE BOYS' BRIGADE

(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025**

Statutory Auditors	Whitings LLP Chartered Accountants Greenwood House Greenwood Court Skyliner Way Bury St Edmunds Suffolk IP32 7GY
Principal Bankers	Barclays Bank Plc 1 Churchill Place London E14 5HP
Investment Managers	Rathbone Investment Management Limited 30 Gresham Street London EC2V 7QN
Places of business	Carronvale House Carronvale Road Larbert Scotland FK5 3LH Adeyfield Free Church Maylands Avenue Hemel Hempstead Hertfordshire HP2 4GZ

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

The Brigade Executive as Trustees (who are also directors of the charitable company for the purposes of the Companies Act) present their Annual Report (including Strategic Report) together with the audited financial statements of The Boys' Brigade (the charitable company) for the year ended 31 March 2025. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements of the Charities Act 2011 and the Companies Act 2006, the requirements of the charitable company's governing document, the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and UK Generally Accepted Accounting Practice.

STRUCTURE, GOVERNANCE AND MANAGEMENT

• **Governing document**

The Boys' Brigade is incorporated under the Companies Act as a company limited by guarantee without share capital and is accordingly governed by its Memorandum and Articles of Association, as amended subsequently by special resolution.

The members of the Brigade have each guaranteed liabilities of up to £1. In addition, the Brigade is also a registered charity in England & Wales and Scotland, subject to the regulation of both the Charity Commission and the Office of the Scottish Charity Regulator (OSCR).

• **Recruitment and appointment of the Brigade Executive**

Members of the Brigade Executive are both Charity Trustees and Company Directors.

The Companies, Battalions and Districts within an electoral area appoint persons to the Regional Committees, in order to oversee the Brigade at a regional level. However, the overall management and strategic direction of the Brigade is provided by the Brigade Executive. The Regional Committees in England & Wales and Scotland, each elect three of its members to serve on the Brigade Executive, with The Republic of Ireland Regional Committees electing one of its members to serve on the Brigade Executive. The maximum term of office is six years (two terms of three years) commencing from appointment by the Regional Committee.

Office Bearers, comprising of a President, a maximum of four Vice Presidents, a Treasurer and a Chaplain are also elected annually by Brigade Council. The terms of office are a maximum of nine years for President and Vice Presidents, six years for Chaplain and there is no maximum term of office for the role of Treasurer. The Office Bearers elect annually a Vice President to serve as a Trustee (with a maximum term of six years in that capacity). The Treasurer and Chaplain are also Trustees for the duration of their appointment, but except as set out above, the Office Bearers are not Charity Trustees or Company Directors.

There is also the provision for four co-opted places which the Brigade Executive can appoint on an annual basis, with a maximum length of six years continuous service.

• **Induction and training of Trustees**

Trustees are familiar with the work of the Charity, and other than Office Bearers and co-opted members, are all elected members at Regional Committee level. On appointment members receive induction training to aid their understanding and to develop the competencies required on incorporated, legal, financial, safeguarding, health & safety and service delivery matters. The Trustees are supported by a range of Sub-Committees whose membership is drawn from the Brigade Executive and others with specific experience and expertise.

• **Organisational structure and decision making**

The Brigade Executive is charged with the management and supervision of the affairs of the Brigade: -

- To bring an independent judgement to bear on issues of strategy, performance and resources; and observe the highest standards of integrity, confidentiality and objectivity.
- To act in good faith in the interests of The Boys' Brigade and its members and in the public interest, exercise due care and diligence, and contribute expertise and experience to the work of the Executive.
- To promote the reputation and standing of The Boys' Brigade.
- To administer the organisation and all its assets in the interest of current, potential and future beneficiaries.

Members of The Brigade Executive as Charity Trustees are of the opinion that they have complied with their obligations to have regard to the public benefit guidance as published by the Charity Commission and as required by the Charities and Trustee Investment (Scotland) Act 2005.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2025

The Chief Executive Officer is the senior member of staff and is the appointed Company Secretary of The Boys' Brigade, a charitable company. The Chief Executive is responsible for the day-to-day management of the Brigade's affairs and for implementing the policies agreed by the Executive.

• Related party relationships

The accounts disclose the operations of The Boys' Brigade in its position as a limited company and registered charity. They do not consolidate the activities and net assets of the independently constituted local Boys' Brigade Companies, Battalions and Districts, nor of those charities where it acts as a custodian Trustee.

The Brigade holds and administers, for various Companies, Districts and Battalions, as custodian Trustee, investments valued at £2,749,379 at 31st March 2025 (2024 - £3,181,239). The investments are managed by professional fund managers in separately designated accounts. The Brigade also holds legal title as nominee in certain land and buildings in which various Companies, Districts and Battalions are interested.

None of the Trustees receive remuneration or other benefit other than travel expenses from their work for the charity.

Details of other related party transactions are disclosed in note 26 to the financial statements.

• Risk management

The Brigade Executive, as Trustees, has introduced a process to assess risk and implement risk management strategies. The risk register has involved identifying the types of risk the Brigade faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. The Brigade's financial internal controls are also kept under review.

In addition the Brigade Executive has set policies on internal controls which cover the following:

- Consideration of the type of risk the Brigade faces;
- The level of risk it regards as acceptable;
- The likelihood of the risk concerned materialising;
- The Brigade's ability to reduce the incidence and impact on the organisation of the risks that may materialise; and
- The cost of operating particular controls relative to the benefits obtained.

The Chief Executive provides the Trustees with regular updates on the risks facing the organisation and the measures taken to mitigate the risk.

• Health & Safety

The Boys' Brigade has fulfilled its obligations under the Health & Safety at Work Act 1974. The Brigade has made all reasonable and practical efforts to ensure that all employees have a safe and healthy place in which to work with adequate welfare facilities. Furthermore, it has ensured that all other persons e.g., contractors, visitors, guests, and members of the public are not adversely affected by their work activities or by being present in the surrounding environments.

The prevention of all accidents and dangerous occurrences is essential to avoid hardship and suffering to individuals as well as to the efficient operation of the organisation. The Brigade has sought to conform to all health and safety legislation in order to achieve this objective.

It shall be the duty of the Management at all levels to set standards, promote and maintain safety in its facilities and activities.

The Brigade consults regularly with the work force on health and safety matters. It seeks expert advice, as necessary, from the HSE and other independent consultants on health, medical, fire, environmental and safety matters relating to the work activities.

The Brigade provides all relevant information concerning the risks and hazards associated with the jobs, tasks & duties undertaken by its employees and ensures they are adequately trained and supervised in their work functions.

All employees must exercise personal responsibility in preventing injury to themselves, other employees and third parties and comply with all the safety measures/procedures taken and set down by the Brigade and statutory bodies.

The Brigade provides all relevant information on the health and safety aspects of its work to clients and to regulatory and public authorities, as required.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2025

Accident Reporting: -

The Brigade seeks to ensure that staff and volunteers are aware of the need to report all accidents and dangerous occurrences to Brigade Headquarters, without delay, following any accident or occurrence. The requirement for reporting accidents is set out in the Staff Handbook and on the Managing Risk area of the website. Headquarters will, if required, report under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Safeguarding: -

The Boys' Brigade has robust safeguarding policies and procedures that take account of legislation, policy and guidance that seeks to protect children in England, Scotland, Wales and the Republic of Ireland. Each area has their own child protection system and laws to help protect children from harm, and whilst there are differences, they are all based on similar principles. Changes in legislation in Scotland under the Disclosure Act 2020 were implemented in April 2025. This has led to a review and resulted in changes to The Boys Brigade Safer recruitment procedures.

Day to day Management: -

The Trustees consider the key management personnel of the Charity to be the Senior Management Team, led by the Chief Executive who are responsible for the day-to-day management and operation of the charitable company. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 11 to the financial statements.

- **Pay policy for staff**

The pay of the staff is reviewed annually by the Remuneration Committee and assessed against comparable market rates for similar charitable institutions, having regard to the particular circumstances of the Brigade.

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

- **Policies and objectives**

The Brigade's principal objective continues to be the advancement of Christ's Kingdom among children and young people.

- **Grant making policies**

Grants are considered by the Brigade on application.

Achievements and performance (including strategic report)

- **Review of achievements and performance**

The primary focus for the organisation has continued to be the delivery of our five-year strategy **to improve the quality and consistency of experience for children and young people**. The strategy has helped shape the priorities for the Trustees, Sub-Committees, and staff team and is delivered through annual workplans. The current strategy runs under the end of 2025 and work is underway to develop the next five-year strategy that will run from 2026 to 2030.

Our strategy is aligned to our **Vision** that through the organisation children and young people have the opportunity to live life to the full. The **Mission** of The Boys' Brigade is to have faith in young people and provide them with opportunities to learn, grow, and discover in a safe, fun, and caring environment which is rooted in the Christian Faith. This is underpinned by the **Values** of Faith, Caring, Inspiring and Trust.

Supporting volunteers with programme resources and helping create the best possible experience for children and young people remains a priority. Over the year seventy two new programme activities have been created together with seventy themed programmes. We continue to work in partnership with others, and over the past twelve months are grateful for the support from the Eric Liddell Foundation, Holy Squiggles, Rotary UK & RoI, Konnect Radio, PGL and Refresh PR in the creation of resources. We have also had input from the Young Leaders Group and the BB Canoe Club.

With funding from the Department of Culture, Media & Sport (DCMS) we have developed digital planning tools to assist leaders with programme planning. A beta version of the Planning Tools was launched towards the end 2024, and work continues to further enhance the functionality particularly around sharing and responsiveness (use on phones/tablets). Work on the digital tools to support our Major Awards is ongoing, and we hope these will be launched later in the session.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2025

Offering experiences for children & young people beyond the weekly programme is also something we have endeavoured to support leaders provide. We were delighted that over the anniversary weekend at the beginning of October over 1,300 young people took part in sleepover activities across the country. Supported by our partnership with Bolton University four activity days have been held for teenagers and more are planned for 2025.

A range of National Competitions have been part of our offering to Companies during the 2024/25 session with over 2,500 young people participating, representing 150 Companies. Over 1,000 young people took part in the annual Top Team Challenge and 1,500 Juniors in the International Team Games. Participation in both these activities is the highest it has been for fifteen years.

During the pandemic we introduced a range of remote competitions and is something we have continued with since. With around 800 entries, the Top of the League football challenge has proved popular. The “Around the World” and “Coffee Cup” challenges have also been offered as remote competitions this year.

A key aspect of the workplan over the past twelve months has been the delivery of the DCMS funding which is focussed on building capacity in groups and expanding our provision for teenagers by establishing new work. A core component of this has been the Building Stronger Initiative which is about supporting existing Companies to increase capacity, particularly for over 10s. Over the year 150 Companies in England have opted to be part of this initiative and following rollout in Scotland 38 Companies are participating too. Companies received dedicated support from the Development Team, which builds on the Company Health Check and is focussed on enhancing the Company’s profile in the local community and on social media which was supported by our partnership with Refresh PR.

In 2023 we established a Ministry Team to help support and equip leaders in sharing the Christian Faith with young people. Over the past year the team have continued to provide resources and support to leaders. We have introduced a Faith Focussed e-communication, provided blogs and training sessions. With the support of the Christian Faith Group (Trustee Sub-group) regular forums have been held with Chaplains as we look to affirm the partnership between a local church and BB Company.

Engaging with external faith partners and denominations to raise the profile of the organisation and explore opportunities to partner in mission is also a key focus. Over the past year we have had a presence at the Christian Resources Exhibition, the National Youth Ministry Weekend, Hand in hand conference and the Baptist Assembly. We have also supported the Satellites (Youth Scape) and 3Generate (Methodist Church) by providing an activity venue at both festivals. As an organisation we have continued to offer Unite and Cumbrae Camp as an opportunity for young people to come together to build relationships, participate in a programme of activities and have the opportunity to explore faith.

We have also launched the “Spaces” model during the year, currently there are two active groups with more in the pipeline. One of these groups complements an existing BB company and the other church is completely new to BB. The resources to support the Spaces model are based on the four stages of the Faith Journey and are aimed at equipping churches in supporting teenagers explore the Christian Faith. We have also launched a website during the year which gives access to the resources and support available.

Supporting and encouraging young leaders has also remained a priority. The focus over the past year has been on ensuring we create a sustainable Young Leaders Network, that grows organically and engages with young new leaders across the organisation. A key feature has been the launch of “Elevate” a new training course for young leaders aged 18-26. Elements of the course were trialled at the Young Leaders Weekend and a pilot course ran from October 2024 over 6 weeks. The feedback has been encouraging and consideration is being given to how “Elevate” is rolled out further.

We continue to work closely with a range of partner organisations, especially in the Uniformed Youth Sector in partnerships such as ‘Cashback for Communities’. We also continue to share best practice within the youth sector and highlight to UK and devolved Governments the value of our work with children and young people. Our partnership with Bolton University continues to play a part in raising the aspirations of teenagers.

During the summer of 2024 consultation was undertaken with leaders and other stake holders on the organisations visual brand and this review was led by our design agency partner Vision Tank. Following the consultation, the Trustees concluded that further consultation was required before exploring further and following an extraordinary meeting of Brigade Council in December any changes to the existing emblem and strapline will require the consent of members at a meeting of Brigade Council.

As part of the current five-year strategy consultation has also taken place regarding the effectiveness of the Battalion/District layer of the structure. This consultation comprised of a company survey, exercise for Battalion/District leadership teams, four focus groups and a number of targeted one to one interviews. The consultation was conducted by Rod Morrison at Arniston Consulting and the findings and recommendations will be presented to Trustees and shared with the wider membership over the summer. Any implementation of the recommendations will form part of the 2026-2030 strategy.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2025

As part of the financial strategy, in 2021 the decision was taken to sell the Felden Lodge property. The sale completed in November 2024 and the proceeds invested to help fund the delivery of strategy in the long term. The staff team have relocated to an office at Adeyfield Free Church in Hemel Hempstead and have settled well into their new environment. The church premises has hosted National Competitions earlier in the year and a training event is planned for June.

During the year we have also received significant legacy income and without this income, the outcome would have been a breakeven position for the financial year. We are incredibly grateful to those that leave money to the organisation in their will, and the intention is to use the monies received to invest in the organisation in the coming years.

Strategic oversight is provided by the Brigade Executive (Board of Trustees) and the delivery of the five-year strategy is supported by a range of sub-committees. These include groups covering the areas of Programme, Leader Development, Faith, Safeguarding, Finance, Young Leaders, International, Governance, Health & Safety and Pay & Remuneration.

The operational delivery is overseen by the Senior Management Team, led by the Chief Executive.

- **Principal risks and uncertainties**

The Executive undertakes regular risk reviews of all key aspects of the operations of the charity.

The Executive considers the Brigade's exposure to the risk of any significant loss of income and to the risk of unforeseen expenditure, which cannot be mitigated by Executive action, and the degree of risk ascribed to each such event is assessed.

The income streams for the organisation, although stable do not keep pace with inflation, and therefore there is a reliance on external sources of grant funding to deliver strategy. Following the sale of Felden Lodge the level of investment income will rise significantly and this will assist with budget planning.

The Finance Manager has strengthened the reporting processes and expanding the information provided to the Finance Committee in respect to the use of restricted and designated funds, as well as giving a more detailed breakdown of the cashflow forecast. Quarterly account reporting has been introduced to provide comparisons and to identify changes and trends in key lines of income and expenditure. It remains the Brigade's policy not to embark on major initiatives without committed funding.

A new five-year financial strategy will be developed over the summer to support the 2026-2030 strategy.

FINANCIAL REVIEW

- **Investment policy and performance**

The Executive has agreed that the funds under investment be managed by nominee brokers. The present investment policy is to maximise long-term return of the Brigade's investment fund subject to the risk normally associated with a balanced approach to portfolio management. There is a further proviso that as far as it is reasonably possible investments in institutions that conflict with The Boys' Brigade's beliefs and objectives will be excluded. The fund will be invested between growth-orientated securities and investment in income bearing securities. Inclusion of overseas direct equity investment is permitted where deemed appropriate. The performance of the fund is measured against the FTSE All Share Index and other relevant indices. Regular reports are provided by the fund manager detailing the progress and relative performance of the fund and these are presented to the Finance Committee on an annual basis.

Following the sale of Felden Lodge an Investments Committee is in the process of being established. The Committee will make recommendations to the Trustees on the appetite and attitude to risk as well as reviewing the Investment Policy and holding the Investments Managers to account.

- **Results**

The charity reports an operating surplus for the year for all funds of £3,703,147 (2024 – £3,323). The net operating surplus for the year disclosed in the Unrestricted Funds was £3,715,954 (2024 – deficit of £113,501). The Brigade in total reports a surplus after all movements of £3,746,147 (2024 – £1,323) on funds. Before the exceptional sale of Felden Lodge, the Brigade in total reports a surplus after all movements of £466,160 (2024 - £1,323). These results exclude funds held as custodian.

- **Reserves policy**

The charity maintains a level of reserves to allow it to meet its operational obligations and to mitigate against the financial costs of identified risks.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2025

The level of reserves is set in the light of risks identified in the Risk Register, which is reviewed quarterly by the board. The key risks identified concern short term cash fluctuations due to timing of receipt of capitation fee income, loss of membership and unexpected costs.

The trustees consider that a level of general reserves of £700,000, with £200,000 held as cash is appropriate given the level of risk identified. At 31st March 2025, the general reserves are £653,914, which the trustees are satisfied with.

The trustees review the level of reserves quarterly and update the policy annually as part of the strategic planning process.

- **Principal funding**

The Brigade Treasurer, Chief Executive Officer, Finance Manager and Finance Committee continue to review all aspects of the Brigade's operations. Ways are being considered to generate income from outside of the Brigade and also to reduce outgoings. The Brigade is grateful for the financial support received from the Scottish Government, Cashback for Communities and the UK Government. The fees paid by Companies and Leaders largely fund the Brigade, and the Brigade Executive is fully aware of the burden this places upon Companies.

Like all charitable organisations, the Brigade is heavily dependent upon the services of unpaid members to deliver front line children's and youth work in local communities as well as undertake local, regional and national work on committees. All of the trustees are volunteers who freely give of their time.

- **Statement of Trustees relating to their responsibilities under the Charities (Protection and Social Investments) Act 2016**

The Trustees recognise their responsibilities under this Act and confirm that under the Fundraising Provisions of that Act, they did not employ external fundraisers during the year.

The Trustees have also considered the impact of the General Data Protection Regulations on fundraising activities.

- **Plans for the future**

Improving the quality of experience for children and young people remains the priority for the organisation, alongside maintaining financial stability. Supporting and equipping leaders will continue to be a focus, as well as raising the profile and voice of young leaders in shaping future plans.

The fifth year workplan is centred on delivering the DCMS funding objectives to increase capacity in existing groups and expand the reach of our work, which supports the priorities set out in the five-year strategy. This will include focussing on the work of the Ministry Team to connect with denominations and external partners as we explore opportunities to part in mission and outreach to communities across the country.

Risk Management and Assurance is a priority for the Youth Sector as a whole and will be a focus for the organisation in the months and years ahead. We are currently reviewing the policies and guidance in place and are in the process of appointing a Compliance & Assurance Officer to support the Operations Director in leading this work.

During the year we will be undertaking further consultation with leaders on the organisational structure as we consider the recommendations of the independently led consultation. We will also be considering our strategy for Inclusion and our work with girls and young women.

The outcomes and learnings from the DCMS funded projects and various consultations will all feed into the creation of the 2026-2030 strategy that the Trustees will begin to shape later in the year.

- **Going Concern**

The Trustees have prepared the financial statements on the going concern basis, and as part of their assessment have considered the five-year financial strategy and forecasts.

Budgets continue to be prepared in line with the financial strategy and expenditure will be managed closely, including the deployment of the staff resource, to ensure there is a focus on our strategy to improve the quality of experience for children and young people.

- **Pension Funds**

The Brigade operates a defined benefit pension scheme for previously eligible permanent employees, the assets of which are funded separately. This scheme was closed to future service accrual from 1st September 2023 and has been closed to new members since November 2000. The buy-out of the scheme to Just retirement has been agreed, and the process is on-going.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2025

In accordance with the requirements of the Financial Reporting Standard 102, the net funding deficit or surplus on this scheme, at each Brigade financial year end, would normally be consolidated onto the Brigade Balance Sheet. At the last valuation, as at 31 March 2025, the actuary calculated that there was a funding surplus of £760,000 (2024- £2,081,000) on a continuing basis. This asset has not been recognised in the financial statements as, with the volatile investment market, the Executive does not consider that it would be recoverable either through reduced contributions in the future or through refunds from the scheme.

Contributions to the scheme are based on triennial valuations prepared under different assumptions. The latest available valuation based on the current statement of funding principles as at 1 June 2021 indicated a scheme surplus of £691,000.

The Brigade also operates a defined contribution pension scheme. Contributions are expensed as they become payable.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of The Boys' Brigade for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

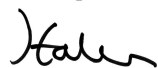
DISCLOSURE OF INFORMATION TO AUDITORS

In so far as the trustees are aware:

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

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

This report was approved by the Trustees and signed on their behalf by:



Jonathan Eales
Company Secretary

Date: 12th July 2025

THE BOYS' BRIGADE

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INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE BOYS' BRIGADE FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of The Boys' Brigade (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE BOYS' BRIGADE FOR THE YEAR ENDED 31 MARCH 2025

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- Enquiry of management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, and fraud;
- Enquiry of management around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates, such as deferred capitation; and
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the course of normal business.

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE BOYS' BRIGADE FOR THE YEAR ENDED 31 MARCH 2025

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's Trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Whitings LLP

Jaimie King ACA (Senior statutory auditor)

For and on behalf of

Whitings LLP

Chartered Accountants
Statutory Auditor

Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

Date: 22nd July 2025

Whitings LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE BOYS' BRIGADE

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income and endowments from:						
Donations and legacies	4	412,658	7,141	-	419,799	121,407
Training centres		297,379	-	-	297,379	437,762
Investments	7	111,260	1,504	708	113,472	28,331
Net pension interest	24	98,000	-	-	98,000	87,000
Licence and service fee	5	70,350	-	-	70,350	40,833
Gain on disposal of fixed assets	5	3,279,987	-	-	3,279,987	-
Charitable activities:						
Annual capitation contributions		588,228	-	-	588,228	733,209
Supplies sales	3	374,897	-	-	374,897	416,540
Grants receivable	6	63,000	715,278	-	778,278	891,845
Annual festival and other events		47,616	-	-	47,616	32,343
Total income and endowments		5,343,375	723,923	708	6,068,006	2,789,270
Expenditure on:						
Raising funds:						
Cost of raising funds	10	190,843	-	-	190,843	219,660
Training centres (non-Brigade use)		204,001	-	-	204,001	411,499
Investment management		9,629	508	204	10,341	9,537
Charitable activities:						
Supplies - Cost of sales	3	233,143	-	-	233,143	253,168
Supplies - Administration	3,10	65,669	-	-	65,669	92,717
Grants payable	8	-	64,650	17,852	82,502	87,007
Training Centres (Brigade use)		125,539	-	-	125,539	118,224
Management and delivery of activities	10	790,866	655,140	-	1,446,006	1,624,137
Total expenditure		1,619,690	720,298	18,056	2,358,044	2,815,949
Net income / (expenditure) before investment gains/(losses)		3,723,685	3,625	(17,348)	3,709,962	(26,679)
Net (losses)/gains on investments	15	(7,731)	58	858	(6,815)	30,002
Net income / (expenditure) before transfers		3,715,954	3,683	(16,490)	3,703,147	3,323
Transfers between funds	19	18,435	-	(18,435)	-	-
Net income / (expenditure) before other gains and losses		3,734,389	3,683	(34,925)	3,703,147	3,323
Actuarial gains / (losses) on defined benefit pension scheme	24	43,000	-	-	43,000	(2,000)
Net movement in funds		3,777,389	3,683	(34,925)	3,746,147	1,323
Reconciliation of funds:						
Total funds at 1 April 2024		4,350,605	343,452	34,925	4,728,982	4,727,659
Total funds at 31 March 2025	19	8,127,994	347,135	-	8,475,129	4,727,982

The notes on pages 16 to 39 form part of these financial statements.

THE BOYS' BRIGADE
(A company limited by guarantee)
REGISTERED NUMBER: 145122

BALANCE SHEET
AS AT 31 MARCH 2025

			2025		2024
	Note	£	£	£	£
Fixed assets					
Intangible assets	13		1		1
Tangible assets	14		1,751,304		3,602,013
Investments	15		5,596,798		586,580
			<u>7,348,103</u>		<u>4,188,594</u>
Current assets					
Stocks	16	190,200		212,179	
Debtors	17	233,771		492,590	
Cash at bank and in hand	23	1,156,200		426,465	
			<u>1,580,171</u>	<u>1,131,234</u>	
Creditors: amounts falling due within one year	18	(453,145)		(590,846)	
Net current assets			<u>1,127,026</u>		<u>540,388</u>
Net assets			<u><u>8,475,129</u></u>		<u><u>4,728,982</u></u>
Charity Funds					
Endowment funds	19		-		34,925
Restricted funds	19		347,135		343,452
Unrestricted funds	19		8,127,994		4,350,605
Total funds			<u><u>8,475,129</u></u>		<u><u>4,728,982</u></u>

The financial statements were approved by the Trustees and signed on their behalf, by:



Stephen Mann
Brigade Treasurer



Rev William Fair
Co-Chairman of the Brigade Executive

Date: 12th July 2025

The notes on pages 16 to 39 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

**CASH FLOW STATEMENT & ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2025**

Cash flow statement		2025	2024
	Note	£	£
Cash flows from operating activities			
Net cash provided used by/(in) operating activities	22	528,316	(401,966)
Cash flows from investing activities:			
Dividends, interest and rents from investments		27,823	22,781
Transfer to investment portfolio*		(5,000,000)	-
Withdrawal from investment portfolio**		46,300	250,000
Purchase of fixed assets		(3,799)	(34,825)
Sale of fixed assets		5,131,095	-
Net cash provided by investing activities		201,419	237,956
Change in cash and cash equivalents in the year		729,735	(164,010)
Cash and cash equivalents brought forward		426,465	590,475
Cash and cash equivalents carried forward	23	1,156,200	426,465

*Transfer to investment portfolio consists of £5,000,000 input from the sale of Felden Lodge. There is a further £52,381 to be transferred to the investment portfolio now that all costs to sell have been completed.

**Withdrawal from investment portfolio is general fund investment income to support the Brigade's day-to-day activities.

Analysis of net debt	At 1 April 2024 £	Cash flows £	Other movements £	At 31 March 2025 £
Cash at bank and in hand	426,465	729,735	-	1,156,200
Loans falling due within one year	(1,000)	-	1,000	-
	425,465	729,735	1,000	1,156,200

The notes on pages 16 to 39 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES

1.1 General information and basis of preparation of financial statements

The Boys' Brigade is a company limited by guarantee incorporated in England and Wales. It is also a registered charity and subject to regulation of the Charities Commission. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The Boys' Brigade meets the definition of a public benefit entity under FRS 102.

1.2 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Funds are accounted for in accordance with the applications stated in the relevant notes for endowment, restricted and designated funds.

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income comprises revenue recognised by the Brigade in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts, and relates wholly to the United Kingdom.

Annual capitation income

Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and 5/12 of the income received after 1 September 2024 is treated as a deferred income at the balance sheet date.

Supplies and training centre income

All income from supplies sales and training centres is recognised on an accruals basis. Transactions are also processed to account for internal movements in relation to transactions involving departments within the Brigade structure.

Donations, gifts and legacies

Donations and gifts are recognised on a receivable basis once the charity has entitlement to the income. Capital assets donated to the charity are recognised on the balance sheet at their fair value and through income in the statement of financial activities.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1.3 Income (continued)

Grant funding

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

1.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Brigade; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred in the Charity's educational operations.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of any irrecoverable VAT.

1.6 Intangible fixed assets and amortisation

Amortisation is provided at the following rates:

Access rights to Felden Lodge	-	Fully amortised
Intellectual Property	-	Nil

1.7 Tangible fixed assets and depreciation

Tangible and intangible fixed assets are stated at cost. Donations and legacies received to enable the acquisition of such assets are recognised in the statement of financial activities. These, unless expended within the financial year in which received, are credited to a fund until such time as the appropriate asset has been acquired, after which an appropriate transfer is made to the general fund.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	Nil
Fixtures and fittings	-	10% straight line

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.7 Tangible fixed assets and depreciation (continued)

No depreciation has been charged on freehold property since 1991 as the remaining useful economic life of the properties is so long, and the residual values are such that depreciation charges would not be material. Annual impairment reviews are undertaken to confirm that the recoverable amount is not less than the carrying value in the accounts. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

1.8 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads. Stock is recorded on a first-in first-out basis.

1.10 Debtors

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

1.11 Cash and Cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.13 Financial instruments

The charity has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments in non-derivative instruments that are equity to the issuer are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.14 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight-line basis over the lease term.

1.15 Taxation

As a registered charity, the Brigade is exempt from corporation tax on income and gains which are applied for charitable purposes. The Brigade has a considerable amount of income which is treated as exempt for value added tax purposes, resulting in only a proportion of value added tax suffered on expenditure being recoverable.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.16 Pensions

The Charity operates a defined contribution pension scheme for the benefit of its employees. Contributions are expensed as they become payable.

The Charity also operates a defined benefit pension scheme. A liability for the charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

Further details on the two pension schemes are detailed in note 24.

1.17 Loans

For loans repayable on demand within one year, the loan is measured at cost, less impairment. Where the loan is repayable after more than one year, the loan is initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method, less impairment, where material to the accounts.

1.18 Redundancy and termination payments

Redundancy and termination payments are recognised where there is a present legal or constructive obligation. These are recognised within staff and employment costs.

1.19 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the Company but are presented separately due to their size or incidence.

1.20 Judgements in applying accounting policies and key sources of estimation uncertainty

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

The Brigade makes estimates and assumptions relating to future events which will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

i. Deferred capitation income

The Brigade makes an estimate for deferred capitation income. Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and therefore an estimate of 5/12 of the income received after 1 September is treated as deferred income at the balance sheet date.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. INCOME AND EXPENDITURE ON UNRESTRICTED FUNDS

	2025	2024
	£	£
Income from:		
Donations and legacies	412,658	86,948
Training centres and other rental income	297,379	437,762
Investment income	111,260	24,491
Net pension interest	98,000	87,000
Licence and service fee	70,350	40,833
Gain on disposal of fixed assets	3,279,987	-
Annual capitation contributions	588,228	733,209
Supplies sales	374,897	416,540
Grants	63,000	73,900
Annual festivals and other events	47,616	32,343
Total income	5,343,375	1,933,026
Expenditure on:		
Cost of raising funds	190,843	219,660
Training centres (non-Brigade use)	204,001	411,499
Investment management fees	9,629	8,182
Supplies – cost of sales	233,143	253,168
Supplies – administration	65,669	92,717
Grants to Battalions and Districts	-	10,766
Training centres (Brigade use)	125,539	118,224
Management and delivery of the charity's purposes	790,866	957,633
Total expenditure	1,619,690	2,071,849
Net income/(expenditure) before investment gains	3,723,685	(138,823)
Net (losses)/gains on investments	(7,731)	25,322
Net operating surplus/(deficit)	3,715,954	(113,501)
Transfers from other funds	18,435	-
	3,734,389	(113,501)
Actuarial gains/(losses) on defined benefit pension scheme	43,000	(2,000)
Net movement in funds for year	3,777,389	(115,501)

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

3. SUPPLIES

	2025	2024
	£	£
Sales	374,897	416,540
Cost of sales	(233,143)	(253,168)
	141,754	163,372
Administration	(65,669)	(92,717)
Net surplus	<u>76,085</u>	<u>70,655</u>

Supplies relates to sales of uniforms and merchandise to Companies, Battalions, Districts and individuals.

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	26,626	7,141	-	33,767	62,833
Legacies	386,032	-	-	386,032	58,574
	412,658	7,141	-	419,799	121,407

In 2024, the total income from donations and legacies was £86,948 to unrestricted funds and £34,459 to restricted funds.

5. OTHER INCOME

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Licence and service fee	70,350	-	-	70,350	40,833
Gain on disposal of fixed assets	3,279,987	-	-	3,279,987	-
	3,350,337	-	-	3,350,337	40,833

Licence and service fee income commenced from 1st September 2023.

During the year Felden Lodge was sold. The above gain on disposal is presented as proceeds received (£5,250,000) net of the assets carrying value (£1,851,108) and associated selling costs (£118,905).

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6. GRANTS RECEIVABLE

	2025	2024
	£	£
General fund: -		
Children, Young People and Families Early Intervention Fund	63,000	63,000
	<u>63,000</u>	<u>63,000</u>
Designated funds: -		
Landfill Trusts	-	10,900
	<u>-</u>	<u>10,900</u>
Total unrestricted funds: -	<u>63,000</u>	<u>73,900</u>
Restricted funds: -		
NVYO Support Fund	-	10,000
Youth Scotland Generation Cashback Phase 6	123,954	121,689
Bolton University	43,400	16,700
Uniformed Youth Fund – DCMS	547,924	625,716
Youth Investment Fund – DCMS	-	43,840
	<u>715,278</u>	<u>817,945</u>
	<u>778,278</u>	<u>891,845</u>

7. INVESTMENT INCOME

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Deposit interest	8,381	-	-	8,381	4,548
Income from investments	102,879	1,504	708	105,091	23,783
	<u>111,260</u>	<u>1,504</u>	<u>708</u>	<u>113,472</u>	<u>28,331</u>

In 2024, of the total investment income, £24,491 was to unrestricted funds, £2,629 was to restricted funds and £1,211 was to endowment funds.

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FOR THE YEAR ENDED 31 MARCH 2025**

8. GRANTS PAYABLE

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Northern Ireland District	-	-	-	-	10,766
Other Battalions, Districts and Companies	-	64,650	17,852	82,502	76,241
	<u>-</u>	<u>64,650</u>	<u>17,852</u>	<u>82,502</u>	<u>87,007</u>

In 2024, of the total grants payable, £10,766 was to unrestricted funds and £76,241 was to restricted funds.

The obligation to pay the Northern Ireland District grant ceased on 31st August 2023.

9. GOVERNANCE COSTS

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Auditors' remuneration – audit services	16,195	-	-	16,195	15,425
Auditors' remuneration – other services	6,713	-	-	6,713	6,869
Committee expenses	1,937	-	-	1,937	7,549
Legal and professional fees	19,549	-	-	19,549	40,037
Annual report	1,300	-	-	1,300	1,065
	<u>45,694</u>	<u>-</u>	<u>-</u>	<u>45,694</u>	<u>70,945</u>

In 2024, all of the governance costs were to unrestricted funds.

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FOR THE YEAR ENDED 31 MARCH 2025

10. ADMINISTRATION AND SUPPORT COSTS

UNRESTRICTED

	Cost of generating funds £	Supplies £	Management and delivery of charity's purposes £	Total 2025 £	2024 £
Staff costs	98,164	-	251,657	349,821	489,199
Staff training	712	-	2,843	3,555	410
Outsourcing management fee	-	39,167	-	39,167	55,706
Travelling	9,051	-	36,203	45,254	35,682
Development	7,718	-	30,873	38,591	16,342
Training courses	5,455	-	21,820	27,275	38,665
Office services	4,050	-	16,204	20,254	30,949
Insurance	17,984	-	71,936	89,920	111,534
Printing and stationery	1,129	-	4,518	5,647	7,436
IT expenses	9,360	-	37,440	46,800	44,853
Postage and carriage	415	26,502	1,661	28,578	40,624
Repairs and maintenance	2,225	-	8,900	11,125	14,423
Leasing	1,991	-	7,962	9,953	12,232
Depreciation	680	-	2,720	3,400	-
Communications	8,554	-	34,216	42,770	50,367
Sundries	727	-	2,908	3,635	10,246
Irrecoverable VAT	6,879	-	27,515	34,394	25,379
Bank charges	1,831	-	7,324	9,155	10,339
Subscription to Global & European Fellowship	-	-	1,500	1,500	1,500
Online Brigade Manager	4,779	-	19,115	23,894	39,316
Pension scheme costs	-	-	146,626	146,626	72,766
Governance costs	9,139	-	36,555	45,694	70,945
Direct expenditure attributable to Designated Funds	-	-	20,370	20,370	91,097
	190,843	65,669	790,866	1,047,378	1,270,010
Total 2024	219,660	92,717	957,633	1,270,010	1,471,661
Included above are support costs of: -					
Staff costs	-	-	45,846	45,846	62,130
Other costs	-	-	2,007	2,007	4,663
Governance costs	9,139	-	36,555	45,694	70,945
Operations	-	-	8,285	8,285	7,804
	9,139	-	92,693	101,832	145,542
Total 2024	14,898	-	130,644	145,542	157,911

Support costs have been allocated on the basis of staff time.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

10. ADMINISTRATION AND SUPPORT COSTS (continued)

RESTRICTED

	Staff Costs	Direct Costs	Total	
	£	£	2025	2024
			£	£
John Burke Fund	-	3,169	3,169	2,922
Friends of Carronvale	-	-	-	1,724
Friends of Felden	-	-	-	128
Overseas Work	-	1,916	1,916	390
Youth Scotland Generation Cashback Phase 5	-	4,740	4,740	9,889
Events England Region	-	4,352	4,352	2,822
Youthlink NVYO Support	-	13,697	13,697	3,210
Friends of Felden – Name a Chair	-	2,630	2,630	1,200
John Scott Charitable Trust	-	-	-	4,868
London District Fund	5,835	72	5,907	31,204
Bolton University	-	20,388	20,388	2,809
Uniformed Youth Fund *	278,523	257,722	536,245	543,802
Youth Investment Fund	17,726	1,292	19,018	24,961
Youth Scotland Generation CashBack Phase 6	32,646	10,432	43,078	36,575
	<u>334,730</u>	<u>320,410</u>	<u>655,140</u>	<u>666,504</u>
Total 2024	<u>315,840</u>	<u>350,664</u>	<u>666,504</u>	<u>280,718</u>

*** Uniformed Youth Fund**

During the year, the Uniformed Youth Fund grant had direct costs of £257,722 (2024 - £289,042). This DCMS Grant was to be spent on increasing capacity in the Boys' Brigade. The below table gives a breakdown of these costs:

	2025	2024
	£	£
Element A Unit Cost	77,316	36,032
Element B Digital	2,400	37,505
Element C Programme Tools	10,300	53,671
Element D EDI Audit	24,864	-
Element E Governance	10,766	-
Element G OBM	20,000	10,000
Element H Evaluation & Monitoring	3,900	-
Element M Ministry	10,945	24,295
Element N PR Cost	63,992	46,298
Element O Campaign	7,384	24,672
Element P Comms	-	16,309
Element X1 Travel	23,446	38,270
Element Z Equipment	2,409	1,990
	<u>257,722</u>	<u>289,042</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

11. NET INCOME / (EXPENDITURE)

This is stated after charging:

	2025	2024
	£	£
Operating lease expense	64,295	55,914
Depreciation charged	3,400	-
Auditors' remuneration – audit services	16,195	10,500
Auditors' remuneration – other services	6,713	11,794
Trustee and officer indemnity insurance	<u>4,351</u>	<u>4,351</u>

During the year, no Trustees received any remuneration (2024 - £NIL).

During the year, no Trustees received any benefits in kind (2024 - £NIL).

6 Trustees received reimbursement of expenses amounting to £1,078 in the current year (2024 - 2 Trustees - £1,176).

Trustees are provided with overnight accommodation, if required, when attending meetings.

12. STAFF COSTS

Staff costs were as follows:

	2025	2024
	£	£
Wages and salaries	734,528	884,375
Social security costs	63,422	74,437
Defined contribution pension costs	21,085	27,467
Defined benefit pension operating costs	-	27,000
Redundancy costs	-	28,929
	<u>819,035</u>	<u>1,042,208</u>

The average monthly number of employees by headcount was 31 (2024 - 41) and the average monthly number of employees during the year expressed as full-time equivalents was as follows (including casual and part-time staff):

	2025	2024
	No.	No.
Full time	23	25
Part time	4	8
	<u>27</u>	<u>33</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was one (2024 – one). This employee fell within the band £60,001 - £70,000.

Remuneration and benefits received by key management personnel in the year were £231,162 (2024 - £259,899).

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13. INTANGIBLE FIXED ASSETS

	Access Rights to Felden Lodge £	Copyrights £	Total £
Cost			
At 1 April 2024	33,047	1	33,048
Disposals	(33,047)	-	(33,047)
At 31 March 2025	<u>-</u>	<u>1</u>	<u>1</u>
Amortisation			
At 1 April 2024	33,047	-	33,047
On disposals	(33,047)	-	(33,047)
At 31 March 2025	<u>-</u>	<u>-</u>	<u>-</u>
Net book value			
At 31 March 2025	<u>-</u>	<u>1</u>	<u>1</u>
At 31 March 2024	<u>-</u>	<u>1</u>	<u>1</u>

14. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures & fittings £	Total £
Cost			
At 1 April 2024	3,588,232	291,958	3,880,190
Additions in the year	-	3,799	3,799
Disposals in the year	(1,865,777)	(165,418)	(2,031,195)
At 31 March 2025	<u>1,722,455</u>	<u>130,339</u>	<u>1,852,794</u>
Depreciation			
At 1 April 2024	21,044	257,133	278,177
Charge for the year	-	3,400	3,400
On disposals	(14,669)	(165,418)	(180,087)
At 31 March 2025	<u>6,375</u>	<u>95,115</u>	<u>101,490</u>
Net book value			
At 31 March 2025	<u>1,716,080</u>	<u>35,224</u>	<u>1,751,304</u>
At 31 March 2024	<u>3,567,188</u>	<u>34,825</u>	<u>3,602,013</u>

THE BOYS' BRIGADE**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025****15. FIXED ASSET INVESTMENTS****Investment portfolio: -**

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £
1 April 2024	466,266	85,389	34,925	586,580
Additions	5,096,250	-	-	5,096,250
Disposals	(39,882)	(3,552)	(35,783)	(79,217)
Net realised and unrealised (losses)/gains	(7,731)	58	858	(6,815)
Transfers between funds	81,895	(81,895)	-	-
31 March 2025	<u>5,596,798</u>	<u>-</u>	<u>-</u>	<u>5,596,798</u>

The fair value of listed investments is determined by reference to the quoted price at 31 March 2025.

The fair value of investments comprise equities and bonds £5,590,804 (2024 - £583,438) and cash held within the portfolio of £5,994 (2024 - £3,142). The original cost of investments excluding cash is £5,483,328 (2024 - £481,894), which includes £5,000,000 transferred to the investment portfolio following the sale of Felden.

16. STOCKS

	2025 £	2024 £
Consumables	1,183	2,944
Supplies for resale	189,017	209,235
	<u>190,200</u>	<u>212,179</u>

17. DEBTORS

	2025 £	2024 £
Trade debtors	79,869	157,574
Prepayments and accrued income	153,902	335,016
	<u>233,771</u>	<u>492,590</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

18. CREDITORS:
Amounts falling due within one year

	2025	2024
	£	£
Other loans	-	1,000
Payments received on account	23,933	47,379
Trade creditors	53,864	199,181
Other taxation and social security	22,361	5,933
Other creditors	42,400	53,338
Accruals and deferred income	78,938	65,012
Annual capitation contributions received in advance	231,649	219,003
	453,145	590,846

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**NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS – CURRENT YEAR

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	(1,851,109)	-	1,716,080
Building Fund	4,148	-	(453)	100,000	-	103,695
Unite Christian Festival						
England	14,731	16,163	(17,010)	-	-	13,884
Children and Youthwork Fund	102,810	-	-	50,000	-	152,810
England Support	12,351	-	(244)	(12,107)	-	-
Minibus Fund	6	-	-	(6)	-	-
KGVI Fund	2,737	-	(1,970)	-	-	767
Scottish Development	8,321	-	(693)	(7,628)	-	-
Strategic Plan Fund	107,055	-	-	327,410	-	434,465
Kerr Charitable Trust	669	-	-	(669)	-	-
Felden Fund	-	-	-	5,052,381	-	5,052,381
	<u>3,820,017</u>	<u>16,163</u>	<u>(20,370)</u>	<u>3,658,272</u>	<u>-</u>	<u>7,474,082</u>
General funds						
General Fund	530,588	5,229,212	(1,458,320)	(3,639,837)	(7,731)	653,912
Pension reserve	-	98,000	(141,000)	-	43,000	-
	<u>530,588</u>	<u>5,327,212</u>	<u>(1,599,320)</u>	<u>(3,639,837)</u>	<u>35,269</u>	<u>653,912</u>
Total Unrestricted funds	<u>4,350,605</u>	<u>5,343,375</u>	<u>(1,619,690)</u>	<u>18,435</u>	<u>35,269</u>	<u>8,127,994</u>

Designated funds relate to amounts transferred from general funds for purposes designated by the Trustees as follows: -

Freehold Property Fund - To represent the book value of freehold property held within the accounts.

Building Fund - For property maintenance.

Unite Christian Festivals England - to support Christian events within England.

Children and Youthwork Fund - For leader training, development and safeguarding responsibilities.

England Support Fund – For development and events within the region.

Minibus Fund – For the maintenance and upkeep of the vehicle.

KGVI Fund – To support leader training courses in England.

Scottish Development Fund – For development work within the region.

Strategic Plan Fund – To support the work of the 2020-2025 plan. Quality, Voice and Growth.

Kerr Charitable Trust – For development work in Scotland.

Felden Fund – Proceeds of the sale of Felden Lodge - capital to be invested for the future sustainability of the Brigade, the income of which to be used to support the Brigade's day-to-day activities.

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	<u>34,925</u>	<u>708</u>	<u>(18,056)</u>	<u>(18,435)</u>	<u>858</u>	<u>-</u>

Donors have directed that capital should be held, with investment income arising therefrom to be applied specifically, as follows:

Cave Allan Legacy - Upkeep of grave, with balance to be split equally between the London District and the Boys' Brigade.

During the year, this fund was split equally, as above, in line with the original donor's wishes.

Included within funds brought forward is accumulated unexpended investment income to be expended in future periods.

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**NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS – CURRENT YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
John Burke Fund	48,287	802	(3,439)	-	58	45,708
Friends of Carronvale	1,235	1,234	-	-	-	2,469
8th Grimsby Funds	46,175	702	(989)	-	-	45,888
Overseas work	3,046	-	(1,916)	-	-	1,130
Youth Scotland Generation						
CashBack Phase 5	42,249	-	(4,740)	-	-	37,509
Events England Region	4,352	-	(4,352)	-	-	-
Youthlink NVYO Support	44,056	-	(13,697)	-	-	30,359
Friends of Felden – Name a Chair	2,630	-	(2,630)	-	-	-
London District Fund	-	5,907	(5,907)	-	-	-
Bolton University	21,254	43,400	(21,138)	-	-	43,516
Uniformed Youth Fund	81,914	547,924	(536,245)	-	-	93,593
Youth Investment Fund	26,281	-	(19,018)	-	-	7,263
Youth Scotland Generation						
CashBack Phase 6	21,973	123,954	(106,227)	-	-	39,700
	<u>343,452</u>	<u>723,923</u>	<u>(720,298)</u>	<u>-</u>	<u>58</u>	<u>347,135</u>
Total funds	<u>4,728,982</u>	<u>6,068,006</u>	<u>(2,358,044)</u>	<u>-</u>	<u>36,185</u>	<u>8,475,129</u>

Donors have directed, or the terms of an appeal have specified, that income arising on these funds should be applied as follows:

John Burke Fund - For outdoor activity and expeditions.

Friends of Carronvale - To be applied towards Carronvale House.

Friends of Felden - To be applied towards Felden Lodge.

8th Grimsby Funds - For Anglican companies in formation.

Overseas Work - For overseas work.

Youth Scotland Generation CashBack Phase 5 - Offering a programme of engaging activities to young people in deprived communities.

Events England Region - For events in England.

Youthlink NVYO Support Fund - Support for the young leaders network in Scotland.

Friends of Felden - Name a chair.

John Scott Charitable Trust – Support for officer training courses in Scotland and England & Wales.

London District Fund – Development worker in London District.

Bolton University – Engagement Partnership including grants to companies.

Uniformed Youth Fund – UYF funding year 1 to increase capacity.

Youth Investment Fund – YIF funding to support new units and re-launch existing units.

Youth Scotland Generation CashBack Phase 6 - Offering a programme of engaging activities to young people in deprived communities.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
Building Fund	5,782	10,900	(12,534)	-	-	4,148
Unite Christian Festival England	12,710	14,018	(11,997)	-	-	14,731
Children and Youthwork Fund	135,488	-	(32,678)	-	-	102,810
England Support	19,057	-	(6,706)	-	-	12,351
Minibus Fund	100	-	(94)	-	-	6
KGVI Fund	2,737	-	-	-	-	2,737
Scottish Development	15,414	50	(7,143)	-	-	8,321
Strategic Plan Fund	127,000	-	(19,945)	-	-	107,055
Kerr Charitable Trust	669	-	-	-	-	669
	3,886,146	24,968	(91,097)	-	-	3,820,017
General funds						
General Fund	579,960	1,821,058	(1,895,752)	-	25,322	530,588
Pension reserve	-	87,000	(85,000)	-	(2,000)	-
	579,960	1,908,058	(1,980,752)	-	23,322	530,588
Total Unrestricted funds	4,466,106	1,933,026	(2,071,849)	-	23,322	4,350,605
Endowment funds						
Cave Allan Legacy	33,509	1,211	(396)	-	601	34,925

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
John Burke Fund	48,072	1,373	(3,429)	-	2,271	48,287
Friends of Carronvale	194	2,765	(1,724)	-	-	1,235
Friends of Felden	128	-	(128)	-	-	-
8th Grimsby Funds	44,063	1,256	(952)	-	1,808	46,175
Overseas work	2,946	490	(390)	-	-	3,046
Youth Scotland Generation						
CashBack Phase 5	61,638	-	(19,389)	-	-	42,249
Events England Region	7,174	-	(2,822)	-	-	4,352
Youthlink NVYO Support	37,266	10,000	(3,210)	-	-	44,056
Friends of Felden – Name a Chair	3,830	-	(1,200)	-	-	2,630
John Scott Charitable Trust	4,868	-	(4,868)	-	-	-
London District Fund	-	31,204	(31,204)	-	-	-
Bolton University	10,463	16,700	(5,909)	-	-	21,254
Uniformed Youth Fund	-	625,716	(543,802)	-	-	81,914
Youth Investment Fund	7,402	43,840	(24,961)	-	-	26,281
Youth Scotland Generation						
CashBack Phase 6	-	121,689	(99,716)	-	-	21,973
	<u>228,044</u>	<u>855,033</u>	<u>(743,704)</u>	<u>-</u>	<u>4,079</u>	<u>343,452</u>
Total funds	<u>4,727,659</u>	<u>2,789,270</u>	<u>(2,815,949)</u>	<u>-</u>	<u>28,002</u>	<u>4,728,982</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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19. SUMMARY OF FUNDS – CURRENT YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,820,017	16,163	(20,370)	3,658,272	-	7,474,082
General funds	530,588	5,327,212	(1,599,320)	(3,639,837)	35,269	653,912
	<u>4,350,605</u>	<u>5,343,375</u>	<u>(1,619,690)</u>	<u>18,435</u>	<u>35,269</u>	<u>8,127,994</u>
Endowment funds	34,925	708	(18,056)	(18,435)	858	-
Restricted funds	343,452	723,923	(720,298)	-	58	347,135
	<u>4,728,982</u>	<u>6,068,006</u>	<u>(2,358,044)</u>	<u>-</u>	<u>36,185</u>	<u>8,475,129</u>

STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,886,146	24,968	(91,097)	-	-	3,820,017
General funds	579,960	1,908,058	(1,980,752)	-	23,322	530,588
	<u>4,466,106</u>	<u>1,933,026</u>	<u>(2,071,849)</u>	<u>-</u>	<u>23,322</u>	<u>4,350,605</u>
Endowment funds	33,509	1,211	(396)	-	601	34,925
Restricted funds	228,044	855,033	(743,704)	-	4,079	343,452
	<u>4,727,659</u>	<u>2,789,270</u>	<u>(2,815,949)</u>	<u>-</u>	<u>28,002</u>	<u>4,728,982</u>

20. FINANCIAL INSTRUMENTS

	2025 £	2024 £
Financial assets that are measured at fair value		
Other investments	560,108	586,580
Felden	5,036,690	-
	<u>5,596,798</u>	<u>586,580</u>

Financial assets that are measured at fair value comprise fixed asset investments.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS – CURRENT YEAR

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Tangible fixed assets	1,751,304	-	-	1,751,304	3,602,013
Intangible fixed assets	1	-	-	1	1
Fixed asset investments	5,596,798	-	-	5,596,798	586,580
Current assets	1,233,036	347,135	-	1,580,171	1,131,234
Creditors due within one year	(453,145)	-	-	(453,145)	(590,846)
	<u>8,127,994</u>	<u>347,135</u>	<u>-</u>	<u>8,475,129</u>	<u>4,728,982</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Tangible fixed assets	3,602,013	-	-	3,602,013	3,567,188
Intangible fixed assets	1	-	-	1	1
Fixed asset investments	466,266	85,389	34,925	586,580	815,565
Current assets	873,171	258,063	-	1,131,234	1,127,748
Creditors due within one year	(590,846)	-	-	(590,846)	(782,843)
	<u>4,350,605</u>	<u>343,452</u>	<u>34,925</u>	<u>4,728,982</u>	<u>4,727,659</u>

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

**22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW
FROM OPERATING ACTIVITIES**

	2025	2024
	£	£
Net income for the year (as per Statement of Financial Activities)	3,703,147	3,323
Adjustment for:		
Depreciation and amortisation charges	3,400	-
Losses/(Gains) on investments	6,815	(30,002)
(Gain) on disposal of fixed assets	(3,279,987)	-
Dividends, interest and rents from investments	(113,472)	(28,331)
Donations of investments	11,975	-
Investment management fees	10,341	9,537
Adjustment in respect of defined benefit pension scheme	43,000	3,000
Decrease in stocks	21,979	18,773
Decrease/(Increase) in debtors	258,819	(186,269)
(Decrease) in creditors	(137,701)	(191,997)
Net cash provided used by/(in) operating activities	528,316	(401,966)

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025	2024
	£	£
Cash at bank and in hand	1,156,200	426,465

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

24. PENSION COMMITMENTS

The Brigade operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge included in the Statement of Financial Activities represents contributions payable by the charity and amounted to £21,085 (2024 - £23,713).

The Brigade also operates a defined benefit pension scheme which was closed to new members in November 2000.

The administration of the scheme is the responsibility of the Trustees of the scheme, and its assets are held separately from the Brigade. Contributions to the scheme are determined by a qualified actuary on the basis of triennial valuations.

Assets and liabilities of the scheme are based on actuarial valuations. The full valuation was undertaken at 1 June 2021 and updated to 31 March 2025 by a qualified, independent actuary. The major assumptions used by the actuary are shown in the notes below.

The scheme closed to accrual of benefits with effect from 1 September 2023. Benefits in respect of the remaining participating (active) members of the scheme at the date of closure became deferred. The ongoing salary link for these members provides for recalculation of the deferred benefit, and based on the assumptions adopted, this benefit will be lower and as such, a curtailment loss is disclosed in the SOFA in respect of the effect of cessation of accrual.

During the year the Trustees of the scheme effected a buy-in with Just. The inception date of the buy-in was 25 October 2024 and funds were transferred to Just on 5 November 2024. The asset value of the bulk annuity buy-in policy has been set as equal to the value of the corresponding liabilities in the valuation.

With effect from 1 April 2023, all scheme expenses, levies and death in service premiums are being met from scheme funds. The amount included in the SOFA is based on the actual amount of expenses incurred over the accounting period.

Movements in the present value of the defined benefit obligation were as follows:

	2025	2024
	£	£
Opening defined benefit obligation	3,830,000	4,056,000
Current service cost	-	10,000
Employee contributions	-	1,000
Interest cost	172,000	185,000
Actuarial gains	(320,000)	(205,000)
Losses on curtailments	-	17,000
Benefits paid	(357,000)	(234,000)
	<u>3,325,000</u>	<u>3,830,000</u>
Closing defined benefit obligation	3,325,000	3,830,000

Changes in the fair value of scheme assets were as follows:

	2025	2024
	£	£
Opening fair value of scheme assets	3,830,000	4,056,000
Interest on assets	270,000	272,000
Actuarial losses	(277,000)	(207,000)
Contributions by employer	-	5,000
Employee contributions	-	1,000
Scheme expenses	(141,000)	(63,000)
Benefits paid	(357,000)	(234,000)
	<u>3,325,000</u>	<u>3,830,000</u>

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

24. PENSION COMMITMENTS (continued)

The amounts recognised in the Balance sheet are as follows:

	2025	2024
	£	£
Fair value of scheme assets	4,085,000	5,911,000
Present value of funded obligations	(3,325,000)	(3,830,000)
Surplus not recognised	(760,000)	(2,081,000)
Net pension scheme asset/(liability)	<u>-</u>	<u>-</u>

The fair value of scheme assets above has been reduced by the surplus of £760,000 (2024 - £2,081,000) which has not been recognised on the basis that the Trustees cannot be reasonably certain that future economic benefits in the form of reduced contributions or a scheme refund will result.

The amounts recognised in the Statement of Financial Activities are as follows:

	2025	2024
	£	£
Current service cost	-	(10,000)
Scheme expenses	(141,000)	(63,000)
Interest on obligation	(172,000)	(185,000)
Interest on assets	270,000	272,000
Losses on curtailments	-	(17,000)
	<u>(43,000)</u>	<u>(3,000)</u>

The amounts recognised in Other Comprehensive Income are as follows:

Return on scheme assets less interest liabilities	(1,598,000)	8,000
Experience gains arising on scheme liabilities	43,000	127,000
Impact of changes in actuarial assumptions on scheme liabilities	277,000	78,000
Surplus not recognised	1,321,000	(215,000)
	<u>43,000</u>	<u>(2,000)</u>

The Brigade expects to contribute £nil to the defined benefit pension scheme in 2025.

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

24. PENSION COMMITMENTS (continued)

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2025	2024
	£	£
Equities	0%	67.0%
Bonds	0%	27.0%
Cash	19.8%	3.0%
Annuities	80.2%	3.0%

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	2025	2024
	£	£
Discount rate at 31 March	5.50%	4.70%
Future pension increases	3.20%	3.30%
Retail price inflation	3.20%	3.30%

Mortality assumptions used for current pensioners at age 65 were 21.1 years for men and 23.6 years for women. Assumptions for future pensioners at age of 65 were 22.1 years for men and 24.8 years for women.

25. OPERATING LEASE COMMITMENTS

At 31 March 2025 the Brigade had future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Amounts payable:		
Within one year	6,122	8,488
Between 1 and 5 years	3,689	8,977
	9,811	17,465

26. RELATED PARTY TRANSACTIONS

The Brigade is ultimately controlled by the members collectively. No single party is able to exercise control.

Other loans, totalling £nil (2024 - £1,000), which the Brigade originally received and had not yet repaid, were from related parties. During this year, they have been released as donations.

Accounts

THE BOYS' BRIGADE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024



Whitings LLP

Chartered Accountants & Business Advisers
Statutory Auditors

THE BOYS' BRIGADE
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

Office Bearers

President Rev Dez Johnston

Vice Presidents Alison Chambers
Mervyn Murdock
Ian Rumbelow

Treasurer Stephen Mann

Chaplain Rev Stewart Cutler

Trustees Andrew Baldwin (Appointed 16th October 2023)
Lee Bird (Resigned 2nd September 2023)
Stewart Buchanan (Resigned 2nd September 2023)
Ronald Campbell (Resigned 2nd September 2023)
Alison Chambers (Appointed 2nd September 2023)
Robert Cunningham
Rev Stewart Cutler
Philip Daley
Jaime Ellis
Rev William Fair (Appointed 2nd September 2023)
Stephen Mann
Margaret Pang (Resigned 2nd September 2023)
Ian Rumbelow
Thomas Swift (Appointed 16th October 2023)
Sam Templeton

Company registered number 145122

Charity registered numbers 305969 and SC038016

Registered office Felden Lodge
Hemel Hempstead
Hertfordshire
HP3 0BL

**Company Secretary and
Chief Executive Officer** Jonathan Eales

THE BOYS' BRIGADE

(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024**

Statutory Auditors	Whitings LLP Chartered Accountants Greenwood House Greenwood Court Skyliner Way Bury St Edmunds Suffolk IP32 7GY
Principal Bankers	Barclays Bank Plc 1 Churchill Place London E14 5HP
Investment Managers	Rathbone Investment Management Limited Rathbone Brothers Plc 8 Finsbury Circus London EC2M 7AZ

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2024

The Brigade Executive as Trustees (who are also directors of the charitable company for the purposes of the Companies Act) present their Annual Report (including Strategic Report) together with the audited financial statements of The Boys' Brigade (the charitable company) for the year ended 31 March 2024. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements of the Charities Act 2011 and the Companies Act 2006, the requirements of the charitable company's governing document, the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and UK Generally Accepted Accounting Practice.

STRUCTURE, GOVERNANCE AND MANAGEMENT

• **Governing document**

The Boys' Brigade is incorporated under the Companies Act as a company limited by guarantee without share capital and is accordingly governed by its Memorandum and Articles of Association, as amended subsequently by special resolution.

The members of the Brigade have each guaranteed liabilities of up to £1. In addition, the Brigade is also a registered charity and subject to the regulation of the Charity Commission.

• **Recruitment and appointment of the Brigade Executive**

Members of the Brigade Executive are both Charity Trustees and Company Directors.

The Companies, Battalions and Districts within an electoral area appoint persons to the Regional Committees, in order to oversee the Brigade at a regional level. However, the overall management and strategic direction of the Brigade is provided by the Brigade Executive. The Regional Committees in England & Wales and Scotland, each elect three of its members to serve on the Brigade Executive, with The Republic of Ireland Regional Committees electing one of its members to serve on the Brigade Executive. The maximum term of office is six years (two terms of three years) commencing from appointment by the Regional Committee.

Office Bearers, comprising of a President, a maximum of four Vice Presidents, a Treasurer and a Chaplain are also elected annually by Brigade Council. The terms of office are a maximum of nine years for President and Vice Presidents, three years for Chaplain and there is no maximum term of office for the role of Treasurer. The Office Bearers elect annually a Vice President to serve as a Trustee (with a maximum term of six years in that capacity). The Treasurer and Chaplain are also Trustees for the duration of their appointment, but except as set out above, the Office Bearers are not Charity Trustees or Company Directors.

There is also the provision for two co-opted places which the Brigade Executive can appoint on an annual basis, with a maximum length of six years continuous service.

• **Induction and training of Trustees**

Trustees are familiar with the work of the Charity, and other than Office Bearers, are all elected members at Regional Committee level. On appointment members receive induction training to aid their understanding and to develop the competencies required on incorporated, legal, financial, safeguarding, health & safety and service delivery matters. The Trustees are supported by a range of Sub-Committees whose membership is drawn from the Brigade Executive and others with specific experience and expertise.

• **Organisational structure and decision making**

The Brigade Executive is charged with the management and supervision of the affairs of the Brigade: -

- To bring an independent judgement to bear on issues of strategy, performance and resources; and observe the highest standards of integrity, confidentiality and objectivity.
- To act in good faith in the interests of The Boys' Brigade and its members and in the public interest, exercise due care and diligence, and contribute expertise and experience to the work of the Executive.
- To promote the reputation and standing of The Boys' Brigade.
- To administer the organisation and all its assets in the interest of current, potential and future beneficiaries.

Members of The Brigade Executive as Charity Trustees are of the opinion that they have complied with their obligations to have regard to the public benefit guidance as published by the Charity Commission and as required by the Charities and Trustee Investment (Scotland) Act 2005.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2024

The Chief Executive Officer is the senior member of staff and is the appointed Company Secretary of The Boys' Brigade, a charitable company. The Chief Executive is responsible for the day-to-day management of the Brigade's affairs and for implementing the policies agreed by the Executive.

• **Related party relationships**

The accounts disclose the operations of The Boys' Brigade in its position as a limited company and registered charity. They do not consolidate the activities and net assets of the independently constituted local Boys' Brigade Companies, Battalions and Districts, nor of those charities where it acts as a custodian Trustee.

The Brigade holds and administers, for various Companies, Districts and Battalions, as custodian Trustee, investments valued at £3,181,239 at 31st March 2024 (2023 - £3,036,729). The investments are managed by professional fund managers in separately designated accounts. The Brigade also holds legal title as nominee in certain land and buildings in which various Companies, Districts and Battalions are interested.

None of the Trustees receive remuneration or other benefit other than travel expenses from their work for the charity.

Details of other related party transactions are disclosed in note 27 to the financial statements.

• **Risk management**

The Brigade Executive, as Trustees, has introduced a process to assess risk and implement risk management strategies. The risk register has involved identifying the types of risk the Brigade faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the Brigade Executive has reviewed the adequacy of The Brigade's current financial internal controls.

In addition the Brigade Executive has set policies on internal controls which cover the following:

- Consideration of the type of risk the Brigade faces;
- The level of risk it regards as acceptable;
- The likelihood of the risk concerned materialising;
- The Brigade's ability to reduce the incidence and impact on the organisation of the risks that may materialise; and
- The cost of operating particular controls relative to the benefits obtained.

Health & Safety

The Boys' Brigade has fulfilled its obligations under the Health & Safety at Work Act 1974. The Brigade has made all reasonable and practical efforts to ensure that all employees have a safe and healthy place in which to work with adequate welfare facilities. Furthermore, it has ensured that all other persons e.g., contractors, visitors, guests, and members of the public are not adversely affected by their work activities or by being present in the surrounding environments.

The prevention of all accidents and dangerous occurrences is essential to avoid hardship and suffering to individuals as well as to the efficient operation of the organisation. The Brigade has sought to conform to all health and safety legislation in order to achieve this objective.

It shall be the duty of the Management at all levels to set standards, promote and maintain safety in its facilities and activities.

The Brigade consults regularly with the work force on health and safety matters. It seeks expert advice, as necessary, from the HSE and other independent consultants on health, medical, fire, environmental and safety matters relating to the work activities.

The Brigade provides all relevant information concerning the risks and hazards associated with the jobs, tasks & duties undertaken by its employees and ensures they are adequately trained and supervised in their work functions.

All employees must exercise personal responsibility in preventing injury to themselves, other employees and third parties and comply with all the safety measures/procedures taken and set down by the Brigade and statutory bodies.

The Brigade provides all relevant information on the health and safety aspects of its work to clients and to regulatory and public authorities, as required.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2024

Accident Reporting: -

The Brigade seeks to ensure that staff and volunteers are aware of the need to report all accidents and dangerous occurrences to Brigade Headquarters, without delay, following any accident or occurrence. The requirement for reporting accidents is set out in the Staff Handbook and on the Managing Risk area of the website. Headquarters will, if required, report under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Safeguarding: -

The Boys' Brigade takes its duties under the Children Act 2004 seriously and has appropriate procedures and staff appointed to meet its duties under the 2004 Act. The Brigade has robust policies and procedures in place to protect young people and volunteers. All allegations and concerns are taken seriously and investigated in line with the published policies and procedures. The Brigade has a policy in place following the Protection of Children Act 1999 to vet all those who have responsibilities for the care of children and young people and forms part of the safer recruitment processes.

The Trustees consider the key management personnel of the Charity to be the Senior Management Team, led by the Chief Executive who are responsible for the day-to-day management and operation of the charitable company. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 11 to the financial statements.

- **Pay policy for staff**

The pay of the staff is reviewed annually by the Remuneration Committee and assessed against comparable market rates for similar charitable institutions, having regard to the particular circumstances of the Brigade.

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

- **Policies and objectives**

The Brigade's principal objective continues to be the advancement of Christ's Kingdom among children and young people.

- **Grant making policies**

Grants are considered by the Brigade on application.

Achievements and performance (including strategic report)

- **Review of achievements and performance**

The primary focus for the organisation has continued to be the delivery of our five-year strategy **to improve the quality and consistency of experience for children and young people**. The strategy has helped shape the priorities for the Trustees, Sub-Committees, and staff team and is delivered through annual workplans.

Our strategy is aligned to our **Vision** that through the organisation children and young people have the opportunity to live life to the full. The **Mission** of The Boys' Brigade is to have faith in young people and provide them with opportunities to learn, grow, and discover in a safe, fun, and caring environment which is rooted in the Christian Faith. This is underpinned by the **Values** of Faith, Caring, Inspiring and Trust.

On 4th October 2023 the organisation celebrated its 140th Anniversary. As part of the celebrations we produced a range of programme resources for all age groups to help Companies celebrate our 140th year. As part of this we also ran a special 140 event/activity for each age group with Anchors140 Challenge, Juniors Sleepover and Company/Seniors Monopoly Challenge. Over 4,500 children and young people from across the Brigade got involved with these special events.

On 26th October Rt Hon Lindsay Hoyle MP, Speaker of The House of Commons hosted a reception to mark the 140th Anniversary. The focus of this event was the launch of the Youth Culture & Trends Report compiled by Youth Scape on our behalf. The report highlighted the changing needs and priorities for teenagers and how The Boys' Brigade as a faith based organisation can respond to these needs. We also ran webinars to inform leaders.

A range of National Competitions have been part of our offering to Companies during the 2023/24 session with 125 Companies participating. In addition to the face-to-face National Competitions, we have continued to run a number of remote competitions including International Juniors Team Games and Top Team Challenge. A number of competitions related to activities in the termly programme have also taken place and been well received by Companies.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2024

Providing high quality, user friendly programme resources is an important aspect of our strategy to equip and support volunteer leaders. We have continued to deliver a termly programme to Companies, with over 300 activities being produced. We have formed partnerships with a range of organisations who have assisted us in creating programme resources including Fearless, No Knives Better Lives, Refresh PR, Brain Health Scotland and Bolton University.

A key aspect of the workplan over the past twelve months has been the delivery of the DCMS funding which is focussed on building capacity in groups and expanding our provision for teenagers. A core component of this has been the Building Stronger Initiative which is about supporting existing Companies to increase capacity, particularly for over 10s. Over the year 104 in England have opted to be part of this initiative and in January was rolled out to Companies in Scotland. Companies received dedicated support from the Development Team, which builds on the Company Health Check and is focussed on enhancing the Company's profile in the local community and on social media which was supported by our partnership with Refresh PR. Enhancing the weekly programme for young people is also a key component. With the support of the DCMS funding we have also established 16 new Companies, primarily in IMD 1-5 Upper Tier Local Authority Areas.

We have established a Ministry Team to help support and equip leaders in sharing the Christian faith with young people. During the Autumn we introduced leaders to a new Faith Journey Model based around four keys steps of Engage, Explore, Encounter and Expand. The aim is to use the model to assist young people to explore the Christian Faith.

The Ministry Team have also played an important part in engaging with external partners and church denominations to raise the profile of The Boys' Brigade and to demonstrate how we can be an effective mission partner. As part of this we have developed a new expression of BB called "Spaces" which will complement our established model. The resources to support the Spaces model are based on the four stages of the Faith Journey and are aimed at equipping churches in supporting teenagers explore the Christian Faith. It is anticipated that "Spaces" groups will be up and running in the Autumn of 2024.

Supporting and encouraging young leaders has also been a focus over the past twelve months. There has been a focus on the "Gives" and the "Gets" to understand the needs and support Young Leaders require and this built on the Benefits & Barriers project in early 2023, where young people from five groups in England & Scotland helped create videos exploring the benefits to teenagers of belonging to uniformed organisation such as The Boys' Brigade.

We continue to work closely with a range of partner organisations, especially in the Uniformed Youth Sector in partnerships such as 'Cashback for Communities'. We also continue to share best practice within the youth sector and highlight to UK and devolved Governments the value of our work with children and young people. Our partnership with Bolton University continues to play a part in raising the aspirations of teenagers and during 2024 will focus on providing residential opportunities.

As part of the financial strategy, in 2021 the decision was taken to sell the Felden Lodge property. The Trustees have agreed that the proceeds will be invested for the long term, with the income used to fund the delivery of the strategic aims and objectives of the organisation. Although a buyer has been secured the process is ongoing and it is hoped the process will conclude shortly.

Following an extraordinary meeting of Brigade Council in September 2023, members in Northern Ireland now operate as a separate entity from BBUK & RoI and access Intellectual Property and Programme via a licence and services agreement. The Memorandum & Articles of Association have been updated to reflect the agreement in place.

In March 2024 an extraordinary meeting of Brigade Council approved the provision for future meetings of Brigade Council to be held virtually as determined by the Brigade Executive.

Strategic oversight is provided by the Brigade Executive (Board of Trustees) and the delivery of the five-year strategy is supported by a range of sub-committees. These include groups covering the areas of Programme, Leader Development, Faith, Safeguarding, Finance, Young Leaders, International, Governance, Health & Safety and Pay & Remuneration.

The operational delivery is overseen by the Senior Management Team, led by the Chief Executive.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2024

- **Principal risks and uncertainties**

The Executive undertakes regular risk reviews of all key aspects of the operations of the charity.

The Executive considers the Brigade's exposure to the risk of any significant loss of income and to the risk of unforeseen expenditure, which cannot be mitigated by Executive action, and the degree of risk ascribed to each such event is assessed.

With income, a major risk is that of a decline in membership income, and other associated income streams (eg. BB Supplies), as well as any economic/stock market downturn or other factors leading to a decline in investment income.

Following the appointment of a new Finance Manager a review has been undertaken of the budgetary and financial controls in place, and a number of processes have been strengthened (including cashflow forecasting). We operate quarterly account reporting to provide comparisons and to identify changes in key lines of income and expenditure. It is not the Brigade's policy to embark on major initiatives without committed funding.

FINANCIAL REVIEW

- **Investment policy and performance**

The Executive has agreed that the funds under investment be managed by nominee brokers. The present investment policy is to maximise long-term return of the Brigade's investment fund subject to the risk normally associated with a balanced approach to portfolio management. There is a further proviso that as far as it is reasonably possible investments in institutions that conflict with The Boys' Brigade's beliefs and objectives will be excluded. The fund will be invested between growth-orientated securities and investment in income bearing securities. Inclusion of overseas direct equity investment is permitted where deemed appropriate. The performance of the fund is measured against the FTSE All Share Index and other relevant indices. Regular reports are provided by the fund manager detailing the progress and relative performance of the fund and these are presented to the Finance Committee on an annual basis.

- **Results**

The charity reports an operating surplus for the year for all funds of £3,323 (2023 – £106,065). The net operating deficit for the year disclosed in the Unrestricted Funds was £113,501 (2023 – surplus of £106,058). The Brigade in total reports a surplus after all movements of £1,323 (2023 – £71,065) on funds. These results exclude funds held as custodian.

- **Reserves policy**

The charity maintains a level of reserves to allow it to meet its operational obligations and to mitigate against the financial costs of identified risks.

The level of reserves is set in the light of risks identified in the Risk Register, which is reviewed quarterly by the board. The key risks identified concern short term cash fluctuations due to timing of receipt of capitation fee income, loss of membership and unexpected costs.

The trustees consider that a level of free reserves of £800,000, with £200,000 held as cash is appropriate given the level of risk identified. Such a level of reserves is not currently maintained by the charity, but trustees anticipate it being achieved upon the sale of Felden Lodge.

The trustees review the level of reserves quarterly and update the policy annually as part of the strategic planning process.

- **Principal funding**

The Brigade Treasurer, Chief Executive Officer, Finance Manager and Finance Committee continue to review all aspects of the Brigade's operations. Ways are being considered to generate income from outside of the Brigade and also to reduce outgoings. The Brigade is grateful for the financial support received from the Scottish Government, Cashback for Communities and the UK Government. The fees paid by Companies and Leaders largely fund the Brigade, and the Brigade Executive is fully aware of the burden this places upon Companies.

As with all charitable organisations, the Brigade is heavily dependent upon the services of unpaid members to deliver front line children's and youth work in local communities as well as undertake local, regional and national work on committees. All of the trustees are volunteers who freely give of their time.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2024

- **Statement of Trustees relating to their responsibilities under the Charities (Protection and Social Investments) Act 2016**

The Trustees recognise their responsibilities under this Act and confirm that under the Fundraising Provisions of that Act, they did not employ external fundraisers during the year.

The Trustees have also considered the impact of the General Data Protection Regulations on fundraising activities.

- **Plans for the future**

Improving the quality of experience for children and young people remains the priority for the organisation, alongside maintaining financial stability. Supporting and equipping leaders will continue to be a focus, as well as raising the profile and voice of young leaders in shaping future plans.

The fourth year workplan is centred on delivering the DCMS funding objectives to increase capacity in existing groups and expand the reach of our work, which supports the priorities set out in the five-year strategy.

Later in the year the organisation will embark on consultation with leaders relating to the organisational structure, and this was one of the priorities identified in the comprehensive consultation with leaders undertaken in 2019. Consideration will be given to the priorities post the DCMS funding as we look to build on the successes of the funded projects and develop the strategy to cover the period 2026-2030.

- **Going Concern**

The Trustees have prepared the financial statements on the going concern basis, and as part of their assessment have considered the five-year financial strategy and forecasts that take into consideration the possible outcomes relating to the proposed sale of Felden Lodge.

Budgets continue to be prepared in line with the financial strategy and expenditure will be managed closely, including the deployment of the staff resource, to ensure there is a focus on our strategy to improve the quality of experience for children and young people.

- **Pension Funds**

The Brigade operates a defined benefit pension scheme for previously eligible permanent employees, the assets of which are funded separately. This scheme was closed to future service accrual from 1st September 2023 and has been closed to new members since November 2000.

In accordance with the requirements of the Financial Reporting Standard 102, the net funding deficit or surplus on this scheme, at each Brigade financial year end, would normally be consolidated onto the Brigade Balance Sheet. At the last valuation, as at 31 March 2024, the actuary calculated that there was a funding surplus of £2,081,000 (2023- £1,866,000) on a continuing basis. This asset has not been recognised in the financial statements as, with the volatile investment market, the Executive does not consider that it would be recoverable either through reduced contributions in the future or through refunds from the scheme.

Contributions to the scheme are based on triennial valuations prepared under different assumptions. The latest available valuation based on the current statement of funding principles as at 1 June 2021 indicated a scheme surplus of £691,000.

The Brigade also operates a defined contribution pension scheme. Contributions are expensed as they become payable.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2024

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of The Boys' Brigade for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITORS

In so far as the trustees are aware:

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

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

This report was approved by the Trustees and signed on their behalf by:



Jonathan Eales
Company Secretary

Date: 29th June 2024

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of The Boys' Brigade (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report incorporating the Strategic report has been prepared in accordance with applicable legal requirements.

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued) FOR THE YEAR ENDED 31 MARCH 2024

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- Enquiry of management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace, and fraud;
- Enquiry of management around actual and potential litigation and claims;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates, such as deferred capitain; and
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the course of normal business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

THE BOYS' BRIGADE

(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued)
FOR THE YEAR ENDED 31 MARCH 2024**

Use of our report

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

Whitings LLP

Jaimie King (Senior statutory auditor)

For and on behalf of

Whitings LLP

Chartered Accountants
Statutory Auditor

Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

Date: 29th June 2024

Whitings LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE BOYS' BRIGADE

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income and endowments from:						
Donations and legacies	4	86,948	34,459	-	121,407	448,576
Training centres		437,762	-	-	437,762	566,834
Investments	7	24,491	2,629	1,211	28,331	23,679
Net pension interest	25	87,000	-	-	87,000	37,000
Licence and service fee	5	40,833	-	-	40,833	-
Charitable activities:						
Annual capitation contributions		733,209	-	-	733,209	917,412
Supplies sales	3	416,540	-	-	416,540	523,195
Grants receivable	6	73,900	817,945	-	891,845	462,900
Annual festival and other events		32,343	-	-	32,343	26,349
Total income and endowments		1,933,026	855,033	1,211	2,789,270	3,005,945
Expenditure on:						
Raising funds:						
Cost of raising funds	10	219,660	-	-	219,660	181,242
Training centres (non-Brigade use)		411,499	-	-	411,499	455,854
Investment management		8,182	959	396	9,537	9,551
Charitable activities:						
Supplies - Cost of sales	3	253,168	-	-	253,168	299,335
Supplies - Administration	3,10	92,717	-	-	92,717	98,486
Grants payable	8	10,766	76,241	-	87,007	217,583
Training Centres (Brigade use)		118,224	-	-	118,224	80,445
Management and delivery of activities	10	957,633	666,504	-	1,624,137	1,473,321
Total expenditure		2,071,849	743,704	396	2,815,949	2,815,817
Net (expenditure) / income before investment gains/(losses)		(138,823)	111,329	815	(26,679)	190,128
Net gains / (losses) on investments	15	25,322	4,079	601	30,002	(84,063)
Net income / (expenditure) before transfers		(113,501)	115,408	1,416	3,323	106,065
Transfers between Funds	20	-	-	-	-	-
Net income / (expenditure) before other gains and losses		(113,501)	115,408	1,416	3,323	106,065
Actuarial (losses) on defined benefit pension scheme	25	(2,000)	-	-	(2,000)	(35,000)
Net movement in funds		(115,501)	115,408	1,416	1,323	71,065
Reconciliation of funds:						
Total funds at 1 April 2023		4,466,106	228,044	33,509	4,727,659	4,656,594
Total funds at 31 March 2024	20	4,350,605	343,452	34,925	4,728,982	4,727,659

All activities relate to continuing operations.
The notes on pages 16 to 39 form part of these financial statements.

THE BOYS' BRIGADE
(A company limited by guarantee)
REGISTERED NUMBER: 145122

BALANCE SHEET
AS AT 31 MARCH 2024

			2024	2023
	Note	£	£	£
Fixed assets				
Intangible assets	13		1	1
Tangible assets	14		3,602,013	3,567,188
Investments	15		586,580	815,565
			4,188,594	4,382,754
Current assets				
Stocks	16	212,179		230,952
Debtors	17	492,590		306,321
Cash at bank and in hand	24	426,465		590,475
			1,131,234	1,127,748
Creditors: amounts falling due within one year	18	(371,843)		(433,907)
			759,391	693,841
Net current assets				
			4,947,985	5,076,595
Total assets less current liabilities				
Deferred income	19		(219,003)	(348,936)
			4,728,982	4,727,659
Net assets			4,728,982	4,727,659
Charity Funds				
Endowment funds	20		34,925	33,509
Restricted funds	20		343,452	228,044
Unrestricted funds	20		4,350,605	4,466,106
			4,728,982	4,727,659
Total funds			4,728,982	4,727,659

The financial statements were approved by the Trustees and signed on their behalf, by:


Stephen Mann
Brigade Treasurer


Rev William Fair
Co-Chairman of the Brigade Executive

Date: 29th June 2024

The notes on pages 16 to 39 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

**CASH FLOW STATEMENT & ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2024**

Cash flow statement	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash provided (used in)/by operating activities	23	(401,966)	164,302
Cash flows from investing activities:			
Dividends, interest and rents from investments		22,781	23,233
Transfer from investment portfolio		250,000	-
Purchase of fixed assets		(34,825)	-
Net cash provided by investing activities		237,956	23,233
Change in cash and cash equivalents in the year		(164,010)	187,535
Cash and cash equivalents brought forward		590,475	402,940
Cash and cash equivalents carried forward	24	426,465	590,475
Analysis of net debt	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	590,475	(164,010)	426,465
Loans falling due within one year	(5,000)	4,000	(1,000)
	585,475	(160,010)	425,465

The notes on pages 16 to 39 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

1.1 General information and basis of preparation of financial statements

The Boys' Brigade is a company limited by guarantee incorporated in England and Wales. It is also a registered charity and subject to regulation of the Charities Commission. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The Boys' Brigade meets the definition of a public benefit entity under FRS 102.

1.2 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Funds are accounted for in accordance with the applications stated in the relevant notes for endowment, restricted and designated funds.

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income comprises revenue recognised by the Brigade in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts, and relates wholly to the United Kingdom.

Annual capitation income

Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and 5/12 of the income received after 1 September 2023 is treated as a deferred income at the balance sheet date.

Supplies and training centre income

All income from supplies sales and training centres is recognised on an accruals basis. Transactions are also processed to account for internal movements in relation to transactions involving departments within the Brigade structure.

Donations, gifts and legacies

Donations and gifts are recognised on a receivable basis once the charity has entitlement to the income. Capital assets donated to the charity are recognised on the balance sheet at their fair value and through income in the statement of financial activities.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1.3 Income (continued)

Grant funding

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

1.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Brigade; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred in the Charity's educational operations.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of any irrecoverable VAT.

1.6 Intangible fixed assets and amortisation

Amortisation is provided at the following rates:

Access rights to Felden Lodge	-	Fully amortised
Intellectual Property	-	Nil

1.7 Tangible fixed assets and depreciation

Tangible and intangible fixed assets are stated at cost. Donations and legacies received to enable the acquisition of such assets are recognised in the statement of financial activities. These, unless expended within the financial year in which received, are credited to a fund until such time as the appropriate asset has been acquired, after which an appropriate transfer is made to the general fund.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	Nil
Fixtures and fittings	-	10% straight line

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

1.7 Tangible fixed assets and depreciation (continued)

No depreciation has been charged on freehold property since 1991 as the remaining useful economic life of the properties is so long, and the residual values are such that depreciation charges would not be material. Annual impairment reviews are undertaken to confirm that the recoverable amount is not less than the carrying value in the accounts. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

1.8 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads. Stock is recorded on a first-in first-out basis.

1.10 Debtors

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

1.11 Cash and Cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.13 Financial instruments

The charity has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments in non-derivative instruments that are equity to the issuer are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.14 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight-line basis over the lease term.

1.15 Taxation

As a registered charity, the Brigade is exempt from corporation tax on income and gains which are applied for charitable purposes. The Brigade has a considerable amount of income which is treated as exempt for value added tax purposes, resulting in only a proportion of value added tax suffered on expenditure being recoverable.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

1.16 Pensions

The Charity operates a defined contribution pension scheme for the benefit of its employees. Contributions are expensed as they become payable.

The Charity also operates a defined benefit pension scheme. A liability for the charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

Further details on the two pension schemes are detailed in note 25.

1.17 Loans

For loans repayable on demand within one year, the loan is measured at cost, less impairment. Where the loan is repayable after more than one year, the loan is initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method, less impairment, where material to the accounts.

1.18 Redundancy and termination payments

Redundancy and termination payments are recognised where there is a present legal or constructive obligation. These are recognised within staff and employment costs.

1.19 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the Company but are presented separately due to their size or incidence.

1.20 Judgements in applying accounting policies and key sources of estimation uncertainty

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

The Brigade makes estimates and assumptions relating to future events which will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

i. Deferred capitation income

The Brigade makes an estimate for deferred capitation income. Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and therefore an estimate of 5/12 of the income received after 1 September is treated as deferred income at the balance sheet date.

ii. Defined benefit pension scheme

The Brigade has obligations to pay pension benefits to certain past and present employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on scheme liabilities. These factors are estimated in determining the net pension obligation in the balance sheet based on actuarial advice received. The assumptions reflect historical experience and current trends.

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

2. INCOMING AND EXPENDITURE ON UNRESTRICTED FUNDS

	2024	2023
	£	£
Income from:		
Donations and legacies	86,948	415,271
Training centres and other rental income	437,762	566,834
Investment income	24,491	20,283
Net pension interest	87,000	37,000
Licence and service fee	40,833	-
Annual capitation contributions	733,209	917,412
Supplies sales	416,540	523,195
Grants	73,900	108,197
Annual festivals and other events	32,343	26,349
Total income	<u>1,933,026</u>	<u>2,614,541</u>
Expenditure on:		
Cost of raising funds	219,660	181,242
Training centres (non-Brigade use)	411,499	455,854
Investment management fees	8,182	8,206
Supplies – cost of sales	253,168	299,335
Supplies – administration	92,717	98,486
Grants to Battalions and Districts	10,766	115,529
Training centres (Brigade use)	118,224	80,445
Management and delivery of the charity's purposes	957,633	1,191,933
Total expenditure	<u>2,071,849</u>	<u>2,431,030</u>
Net income/(expenditure) before investment gains	(138,823)	183,511
Investment gains/(losses)	25,322	(77,453)
Net operating surplus/(deficit)	<u>(113,501)</u>	<u>106,058</u>
Transfers from other funds	-	46,366
	(113,501)	152,424
Actuarial (losses) on defined benefit pension scheme	(2,000)	(35,000)
Net movement in funds for year	<u>(115,501)</u>	<u>117,424</u>

THE BOYS' BRIGADE

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. SUPPLIES

	2024 £	2023 £
Sales	416,540	523,195
Cost of sales	(253,168)	(299,335)
	<u>163,372</u>	<u>223,860</u>
Administration	(92,717)	(98,486)
Net surplus	<u><u>70,655</u></u>	<u><u>125,374</u></u>

Supplies relates to sales of uniforms and merchandise to Companies, Battalions, Districts and individuals.

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	30,374	32,459	-	62,833	112,866
Legacies	56,574	2,000	-	58,574	335,710
	<u>86,948</u>	<u>34,459</u>	<u>-</u>	<u>121,407</u>	<u>448,576</u>

In 2023, the total income from donations and legacies was £415,271 to unrestricted funds and £33,305 to restricted funds.

5. LICENCE AND SERVICE FEE

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Licence and service fee	40,833	-	-	40,833	-
	<u>40,833</u>	<u>-</u>	<u>-</u>	<u>40,833</u>	<u>-</u>

Licence and service fee income commenced from 1st September 2023.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

6. GRANTS RECEIVABLE

	2024	2023
	£	£
General fund: -		
Children, Young People and Families Early Intervention Fund	63,000	63,000
Falkirk Council Covid-19 Support	-	4,245
	<u>63,000</u>	<u>67,245</u>
Designated funds: -		
Landfill Trusts	10,900	40,952
	<u>10,900</u>	<u>40,952</u>
Total unrestricted funds: -	<u>73,900</u>	<u>108,197</u>
Restricted funds: -		
NVYO Support Fund	10,000	10,000
Youth Scotland Generation Cashback Phase 5	-	118,823
Youth Scotland Generation Cashback Phase 6	121,689	-
Church of Scotland – Guild Project	-	1,095
Bolton University	16,700	35,500
Uniformed Youth Fund – DCMS	625,716	66,616
Youth Investment Fund – DCMS	43,840	122,669
	<u>817,945</u>	<u>354,703</u>
	<u><u>891,845</u></u>	<u><u>462,900</u></u>

7. INVESTMENT INCOME

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Deposit interest	4,548	-	-	4,548	1,300
Income from investments	19,943	2,629	1,211	23,783	22,379
	<u>24,491</u>	<u>2,629</u>	<u>1,211</u>	<u>28,331</u>	<u>23,679</u>

In 2023, of the total investment income, £20,283 was to unrestricted funds, £2,337 was to restricted funds and £1,059 was to endowment funds.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

8. GRANTS PAYABLE

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Northern Ireland District	10,766	-	10,766	115,529
Other Battalions, Districts and Companies	-	76,241	76,241	102,054
	<u>10,766</u>	<u>76,241</u>	<u>87,007</u>	<u>217,583</u>

In 2023, of the total grants payable, £115,529 was to unrestricted funds and £102,054 was to restricted funds.

The obligation to pay the Northern Ireland District grant ceased on 31st August 2023.

9. GOVERNANCE COSTS

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Auditors' remuneration – audit services	10,500	-	-	10,500	9,500
Auditors' remuneration – other services	11,794	-	-	11,794	13,266
Committee expenses	7,549	-	-	7,549	5,548
Legal and professional fees	40,037	-	-	40,037	63,206
Annual report	1,065	-	-	1,065	1,750
Staff training	-	-	-	-	751
	<u>70,945</u>	<u>-</u>	<u>-</u>	<u>70,945</u>	<u>94,021</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

10. ADMINISTRATION AND SUPPORT COSTS

UNRESTRICTED

	Cost of generating funds £	Supplies £	Management and delivery of charity's purposes £	Total 2024 £	2023 £
Staff costs	109,886	-	379,313	489,199	524,066
Staff training	86	-	324	410	660
Outsourcing management fee	-	55,706	-	55,706	52,726
Travelling	7,493	-	28,189	35,682	28,235
Development	3,432	-	12,910	16,342	8,285
Training courses	8,120	-	30,545	38,665	29,161
Office services	6,499	-	24,450	30,949	33,795
Insurance	23,422	-	88,112	111,534	129,492
Printing and stationery	1,562	-	5,874	7,436	6,054
IT expenses	9,419	-	35,434	44,853	41,777
Postage and carriage	759	37,011	2,854	40,624	37,318
Repairs and maintenance	3,029	-	11,394	14,423	2,024
Leasing	2,569	-	9,663	12,232	13,677
Amortisation	-	-	-	-	29,081
Communications	10,577	-	39,790	50,367	33,523
Sundries	2,152	-	8,094	10,246	5,713
Irrecoverable VAT	5,330	-	20,049	25,379	60,899
Bank charges	2,171	-	8,168	10,339	13,238
Subscription to Global & European Fellowship	-	-	1,500	1,500	1,500
Online Brigade Manager	8,256	-	31,060	39,316	41,549
Pension scheme costs	-	-	72,766	72,766	64,725
Governance costs	14,898	-	56,047	70,945	94,021
Direct expenditure attributable to Designated Funds	-	-	91,097	91,097	260,142
Internal recharges to training centres	-	-	-	-	(40,000)
	219,660	92,717	957,633	1,270,010	1,471,661

Included above are support costs of: -

Staff costs	-	-	62,130	62,130	57,726
Other costs	-	-	4,663	4,663	3,737
Governance costs	14,898	-	56,047	70,945	94,021
Operations	-	-	7,804	7,804	2,427
	14,898	-	130,644	145,542	157,911

Support costs have been allocated on the basis of staff time.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

10. ADMINISTRATION AND SUPPORT COSTS (continued)

RESTRICTED

	Staff Costs	Direct Costs	Total	
	£	£	2024	2023
			£	£
National Training Appeal	-	-	-	3,406
John Burke Fund	-	2,922	2,922	5,426
Friends of Carronvale	-	1,724	1,724	2,187
Friends of Felden	-	128	128	2,152
Overseas Work	-	390	390	-
Youth Scotland Generation Cashback Phase 5	-	9,889	9,889	35,008
Events England Region	-	2,822	2,822	676
Youthlink NVYO Support	-	3,210	3,210	11,913
Church of Scotland – Guild Project	-	-	-	37,814
Friends of Felden – Name a Chair	-	1,200	1,200	-
John Scott Charitable Trust	-	4,868	4,868	4,614
London District Fund	29,989	1,215	31,204	30,624
Bolton University	-	2,809	2,809	16,382
Uniformed Youth Fund *	254,760	289,042	543,802	36,615
Youth Investment Fund	-	24,961	24,961	93,901
Youth Scotland Generation CashBack Phase 6	31,091	5,484	36,575	-
	<u>315,840</u>	<u>350,664</u>	<u>666,504</u>	<u>280,718</u>

* Uniformed Youth Fund

During the year, the Uniformed Youth Fund grant had direct costs of £289,042. This DCMS Grant was to be spent on increasing capacity in the Boys' Brigade. The below table gives a breakdown of these costs:

	£
Element A Unit Cost	36,032
Element B Digital	37,505
Element C Programme Tools	53,671
Element G OBM	10,000
Element M Ministry	24,295
Element N PR Cost	46,298
Element O Campaign	24,672
Element P Comms	16,309
Element X1 Travel	38,270
Element Z Equipment	1,990
	<u>289,042</u>

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

11. NET INCOME / (EXPENDITURE)

This is stated after charging:

	2024	2023
	£	£
Operating lease expense	55,914	63,064
Amortisation charged	-	29,082
Auditors' remuneration – audit services	10,500	9,500
Auditors' remuneration – other services	11,794	13,266
Trustee and officer indemnity insurance	<u>4,351</u>	<u>4,823</u>

During the year, no Trustees received any remuneration (2023 - £NIL).

During the year, no Trustees received any benefits in kind (2023 - £NIL).

2 Trustees received reimbursement of expenses amounting to £1,176 in the current year (2023 - 8 Trustees - £1,996).

Trustees are provided with overnight accommodation, if required, when attending meetings.

12. STAFF COSTS

Staff costs were as follows:

	2024	2023
	£	£
Wages and salaries	907,666	767,204
Social security costs	54,900	59,105
Defined contribution pension costs	23,713	28,653
Defined benefit pension operating costs	27,000	14,000
Redundancy costs	28,929	-
	<u>1,042,208</u>	<u>868,962</u>

The average monthly number of employees by headcount was 41 (2023 - 43) and the average monthly number of employees during the year expressed as full-time equivalents was as follows (including casual and part-time staff):

	2024	2023
	No.	No.
Full time	25	24
Part time	8	10
	<u>33</u>	<u>34</u>

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year were £259,899 (2023 - £241,839).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

13. INTANGIBLE FIXED ASSETS

	Access Rights to Felden Lodge £	Copyrights £	Total £
Cost			
At 1 April 2023 and 31 March 2024	33,047	1	33,048
Amortisation			
At 1 April 2023	33,047	-	33,047
Charge for the year	-	-	-
At 31 March 2024	33,047	-	33,047
Net book value			
At 31 March 2024	-	1	1
At 31 March 2023	-	1	1

14. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures & fittings £	Total £
Cost			
At 1 April 2023	3,588,232	257,133	3,845,365
Additions in the year	-	34,825	34,825
At 31 March 2024	3,588,232	291,958	3,880,190
Depreciation			
At 1 April 2023	21,044	257,133	278,177
Charge for the year	-	-	-
At 31 March 2024	21,044	257,133	278,177
Net book value			
At 31 March 2024	3,567,188	34,825	3,602,013
At 31 March 2023	3,567,188	-	3,567,188

THE BOYS' BRIGADE**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024****15. FIXED ASSET INVESTMENTS****Investment portfolio: -**

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £
1 April 2023	699,766	82,290	33,509	815,565
Additions	54,399	-	815	55,214
Disposals	(313,221)	(980)	-	(314,201)
Net realised and unrealised gains	25,322	4,079	601	30,002
31 March 2024	<u>466,266</u>	<u>85,389</u>	<u>34,925</u>	<u>586,580</u>

The fair value of listed investments is determined by reference to the quoted price at 31 March 2024.

The fair value of investments comprise Equities £583,438 (2023 - £767,683) and cash held within the portfolio of £3,142 (2023 - £47,882). The original cost of investments excluding cash is £481,894 (2023 - £656,292).

16. STOCKS

	2024 £	2023 £
Consumables	2,944	10,712
Supplies for resale	209,235	220,240
	<u>212,179</u>	<u>230,952</u>

17. DEBTORS

	2024 £	2023 £
Trade debtors	157,574	141,055
Other debtors	-	1,058
Prepayments and accrued income	335,016	164,208
	<u>492,590</u>	<u>306,321</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

18. CREDITORS:
Amounts falling due within one year

	2024	2023
	£	£
Other loans	1,000	5,000
Payments received on account	47,379	11,179
Trade creditors	199,181	196,763
Other taxation and social security	5,933	32,623
Other creditors	53,338	69,728
Accruals and deferred income	65,012	118,614
	371,843	433,907

19. ACCRUALS AND DEFERRED INCOME

	2024	2023
	£	£
Annual capitation contributions received in advance	219,003	348,936

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

20. STATEMENT OF FUNDS – CURRENT YEAR

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
Building Fund	5,782	10,900	(12,534)	-	-	4,148
Unite Christian Festival England	12,710	14,018	(11,997)	-	-	14,731
Children and Youthwork Fund	135,488	-	(32,678)	-	-	102,810
England Support	19,057	-	(6,706)	-	-	12,351
Minibus Fund	100	-	(94)	-	-	6
KGVI Fund	2,737	-	-	-	-	2,737
Scottish Development	15,414	50	(7,143)	-	-	8,321
Strategic Plan Fund	127,000	-	(19,945)	-	-	107,055
Kerr Charitable Trust	669	-	-	-	-	669
	<u>3,886,146</u>	<u>24,968</u>	<u>(91,097)</u>	<u>-</u>	<u>-</u>	<u>3,820,017</u>
General funds						
General Fund	579,960	1,821,058	(1,895,752)	-	25,322	530,588
Pension reserve	-	87,000	(85,000)	-	(2,000)	-
	<u>579,960</u>	<u>1,908,058</u>	<u>(1,980,752)</u>	<u>-</u>	<u>23,322</u>	<u>530,588</u>
Total Unrestricted funds	<u>4,466,106</u>	<u>1,933,026</u>	<u>(2,071,849)</u>	<u>-</u>	<u>23,322</u>	<u>4,350,605</u>

Designated funds relate to amounts transferred from general funds for purposes designated by the Trustees as follows: -

Freehold Property Fund - To represent the book value of freehold property held within the accounts.

Building Fund - For property maintenance.

Unite Christian Festivals England - to support Christian events within England.

Carronvale Appeal - For the refurbishment of Carronvale House and grounds.

Children and Youthwork Fund - For leader training, development and safeguarding responsibilities.

England Support Fund – For development and events within the region.

Minibus Fund – For the maintenance and upkeep of the vehicle.

KGVI Fund – To support leader training courses in England.

Scottish Development Fund – For development work within the region.

Strategic Plan Fund – To support the work of the 2020-2025 plan. Quality, Voice and Growth.

Kerr Charitable Trust – For development work in Scotland.

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	<u>33,509</u>	<u>1,211</u>	<u>(396)</u>	<u>-</u>	<u>601</u>	<u>34,925</u>

Donors have directed that capital should be held, with investment income arising therefrom to be applied specifically, as follows:

Cave Allan Legacy - Upkeep of grave, with balance to be split equally between the London District and the Boys' Brigade.

Included within funds brought forward is accumulated unexpended investment income to be expended in future periods.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

20. STATEMENT OF FUNDS – CURRENT YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
John Burke Fund	48,072	1,373	(3,429)	-	2,271	48,287
Friends of Carronvale	194	2,765	(1,724)	-	-	1,235
Friends of Felden	128	-	(128)	-	-	-
8th Grimsby Funds	44,063	1,256	(952)	-	1,808	46,175
Overseas work	2,946	490	(390)	-	-	3,046
Youth Scotland Generation						
CashBack Phase 5	61,638	-	(19,389)	-	-	42,249
Events England Region	7,174	-	(2,822)	-	-	4,352
Youthlink NVYO Support	37,266	10,000	(3,210)	-	-	44,056
Friends of Felden – Name a Chair	3,830	-	(1,200)	-	-	2,630
John Scott Charitable Trust	4,868	-	(4,868)	-	-	-
London District Fund	-	31,204	(31,204)	-	-	-
Bolton University	10,463	16,700	(5,909)	-	-	21,254
Uniformed Youth Fund	-	625,716	(543,802)	-	-	81,914
Youth Investment Fund	7,402	43,840	(24,961)	-	-	26,281
Youth Scotland Generation						
CashBack Phase 6	-	121,689	(99,716)	-	-	21,973
	<u>228,044</u>	<u>855,033</u>	<u>(743,704)</u>	<u>-</u>	<u>4,079</u>	<u>343,452</u>
Total funds	<u>4,727,659</u>	<u>2,789,270</u>	<u>(2,815,949)</u>	<u>-</u>	<u>28,002</u>	<u>4,728,982</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

20. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
Building Fund	4,592	40,953	(40,770)	1,007	-	5,782
Unite Christian Festival						
England	11,809	14,731	(13,830)	-	-	12,710
Carronvale Appeal	1,007	-	-	(1,007)	-	-
Children and Youthwork Fund	84,438	-	(173,950)	225,000	-	135,488
England Support	25,367	-	(6,310)	-	-	19,057
Minibus Fund	549	-	(449)	-	-	100
KGVI Fund	2,737	-	-	-	-	2,737
Scottish Development	5,414	15,000	-	(5,000)	-	15,414
Strategic Plan Fund	31,496	64,640	(20,502)	51,366	-	127,000
Kerr Charitable Trust	5,000	-	(4,331)	-	-	669
	<u>3,739,598</u>	<u>135,324</u>	<u>(260,142)</u>	<u>271,366</u>	<u>-</u>	<u>3,886,146</u>
General funds						
General Fund	609,084	2,442,217	(2,168,888)	(225,000)	(77,453)	579,960
Pension reserve	-	37,000	(2,000)	-	(35,000)	-
	<u>609,084</u>	<u>2,479,217</u>	<u>(2,170,888)</u>	<u>(225,000)</u>	<u>(112,453)</u>	<u>579,960</u>
Total Unrestricted funds	<u>4,348,682</u>	<u>2,614,541</u>	<u>(2,431,030)</u>	<u>46,366</u>	<u>(112,453)</u>	<u>4,466,106</u>
	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	<u>36,169</u>	<u>1,059</u>	<u>(1,066)</u>	<u>-</u>	<u>(2,653)</u>	<u>33,509</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

20. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,406	-	(3,406)	-	-	-
John Burke Fund	55,319	1,242	(5,929)	-	(2,560)	48,072
Friends of Carronvale	-	2,381	(2,187)	-	-	194
Friends of Felden	1,980	300	(2,152)	-	-	128
8th Grimsby Funds	44,809	1,096	(445)	-	(1,397)	44,063
Overseas work	2,946	-	-	-	-	2,946
Youth Scotland Generation						
CashBack Phase 5	71,223	118,823	(128,408)	-	-	61,638
Events England Region	7,850	-	(676)	-	-	7,174
Youthlink NVYO Support	49,179	10,000	(11,913)	(10,000)	-	37,266
Church of Scotland – Guild						
Project	21,719	1,095	(37,814)	15,000	-	-
Friends of Felden – Name a						
Chair	3,830	-	-	-	-	3,830
John Scott Charitable Trust	9,482	-	(4,614)	-	-	4,868
London District Fund	-	30,624	(30,624)	-	-	-
Bolton University	-	35,500	(25,037)	-	-	10,463
Uniformed Youth Fund	-	66,615	(36,615)	(30,000)	-	-
Youth Investment Fund	-	122,669	(93,901)	(21,366)	-	7,402
	<u>271,743</u>	<u>390,345</u>	<u>(383,721)</u>	<u>(46,366)</u>	<u>(3,957)</u>	<u>228,044</u>
Total funds	<u>4,656,594</u>	<u>3,005,945</u>	<u>(2,815,817)</u>	<u>-</u>	<u>(119,063)</u>	<u>4,727,659</u>

THE BOYS' BRIGADE

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

20. STATEMENT OF FUNDS (continued)

Donors have directed, or the terms of an appeal have specified, that income arising on these funds should be applied as follows:

National Training Appeal - For Brigade training.

John Burke Fund - For outdoor activity.

Friends of Carronvale - To be applied towards Carronvale House.

Friends of Felden - To be applied towards Felden Lodge.

8th Grimsby Funds - For Anglican companies in formation.

Overseas Work - For overseas work.

Youth Scotland Generation CashBack Phase 5 - Offering a programme of engaging activities to young people in deprived communities.

Events England Region - For events in England.

Youthlink NVYO Support Fund - Support for the young leaders network in Scotland.

Church of Scotland Guild Project - Small grant scheme for Boys Brigade companies in Scotland.

Friends of Felden - Name a chair.

John Scott Charitable Trust – Support for officer training courses in Scotland and England & Wales.

London District Fund – Development worker in London District.

Bolton University – Engagement Partnership including grants to companies.

Uniformed Youth Fund – UYF funding year 1 to increase capacity.

Youth Investment Fund – YIF funding to support new units and re-launch existing units.

Youth Scotland Generation CashBack Phase 6 - Offering a programme of engaging activities to young people in deprived communities.

SUMMARY OF FUNDS – CURRENT YEAR

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,886,146	24,968	(91,097)	-	-	3,820,017
General funds	579,960	1,908,058	(1,980,752)	-	23,322	530,588
	4,466,106	1,933,026	(2,071,849)	-	23,322	4,350,605
Endowment funds	33,509	1,211	(396)	-	601	34,925
Restricted funds	228,044	855,033	(743,704)	-	4,079	343,452
	4,727,659	2,789,270	(2,815,949)	-	28,002	4,728,982

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

20. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,739,598	135,324	(260,142)	271,366	-	3,886,146
General funds	609,084	2,479,217	(2,170,888)	(225,000)	(112,453)	579,960
	<u>4,348,682</u>	<u>2,614,541</u>	<u>(2,431,030)</u>	<u>46,366</u>	<u>(112,453)</u>	<u>4,466,106</u>
Endowment funds	36,169	1,059	(1,066)	-	(2,653)	33,509
Restricted funds	271,743	390,345	(383,721)	(46,366)	(3,957)	228,044
	<u>4,656,594</u>	<u>3,005,945</u>	<u>(2,815,817)</u>	<u>-</u>	<u>(119,063)</u>	<u>4,727,659</u>

21. FINANCIAL INSTRUMENTS

	2024 £	2023 £
Financial assets		
Financial assets that are measured at fair value	586,580	815,565
	<u>586,580</u>	<u>815,565</u>

Financial assets that are measured at fair value comprise fixed asset investments.

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS – CURRENT YEAR

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Tangible fixed assets	3,602,013	-	-	3,602,013	3,567,188
Intangible fixed assets	1	-	-	1	1
Fixed asset investments	466,266	85,389	34,925	586,580	815,565
Current assets	873,171	258,063	-	1,131,234	1,127,748
Creditors due within one year	(371,843)	-	-	(371,843)	(433,907)
Deferred income	(219,003)	-	-	(219,003)	(348,936)
	<u>4,350,605</u>	<u>343,452</u>	<u>34,925</u>	<u>4,728,982</u>	<u>4,727,659</u>

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FOR THE YEAR ENDED 31 MARCH 2024**

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,567,188
Intangible fixed assets	1	-	-	1	29,083
Fixed asset investments	699,766	82,290	33,509	815,565	897,730
Current assets	981,994	145,754	-	1,127,748	789,375
Creditors due within one year	(433,907)	-	-	(433,907)	(302,824)
Deferred income	(348,936)	-	-	(348,936)	(323,958)
	<u>4,466,106</u>	<u>228,044</u>	<u>33,509</u>	<u>4,727,659</u>	<u>4,656,594</u>

23. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the year (as per Statement of Financial Activities)	3,323	106,065
Adjustment for:		
Depreciation and amortisation charges	-	29,082
(Gains)/losses on investments	(30,002)	84,063
Dividends, interest and rents from investments	(28,331)	(23,679)
Donations of investments	-	(11,000)
Investment management fees	9,537	9,548
Adjustment in respect of defined benefit pension scheme	3,000	(35,000)
Decrease/(increase) in stocks	18,773	(41,975)
(Increase) in debtors	(186,269)	(108,863)
(Decrease)/increase in creditors	(191,997)	156,061
Net cash provided (used in)/by operating activities	<u>(401,966)</u>	<u>164,302</u>

24. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024 £	2023 £
Cash at bank and in hand	<u>426,465</u>	<u>590,475</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

25. PENSION COMMITMENTS

The Brigade operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge included in the Statement of Financial Activities represents contributions payable by the charity and amounted to £23,713 (2023 - £28,653).

The Brigade also operates a defined benefit pension scheme which was closed to new members in November 2000.

The administration of the scheme is the responsibility of the Trustees of the scheme, and its assets are held separately from the Brigade. Contributions to the scheme are determined by a qualified actuary on the basis of triennial valuations.

Assets and liabilities of the scheme are based on actuarial valuations. The full valuation was undertaken at 1 June 2021 and updated to 31 March 2024 by a qualified, independent actuary. The major assumptions used by the actuary are shown in the notes below.

The scheme closed to accrual of benefits with effect from 1 September 2023. Benefits in respect of the remaining participating (active) members of the scheme at the date of closure became deferred. The ongoing salary link for these members provides for recalculation of the deferred benefit, and based on the assumptions adopted, this benefit will be lower and as such, a curtailment loss is disclosed in the SOFA in respect of the effect of cessation of accrual.

With effect from 1 April 2023, all scheme expenses, levies and death in service premiums are being met from scheme funds. The amount included in the SOFA is based on the actual amount of expenses incurred over the accounting period.

Movements in the present value of the defined benefit obligation were as follows:

	2024 £	2023 £
Opening defined benefit obligation	4,056,000	5,454,000
Current service cost	10,000	14,000
Employee contributions	1,000	5,000
Interest cost	185,000	144,000
Actuarial gains	(205,000)	(1,267,000)
Losses on curtailments	17,000	-
Benefits paid	(234,000)	(294,000)
Closing defined benefit obligation	3,830,000	4,056,000

Changes in the fair value of scheme assets were as follows:

	2024 £	2023 £
Opening fair value of scheme assets	4,056,000	5,454,000
Interest on assets	272,000	181,000
Actuarial losses	(207,000)	(1,302,000)
Contributions by employer	5,000	12,000
Employee contributions	1,000	5,000
Scheme expenses	(63,000)	-
Benefits paid	(234,000)	(294,000)
	3,830,000	4,056,000

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

The amounts recognised in the Balance sheet are as follows:

	2024	2023
	£	£
Fair value of scheme assets	5,911,000	5,922,000
Present value of funded obligations	(3,830,000)	(4,056,000)
Surplus not recognised	(2,081,000)	(1,866,000)
Net pension scheme asset/(liability)	-	-

The fair value of scheme assets above has been reduced by the surplus of £2,081,000 (2023 - £1,866,000) which has not been recognised on the basis that the Trustees cannot be reasonably certain that future economic benefits in the form of reduced contributions or a scheme refund will result.

The amounts recognised in the Statement of Financial Activities are as follows:

	2024	2023
	£	£
Current service cost	(10,000)	(14,000)
Scheme expenses	(63,000)	-
Interest on obligation	(185,000)	(144,000)
Interest on assets	272,000	181,000
Losses on curtailments	(17,000)	-
	(3,000)	23,000
Return on scheme assets less interest liabilities	8,000	(830,000)
Experience gains arising on scheme liabilities	127,000	278,000
Impact of changes in actuarial assumptions on scheme liabilities	78,000	989,000
Surplus not recognised	(215,000)	(472,000)
	(2,000)	(35,000)

The Brigade expects to contribute £nil to the defined benefit pension scheme in 2024.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

25. PENSION COMMITMENTS (continued)

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2024	2023
	£	£
Equities	67.0%	61.0%
Bonds	27.0%	29.0%
Cash	3.0%	4.0%
Annuities	3.0%	6.0%

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	2024	2023
	£	£
Discount rate at 31 March	4.70%	4.70%
Future salary increases	n/a	2.50%
Future pension increases	3.30%	3.35%
Retail price inflation	3.30%	3.35%

Mortality assumptions used for current pensioners at age 65 were 21.3 years for men and 23.8 years for women. Assumptions for future pensioners at age of 65 were 22.3 years for men and 24.9 years for women.

26. OPERATING LEASE COMMITMENTS

At 31 March 2024 the Brigade had future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Amounts payable:		
Within one year	8,488	7,010
Between 1 and 5 years	8,977	4,800
	<u>17,465</u>	<u>11,810</u>

27. RELATED PARTY TRANSACTIONS

The Brigade is ultimately controlled by the members collectively. No single party is able to exercise control.

Other loans, totalling £1,000 (2023 - £5,000), which the Brigade originally received and has not yet repaid, were from related parties.

Accounts

Company registered number: 145122
Registered charity in England & Wales number: 305969 & Registered charity in Scotland number: SC038016

THE BOYS' BRIGADE
(A company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**



Whitings LLP
Chartered Accountants & Business Advisers
Statutory Auditors

THE BOYS' BRIGADE
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Office Bearers

President	Rev Dez Johnston
Vice Presidents	David Aubrey KC Alison Chambers Mervyn Murdock Ian Rumbelow
Treasurer	Stephen Mann
Chaplain	Rev Leigh Maydew (term of office completed 2 nd September 2022) Rev Stewart Cutler (appointed 3 rd September 2022)
Trustees	David Aubrey KC (term of office completed 2 nd September 2022) Lee Bird Stewart Buchanan Ronald Campbell Robert Cunningham Rev Stewart Cutler (appointed 3 rd September 2022) Philip Daley Jaime Ellis Thom Hammond (resigned 1 st December 2022) Michael MacAulay (term of office completed 2 nd September 2022) Stephen Mann Rev Leigh Maydew (term of office completed 2 nd September 2022) Paul McCarroll (resigned 7 th March 2023) Margaret Pang (appointed 26 th January 2023) Ian Rumbelow Sam Templeton (appointed 3 rd September 2022)
Company registered number	145122
Charity registered numbers	305969 and SC038016
Registered office	Felden Lodge Hemel Hempstead Hertfordshire HP3 0BL
Company Secretary and Chief Executive Officer	Jonathan Eales

THE BOYS' BRIGADE

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023**

Statutory Auditors

Whitings LLP
Chartered Accountants
Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

Principal Bankers

Barclays Bank Plc
1 Churchill Place
London
E14 5HP

Investment Managers

Rathbone Investment Management Limited
Rathbone Brothers Plc
8 Finsbury Circus
London
EC2M 7AZ

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2023

The Brigade Executive as Trustees (who are also directors of the charity for the purposes of the Companies Act) present their Annual Report (including Strategic Report) together with the audited financial statements of The Boys' Brigade (the Charity) for the year ended 31 March 2023. The Trustees confirm that the Annual Report and financial statements of the charity comply with the current statutory requirements of the Charities Act 2011 and the Companies Act 2006, the requirements of the charity's governing document, the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and UK Generally Accepted Accounting Practice.

STRUCTURE, GOVERNANCE AND MANAGEMENT

- **Governing document**

The Boys' Brigade is incorporated under the Companies Act as a company limited by guarantee without share capital and is accordingly governed by its Memorandum and Articles of Association, as amended subsequently by special resolution.

The members of the Brigade have each guaranteed liabilities of up to £1. In addition, the Brigade is also a registered charity and subject to the regulation of the Charity Commission.

- **Recruitment and appointment of the Brigade Executive**

Members of the Brigade Executive are both Charity Trustees and Company Directors.

The Companies, Battalions and Districts within an electoral area appoint persons to the Regional Committees, in order to oversee the Brigade at a regional level. However, the overall management and strategic direction of the Brigade is provided by the Brigade Executive. The Regional Committees in England, Scotland and Northern Ireland, each elect three of its members to serve on the Brigade Executive, with the Wales and The Republic of Ireland Regional Committees each electing one of its members to serve on the Brigade Executive. The maximum term of office is six years (two terms of three years) commencing from appointment to the Regional Committee.

Office Bearers, comprising of a President, a maximum of four Vice Presidents, a Treasurer and a Chaplain are also elected annually by Brigade Council. The terms of office are a maximum of nine years for President and Vice Presidents, three years for Chaplain and there is no maximum term of office for the role of Treasurer. The Office Bearers elect annually a Vice President to serve as a Trustee (with a maximum term of six years in that capacity). The Treasurer and Chaplain are also Trustees for the duration of their appointment, but except as set out above, the Office Bearers are not Charity Trustees or Company Directors.

- **Induction and training of Trustees**

Trustees are familiar with the work of the Charity, and other than Office Bearers, are all elected members at Regional Committee level.

On appointment members receive induction training to aid their understanding and to develop the competencies required on incorporated, legal, financial, safeguarding, health & safety and service delivery matters. The Trustees are supported by a range of Sub-Committees whose membership is drawn from the Brigade Executive and others with specific experience and expertise.

- **Organisational structure and decision making**

The Brigade Executive is charged with the management and supervision of the affairs of the Brigade: -

- To bring an independent judgement to bear on issues of strategy, performance and resources; and observe the highest standards of integrity, confidentiality and objectivity.
- To act in good faith in the interests of The Boys' Brigade and its members and in the public interest, exercise due care and diligence, and contribute expertise and experience to the work of the Executive.
- To promote the reputation and standing of The Boys' Brigade.
- To administer the organisation and all its assets in the interest of current, potential and future beneficiaries.

Members of The Brigade Executive as Charity Trustees are of the opinion that they have complied with their obligations to have regard to the public benefit guidance as published by the Charity Commission and as required by the Charities and Trustee Investment (Scotland) Act 2005.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2023

The Chief Executive Officer is the senior member of staff and is the appointed Company Secretary of The Boys' Brigade, a charitable company. The Company Secretary is responsible for the day-to-day management of the Brigade's affairs and for implementing the policies agreed by the Executive.

• Related party relationships

The accounts disclose the operations of The Boys' Brigade in its position as a limited company and registered charity. They do not consolidate the activities and net assets of the independently constituted local Boys' Brigade Companies, Battalions and Districts, nor of those charities where it acts as a custodian Trustee.

The Brigade holds and administers, for various Companies, Districts and Battalions, as custodian Trustee, investments valued at £3,036,729 at 31st March 2023 (2022 - £3,432,645). The investments are managed by professional fund managers in separately designated accounts. The Brigade also holds legal title as nominee in certain land and buildings in which various Companies, Districts and Battalions are interested.

None of the Trustees receive remuneration or other benefit other than travel expenses from their work for the charity.

Details of other related party transactions are disclosed in note 26 to the financial statements.

• Risk management

The Brigade Executive, as Trustees, has introduced a process to assess risk and implement risk management strategies. The risk register has involved identifying the types of risk the Brigade faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the Brigade Executive has reviewed the adequacy of The Brigade's current financial internal controls.

In addition the Brigade Executive has set policies on internal controls which cover the following:

- Consideration of the type of risk the Brigade faces;
- The level of risk it regards as acceptable;
- The likelihood of the risk concerned materialising;
- The Brigade's ability to reduce the incidence and impact on the organisation of the risks that may materialise; and
- The cost of operating particular controls relative to the benefits obtained.

Health & Safety

The Boys' Brigade (Brigade/BB) has fulfilled its obligations under the Health & Safety at Work Act 1974. The Brigade has made all reasonable and practical efforts to ensure that all employees have a safe and healthy place in which to work with adequate welfare facilities. Furthermore, it has ensured that all other persons e.g., contractors, visitors, guests, and members of the public are not adversely affected by their work activities or by being present in the surrounding environments.

The prevention of all accidents and dangerous occurrences is essential to avoid hardship and suffering to individuals as well as to the efficient operation of the organisation. The Brigade has sought to conform to all health and safety legislation in order to achieve this objective.

It shall be the duty of the Management at all levels to set standards, promote and maintain safety in its facilities and activities.

The Brigade consults regularly with the work force on health and safety matters. It seeks expert advice, as necessary, from the HSE and other independent consultants on health, medical, fire, environmental and safety matters relating to the work activities.

The Brigade provides all relevant information concerning the risks and hazards associated with the jobs, tasks & duties undertaken by their employees and ensures they are adequately trained and supervised in their work functions.

All employees must exercise personal responsibility in preventing injury to themselves, other employees and third parties and comply with all the safety measures/procedures taken and set down by the Brigade and statutory bodies.

The Brigade provides all relevant information on the health and safety aspects of its work to clients and to regulatory and public authorities, as required.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2023

Accident Reporting: -

The Brigade seeks to ensure that staff and volunteers are aware of the need to report all accidents and dangerous occurrences to Brigade Headquarters, without delay, following any accident or occurrence. The requirement for reporting accidents is set out in the Staff Handbook and the Safety Handbook section 6. Brigade Headquarters will, if required, report under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Safeguarding: -

The Boys' Brigade takes its duties under the Children Act 2004 seriously and has appropriate procedures and staff appointed to meet its duties under the 2004 Act. If a reasonable suspicion is raised about the protection of a child under the age of 18 years, the Brigade will undertake its duties using its procedures. The Brigade has a policy to vet all those who have the responsibilities for the care of children within areas of its responsibilities to comply with the Protection of Children Act 1999.

The Trustees consider the key management personnel of the Charity to be the Brigade Executive and the management team who are in charge of directing, controlling, running and operating the charity on a day-to-day basis. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 10 to the financial statements.

- **Pay policy for staff**

The pay of the staff is reviewed annually by the Remuneration Committee and assessed against comparable market rates for similar charitable institutions, having regard to the particular circumstances of the Brigade.

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

- **Policies and objectives**

The Brigade's principal objective continues to be the advancement of Christ's Kingdom among children and young people.

- **Grant making policies**

The Brigade makes an annual grant to The Boys' Brigade Northern Ireland District and to that in the Republic of Ireland Region. Other grants are considered by the Brigade on application.

Achievements and performance (including strategic report)

- **Review of achievements and performance**

The primary focus for the organisation has continued to be the delivery of our five-year strategy **to improve the quality and consistency of experience for children and young people**. The strategy has helped shape the priorities for the Trustees, Sub-Committees, and staff team over the period.

Our strategy is aligned to our **Vision** that through the organisation children and young people have the opportunity to live life to the full. The **Mission** of The Boys' Brigade is to have faith in young people and provide them with opportunities to learn, grow, and discover in a safe, fun, and caring environment which is rooted in the Christian Faith. This is underpinned by the **Values** of Faith, Caring, Inspiring and Trust.

The focus of the past twelve months has been centred on further developing the programme resources and support provided to volunteer leaders. These are the priorities volunteers have told us are important to them.

Key achievements in Year Two of the Strategy have included:

- Launch of Young Leaders Network
- Roll out of our first National Company Census
- Development of our Programme Hub - providing ease of access to resources
- Roll out of training to new Leader Development Community
- Launch of Company Management Training
- Re-introduction of National Competitions

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2023

The Company Census was completed by over 75% of BB groups across the country and provided an important insight into the health of groups. It demonstrated that the priorities of our strategy to resource and equip leaders continues to align with the views and the needs of our volunteer leaders. The findings have been shared across the organisation and leaders have been encouraged to use the data for their local area to help shape their plans and priorities. It has been pleasing to see the number of our groups that have been able to grow their membership over the past year.

There has also been a focus on embedding the mandatory e-learning training and Leaders' Code of Conduct as part of our drive to ensure volunteers practice and knowledge is up to date. Providing ease of access to our safeguarding training and resources has also been a priority. The new Company Management Training puts the emphasis on developing a team approach to the management and oversight of local groups and aims to equip Captains and Leaders-in-Charge with the tools to run the local group effectively.

During the year we have received funding from the Youth Investment Fund via the Department for Digital, Culture, Media & Sport (DCMS). This has enabled us to develop a PR Campaign co-designed and delivered by young people and led by our Young Leaders Group working in partnership with Refresh PR. Workshops have been run in IMD 1-5 Upper Tier areas reaching and engaging with current members aged 11-18 to assist with increasing capacity and raising awareness of the skills that can be gained by being involved with the organisation along with the barriers that prevent young people from joining.

We have also commissioned some research, which Youthscape are undertaking on our behalf, looking at the changing priorities and needs of young people. This report will be published later in the year and will help inform and equip leaders.

Over the past year we also commenced a three-year partnership with Bolton University in raising the aspirations of teenagers, and the focus for this year has been in providing programme resources and some financial support for groups to provide team-based challenges for members.

At the beginning of 2023 we secured significant funding via the Uniformed Youth Fund (DCMS) which will support the delivery of our strategy over the next two years. It will be focussed on increasing capacity in existing groups and expanding our reach into new areas. A priority will be to engage with church partners as we explore new opportunities to establish connections with young people. As part of the funding, we have appointed a ministry lead and support worker to assist us in this approach.

Funding will also enable us to expand the programme hub, develop Online Brigade Manager (OBM) functionality, and invest in raising the profile and impact of our work in local communities and beyond.

We continue to work closely with a range of partner organisations, especially in the Uniformed Youth Sector in partnership like 'Cashback for Communities'. We also continue to share best practice within the youth sector and highlight to UK and devolved Governments the value of our work with children and young people. Through our membership of Youth United one of our groups has been involved in a pilot project in collaboration with Intergenerational Music Making (IMM). The project has involved The Boys' Brigade group partnering a local care home and is aimed at helping young people increase their sense of citizenship and develop respect and empathy for older people in their community. It is hoped that this pilot can be rolled out across more communities in the coming year.

As part of the financial strategy the Felden Lodge property has been put up for sale, and although a sale has been agreed, the contract negotiations are ongoing. The Trustees have agreed that the proceeds will be invested for the long term, with the income used to fund the delivery of the strategic aims and objectives of the organisation. Alternative office accommodation for staff will be secured following the sale.

During the year members of the Northern Ireland District voted in favour of seeking to operate as a separate entity. Discussions are ongoing as to how this could work in practice.

Strategic oversight is provided by the Brigade Executive (Board of Trustees) and the delivery of the five-year strategy is supported by a range of sub-committees. These include groups covering the areas of Programme, Leader Development, Faith, Safeguarding, Finance, Young Leaders, International, Governance, Health & Safety and Pay & Remuneration.

During the year a skills audit has been undertaken by the Trustee Board and external training has been provided to support the board.

The operational delivery is overseen by the Senior Management Team, led by the Chief Executive.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2023

- **Principal risks and uncertainties**

The Executive undertakes regular risk reviews of all key aspects of the operations of the charity.

The Executive considers the Brigade's exposure to the risk of any significant loss of income and to the risk of unforeseen expenditure, which cannot be mitigated by Executive action, and the degree of risk ascribed to each such event is assessed.

With income, a major risk is that of a decline in membership income, and any economic/stock market downturn or other factors leading to a decline in legacy values and reduced income donations.

Budgetary and financial controls continue to be improved in order to control over-expenditure and to mitigate the effect of a drop in income in any one financial year. It is not the Brigade's policy to embark on major initiatives without committed funding.

FINANCIAL REVIEW

- **Investment policy and performance**

The Executive has agreed that the funds under investment be managed by nominee brokers. The present investment policy is to maximise long-term return of the Brigade's investment fund subject to the risk normally associated with a balanced approach to portfolio management. There is a further proviso that as far as it is reasonably possible investments in institutions that conflict with The Boys' Brigade's beliefs and objectives will be excluded. The fund will be invested between growth-orientated securities and investment in income bearing securities. Inclusion of overseas direct equity investment is permitted where deemed appropriate. The performance of the fund is measured against the FTSE All Share Index and other relevant indices. Regular reports are provided by the fund manager detailing the progress and relative performance of the fund.

- **Results**

The charity reports an operating surplus for the year for all funds of £106,065 (2022 – loss of £172,846 after exceptional pension costs and £91,846 before). The net operating surplus for the year disclosed in the Unrestricted Funds was £106,058 (2022 - £71,907 before exceptional pension costs and £152,907 after). The Brigade in total reports a surplus after all movements of £71,065 (2022 – loss of £106,846) on funds. These results exclude funds held as custodian.

- **Reserves policy**

The charity maintains a level of reserves to allow it to meet its operational obligations and to mitigate against the financial costs of identified risks.

The level of reserves is set in the light of risks identified in the Risk Register, which is reviewed quarterly by the board. The key risks identified concern short term cash fluctuations due to timing of receipt of capitation fee income, loss of membership and reduced income from house activity due the Covid 19 pandemic and unforeseen expenditure.

The trustees consider that a level of reserves of £800,000, with £200,000 held as cash is appropriate given the level of risk identified. Such a level of reserves is currently maintained by the charity.

The trustees review the level of reserves quarterly and update the policy annually as part of the strategic planning process.

- **Principal funding**

The Brigade Treasurer, Chief Executive Officer, Finance Manager and Finance Committee continue to review all aspects of the Brigade's operations. Ways are being considered to generate income from outside of the Brigade and also to reduce outgoings. The Brigade is grateful for the financial support received from the Scottish Government, Cashback for Communities, the UK Government and Falkirk Council. The fees paid by Companies and Leaders largely fund the Brigade, and the Brigade Executive is fully aware of the burden this places upon Companies.

As with all charitable organisations, the Brigade is heavily dependent upon the services of unpaid members to deliver front line children's and youth work in local communities as well as undertake local, regional and national work on committees. All of the trustees are volunteers who freely give of their time.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2023

- **Statement of Trustees relating to their responsibilities under the Charities (Protection and Social Investments) Act 2016**

The Trustees recognise their responsibilities under this Act and confirm that under the Fundraising Provisions of that Act, they did not employ external fundraisers during the year.

The Trustees have also considered the impact of the General Data Protection Regulations on fundraising activities.

- **Plans for the future**

Improving the quality of experience for children and young people remains the priority for the organisation, alongside maintaining financial stability. Supporting and equipping leaders will continue to be a focus, as well as raising the profile and voice of young leaders in shaping future plans.

The third year workplan will be centred on delivering the DCMS funding objectives to increase capacity in existing groups and expand the reach of our work, which supports the priorities set out in the five-year strategy.

Later in the year the organisation will mark its 140th anniversary and will provide the opportunity to celebrate all our volunteers do, together with the positive impact The Boys' Brigade has on the lives of children and young people.

- **Going Concern**

The Trustees have prepared the financial statements on the going concern basis, and as part of their assessment have considered the five-year financial strategy and forecasts that take into consideration the possibility of Northern Ireland operating as a separate entity as well as the pending sale of Felden Lodge.

Budgets continue to be prepared in line with the financial strategy and expenditure will be managed closely, including the deployment of the staff resource, to ensure there is a focus on our strategy to improve the quality of experience for children and young people.

- **Pension Funds**

The Brigade operates a defined benefit pension scheme for previously eligible permanent employees, the assets of which are funded separately. This scheme continues to be funded for present service but has been closed to new members since November 2000.

In accordance with the requirements of the Financial Reporting Standard 102, the net funding deficit or surplus on this scheme, at each Brigade financial year end, would normally be consolidated onto the Brigade Balance Sheet. At the last valuation, as at 31 March 2023, the actuary calculated that there was a funding surplus of £1,866,000 (2022- £1,394,000) on a continuing basis. This asset has not been recognised in the financial statements as, with the volatile investment market, the Executive does not consider that it would be recoverable either through reduced contributions in the future or through refunds from the scheme.

Contributions to the scheme are based on triennial valuations prepared under different assumptions. The latest available valuation based on the current statement of funding principles as at 1 June 2021 indicated a scheme surplus of £691,000.

The Brigade also operates a defined contribution pension scheme. Contributions are expensed as they become payable.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2023

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of The Boys' Brigade for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO AUDITORS

The Trustees at the time when this Trustees' report is approved have confirmed that:

- so far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

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

This report was approved by the Trustees on ^{1st July 2023} and signed on their behalf by:


Jonathan Eales
Company Secretary

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE FOR THE YEAR ENDED 31 MARCH 2023

Opinion

We have audited the financial statements of The Boys' Brigade (the 'Charity') for the year ended 31 March 2023 set out on pages 13 to 38. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for which the financial statements are prepared is consistent with the financial statements; and
 - the Trustees' report incorporating the Strategic report has been prepared in accordance with applicable legal requirements.
-

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued) FOR THE YEAR ENDED 31 MARCH 2023

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- enquiry with management around actual and potential litigation and claims;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- performing audit work over the risk of management override of controls, including review of journal entries and other adjustments for appropriateness, and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

THE BOYS' BRIGADE

(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued)
FOR THE YEAR ENDED 31 MARCH 2023**

Use of our report

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

Whitings LLP

Jonathan Moore (Senior statutory auditor)

For and on behalf of

Whitings LLP

Chartered Accountants
Statutory Auditor

Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

Date: *01/02/23*

Whitings LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE BOYS' BRIGADE

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income and endowments from:						
Donations and legacies	4	415,271	33,305	-	448,576	204,605
Training centres		566,834	-	-	566,834	306,181
Investments	6	57,283	2,337	1,059	60,679	40,696
Charitable activities:						
Annual capitation contributions		917,412	-	-	917,412	755,261
Supplies sales	3	523,195	-	-	523,195	391,955
Grants receivable	5	108,197	354,703	-	462,900	342,293
Annual festival and other events		26,349	-	-	26,349	2,950
Total income and endowments		2,614,541	390,345	1,059	3,005,945	2,043,941
Expenditure on:						
Raising funds:						
Cost of raising funds	9	181,242	-	-	181,242	201,725
Training centres (non-Brigade use)		455,854	-	-	455,854	394,213
Investment management		8,206	949	396	9,551	11,940
Charitable activities:						
Supplies - Cost of sales	3	299,335	-	-	299,335	244,549
Supplies - Administration	3	98,486	-	-	98,486	86,671
Grants payable	7	115,529	102,054	-	217,583	171,706
Training centres (Brigade use)		80,445	-	-	80,445	43,801
Management and delivery of activities	9	1,191,933	280,718	670	1,473,321	1,014,042
Exceptional pension costs	2	-	-	-	-	81,000
Total expenditure		2,431,030	383,721	1,066	2,815,817	2,249,647
Net income / (expenditure) before investment gains/(losses)		183,511	6,624	(7)	190,128	(205,706)
Net (losses)/gains on investments	14	(77,453)	(3,957)	(2,653)	(84,063)	32,860
Net income / (expenditure) before transfers		106,058	2,667	(2,660)	106,065	(172,846)
Transfers between Funds	19	46,366	(46,366)	-	-	-
Net income / (expenditure) before other gains and losses		152,424	(43,699)	(2,660)	106,065	(172,846)
Actuarial (losses)/gains on defined benefit pension scheme	24	(35,000)	-	-	(35,000)	66,000
Net movement in funds		117,424	(43,699)	(2,660)	71,065	(106,846)
Reconciliation of funds:						
Total funds at 1 April 2022		4,348,682	271,743	36,169	4,656,594	4,763,440
Total funds at 31 March 2023	19	4,466,106	228,044	33,509	4,727,659	4,656,594

All activities relate to continuing operations.

The notes on pages 16 to 38 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)
REGISTERED NUMBER: 145122

BALANCE SHEET
AS AT 31 MARCH 2023

		2023		2022	
	Note	£	£	£	£
Fixed assets					
Intangible assets	12		1		29,083
Tangible assets	13		3,567,188		3,567,188
Investments	14		815,565		897,730
			<u>4,382,754</u>		<u>4,494,001</u>
Current assets					
Stocks	15	230,952		188,977	
Debtors	16	306,321		197,458	
Cash at bank and in hand	23	590,475		402,940	
			<u>1,127,748</u>		<u>789,375</u>
Creditors: amounts falling due within one year	17	(433,907)		(302,824)	
Net current assets			<u>693,841</u>		<u>486,551</u>
Total assets less current liabilities			<u>5,076,595</u>		<u>4,980,552</u>
Deferred income	18		(348,936)		(323,958)
Net assets			<u><u>4,727,659</u></u>		<u><u>4,656,594</u></u>
Charity Funds					
Endowment funds	19		33,509		36,169
Restricted funds	19		228,044		271,743
Unrestricted funds	19		4,466,106		4,348,682
Total funds			<u><u>4,727,659</u></u>		<u><u>4,656,594</u></u>

The financial statements were approved by the Trustees on 01/07/23 and signed on their behalf, by:

Stephen Mann
Brigade Treasurer

Stewart Buchanan
Chairman of the Brigade Executive

The notes on pages 16 to 38 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

CASH FLOW STATEMENT & ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2023

Cash flow statement	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	22	164,302	(81,062)
Cash flows from investing activities:			
Dividends, interest and rents from investments		23,233	20,960
Transfer from investment portfolio		-	100,000
Net cash provided by investing activities		23,233	120,960
Change in cash and cash equivalents in the year		187,535	39,898
Cash and cash equivalents brought forward		402,940	363,042
Cash and cash equivalents carried forward	23	590,475	402,940

Analysis of net debt	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	402,940	187,535	590,475
Loans falling due within one year	(5,000)	-	(5,000)
	397,940	187,535	585,475

The notes on pages 16 to 38 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

1.1 General information and basis of preparation of financial statements

The Boys' Brigade is a company limited by guarantee incorporated in England and Wales. It is also a registered charity and subject to regulation of the Charities Commission. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The Boys' Brigade meets the definition of a public benefit entity under FRS 102.

1.2 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Funds are accounted for in accordance with the applications stated in the relevant notes for endowment, restricted and designated funds.

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income comprises revenue recognised by the Brigade in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts, and relates wholly to the United Kingdom.

Annual capitation income

Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and 5/12 of the income received after 1 September 2022 is treated as a deferred income at the balance sheet date.

Supplies and training centre income

All income from supplies sales and training centres is recognised on an accruals basis. Transactions are also processed to account for internal movements in relation to transactions involving departments within the Brigade structure.

Donations, gifts and legacies

Donations and gifts are recognised on a receivable basis once the charity has entitlement to the income. Capital assets donated to the charity are recognised on the balance sheet at their fair value and through income in the statement of financial activities.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1.3 Income (continued)

Grant funding

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

1.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Brigade; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred in the Charity's educational operations.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of any irrecoverable VAT.

1.6 Intangible fixed assets and amortisation

Amortisation is provided at the following rates:

Access rights to Felden Lodge	-	Fully amortised in year
Intellectual Property	-	Nil

1.7 Tangible fixed assets and depreciation

Tangible and intangible fixed assets are stated at cost. Donations and legacies received to enable the acquisition of such assets are recognised in the statement of financial activities. These, unless expended within the financial year in which received, are credited to a fund until such time as the appropriate asset has been acquired, after which an appropriate transfer is made to the general fund.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	Nil
Office furniture and equipment	-	10% straight line

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

1. ACCOUNTING POLICIES (continued)

1.7 Tangible fixed assets and depreciation (continued)

No depreciation has been charged on freehold property since 1991 as the remaining useful economic life of the properties is so long, and the residual values are such that depreciation charges would not be material. Annual impairment reviews are undertaken to confirm that the recoverable amount is not less than the carrying value in the accounts. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

1.8 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads. Stock is recorded on a first-in first-out basis.

1.10 Debtors

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

1.11 Cash and Cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.13 Financial instruments

The charity has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments in non-derivative instruments that are equity to the issuer are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.14 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight-line basis over the lease term.

1.15 Taxation

As a registered charity, the Brigade is exempt from corporation tax on income and gains which are applied for charitable purposes. The Brigade has a considerable amount of income which is treated as exempt for value added tax purposes, resulting in only a proportion of value added tax suffered on expenditure being recoverable.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.16 Pensions

The Charity operates a defined contribution pension scheme for the benefit of its employees. Contributions are expensed as they become payable.

The Charity also operates a defined benefit pension scheme. A liability for the charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

Further details on the two pension schemes are detailed in note 24.

1.17 Loans

For loans repayable on demand within one year, the loan is measured at cost, less impairment. Where the loan is repayable after more than one year, the loan is initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method, less impairment, where material to the accounts

1.18 Redundancy and termination payments

Redundancy and termination payments are recognised where there is a present legal or constructive obligation. These are recognised within staff and employment costs.

1.19 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the Company but are presented separately due to their size or incidence.

1.20 Judgements in applying accounting policies and key sources of estimation uncertainty

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

The Brigade makes estimates and assumptions relating to future events which will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

i. Deferred capitation income

The Brigade makes an estimate for deferred capitation income. Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and therefore an estimate of 5/12 of the income received after 1 September is treated as deferred income at the balance sheet date.

ii. Impairment of debtors

The Brigade makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, its financial circumstances, the ageing profile of debtors and historical experience.

iii. Defined benefit pension scheme

The Brigade has obligations to pay pension benefits to certain past and present employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on scheme liabilities. These factors are estimated in determining the net pension obligation in the balance sheet based on actuarial advice received. The assumptions reflect historical experience and current trends.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. INCOMING AND EXPENDITURE ON UNRESTRICTED FUNDS

	2023	2022
	£	£
Income from:		
Donations and legacies	415,271	163,766
Training centres and other rental income	566,834	306,181
Investment income	57,283	37,828
Annual capitation contributions	917,412	755,261
Supplies sales	523,195	391,955
Grants	108,197	185,369
Annual festivals and other events	26,349	2,950
Total income	2,614,541	1,843,310
Expenditure on:		
Cost of raising funds	181,242	201,725
Training centres (non-Brigade use)	455,854	394,213
Investment management fees	8,206	10,482
Supplies – cost of sales	299,335	244,549
Supplies – administration	98,486	86,671
Grants to Battalions and Districts	115,529	101,079
Training centres (Brigade use)	80,445	43,801
Management and delivery of the charity's purposes	1,191,933	865,297
Exceptional pension costs	-	81,000
Total expenditure	2,431,030	2,028,817
Net income/(expenditure) before investment gains	183,511	(185,507)
Investment (losses)/gains	(77,453)	32,600
Net operating surplus/(deficit)	106,058	(152,907)
Transfers from other funds	46,366	-
	152,424	(152,907)
Actuarial (losses)/gains on defined benefit pension scheme	(35,000)	66,000
Net movement in funds for year	117,424	(86,907)

Exceptional pension costs relate to an estimate of the additional liabilities arising from addressing Guaranteed Minimum Pensions ("GMP"). This is as a result of a High Court ruling which held that relevant defined benefit pension schemes with GMP accruals between certain dates must equalise for the different effect of the GMPs between men and women. A past service cost of £nil (2022 - £81,000) has been recognised in the year.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

3. SUPPLIES

	2023	2022
	£	£
Sales	523,195	391,955
Cost of sales	(299,335)	(244,549)
	223,860	147,406
Administration	(98,486)	(86,671)
Net surplus	<u>125,374</u>	<u>60,735</u>

Supplies relates to sales of uniforms and merchandise to Companies, Battalions, Districts and individuals.

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	79,561	33,305	-	112,866	102,925
Legacies	335,710	-	-	335,710	101,680
	<u>415,271</u>	<u>33,305</u>	<u>-</u>	<u>448,576</u>	<u>204,605</u>

In 2022, the total income from donations and legacies was £163,766 to unrestricted funds and £40,839 to restricted funds.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. GRANTS RECEIVABLE

	2023	2022
	£	£
General fund: -		
Children, Young People and Families Early Intervention Fund	63,000	60,000
Falkirk Council Covid-19 Support	4,245	15,100
Dacorum Council Hospitality	-	6,000
Coronavirus Job Retention Scheme	-	55,032
	<u>67,245</u>	<u>136,132</u>
Restricted funds: -		
NVYO Support Fund	10,000	18,500
Youth Scotland Generation Cashback Phase 5	118,823	120,860
Church of Scotland – Guild Project	1,095	5,781
Coronavirus Job Retention Scheme	-	11,783
Bolton University	35,500	-
Uniformed Youth Fund – DCMS	66,616	-
Youth Investment Fund – DCMS	122,669	-
	<u>354,703</u>	<u>156,924</u>
Designated funds: -		
Landfill Trusts	40,952	49,237
	<u>40,952</u>	<u>49,237</u>
	<u>462,900</u>	<u>342,293</u>

6. INVESTMENT INCOME

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Deposit interest	1,300	-	-	1,300	64
Income from investments	18,983	2,337	1,059	22,379	21,632
Pension income	37,000	-	-	37,000	19,000
	<u>57,283</u>	<u>2,337</u>	<u>1,059</u>	<u>60,679</u>	<u>40,696</u>

In 2022, of the total investment income, £37,828 was to unrestricted funds, £1,932 was to restricted funds and £936 was to endowment funds.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

7. GRANTS PAYABLE

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Northern Ireland District	115,529	-	115,529	101,079
Other Battalions, Districts and Companies	-	102,054	102,054	70,627
	<u>115,529</u>	<u>102,054</u>	<u>217,583</u>	<u>171,706</u>

In 2022, of the total grants payable, £101,079 was to unrestricted funds and £70,627 was to restricted funds.

8. GOVERNANCE COSTS

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Auditors' remuneration – audit services	9,500	-	-	9,500	9,500
Auditors' remuneration – other services	13,266			13,266	13,181
Committee expenses	5,548	-	-	5,548	3,375
Legal and professional fees	63,206	-	-	63,206	10,763
Annual report	1,750	-	-	1,750	760
Staff training	751	-	-	751	-
	<u>94,021</u>	<u>-</u>	<u>-</u>	<u>94,021</u>	<u>37,579</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

9. ADMINISTRATION AND SUPPORT COSTS

	Cost of generating funds £	Supplies £	Management and delivery of charity's purposes £	Total 2023 £	2022 £
Staff costs	83,531	10,716	429,819	524,066	534,879
Staff training	106	-	554	660	1,849
Outsourcing management fee	-	52,726	-	52,726	45,737
Travelling	4,518	-	23,717	28,235	18,831
Development	1,326	-	6,959	8,285	11,986
Training courses	4,666	-	24,495	29,161	1,696
Office services	5,407	-	28,388	33,795	24,301
Insurance	20,719	-	108,773	129,492	132,582
Printing and stationery	969	-	5,085	6,054	4,254
IT expenses	6,684	-	35,093	41,777	40,623
Postage and carriage	364	35,044	1,910	37,318	29,886
Repairs and maintenance	324	-	1,700	2,024	2,807
Leasing	2,188	-	11,489	13,677	15,589
Amortisation	4,653	-	24,428	29,081	265
Communications	5,364	-	28,159	33,523	61,083
Sundries	914	-	4,799	5,713	8,809
Irrecoverable VAT	9,744	-	51,155	60,899	36,751
Bank charges	2,094	-	11,144	13,238	9,085
Subscription to Global & European Fellowship	-	-	1,500	1,500	1,500
Online Brigade Manager	6,646	-	34,903	41,549	43,266
Pension scheme costs	-	-	64,725	64,725	37,441
Governance costs	21,025	-	72,996	94,021	37,579
Direct expenditure attributable to Designated Funds	-	-	260,142	260,142	92,894
Internal recharges to training centres	-	-	(40,000)	(40,000)	(40,000)
	<u>181,242</u>	<u>98,486</u>	<u>1,191,933</u>	<u>1,471,661</u>	<u>1,153,693</u>

Included above are support costs of: -

Staff costs	-	-	57,726	57,726	50,958
Other costs	-	-	3,737	3,737	2,333
Governance costs	21,025	-	72,996	94,021	37,579
Operations	-	-	2,427	2,427	-
	<u>21,025</u>	<u>-</u>	<u>136,886</u>	<u>157,911</u>	<u>90,870</u>

Support costs have been allocated on the basis of staff time.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

10. NET INCOME / (EXPENDITURE)

This is stated after charging:

	2023	2022
	£	£
Operating lease expense	63,064	65,547
Amortisation charged	29,082	264
Auditors' remuneration – audit services	9,500	9,500
Auditors' remuneration – other services	13,266	13,181
Trustee and officer indemnity insurance	<u>4,823</u>	<u>4,580</u>

During the year, no Trustees received any remuneration (2022 - £NIL).

During the year, no Trustees received any benefits in kind (2022 - £NIL).

8 Trustees received reimbursement of expenses amounting to £1,996 in the current year (2022 - 8 Trustees - £670).

Trustees are provided with overnight accommodation, if required, when attending meetings.

11. STAFF COSTS

Staff costs were as follows:

	2023	2022
	£	£
Wages and salaries	682,668	736,539
Social security costs	59,105	49,908
Defined contribution pension costs	28,653	28,094
Defined benefit pension operating costs	14,000	16,000
Redundancy costs	-	18,485
	<u>784,426</u>	<u>849,026</u>

The average monthly number of employees was 43 (2022 - 37) and the average monthly number of employees during the year expressed as full-time equivalents was as follows (including casual and part-time staff):

	2023	2022
	No.	No.
Full time	24	26
Part time	10	5
	<u>34</u>	<u>31</u>

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year were £241,839 (2022 - £232,179).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

12. INTANGIBLE FIXED ASSETS

	Access Rights to Felden Lodge £	Copyrights £	Total £
Cost			
At 1 April 2022 and 31 March 2023	<u>33,047</u>	<u>1</u>	<u>33,048</u>
Amortisation			
At 1 April 2022	3,965	-	3,965
Charge for the year	<u>29,082</u>	<u>-</u>	<u>29,082</u>
At 31 March 2023	<u>33,047</u>	<u>-</u>	<u>33,047</u>
Net book value			
At 31 March 2023	<u>-</u>	<u>1</u>	<u>1</u>
At 31 March 2022	<u>29,082</u>	<u>1</u>	<u>29,083</u>

13. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures & fittings £	Total £
Cost			
At 1 April 2022 and 31 March 2023	<u>3,588,232</u>	<u>257,133</u>	<u>3,845,365</u>
Depreciation			
At 1 April 2022	21,044	257,133	278,177
Charge for the year	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2023	<u>21,044</u>	<u>257,133</u>	<u>278,177</u>
Net book value			
At 31 March 2023	<u>3,567,188</u>	<u>-</u>	<u>3,567,188</u>
At 31 March 2022	<u>3,567,188</u>	<u>-</u>	<u>3,567,188</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

14. FIXED ASSET INVESTMENTS

Investment portfolio: -

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £
1 April 2022	774,410	87,151	36,169	897,730
Additions	232,345	1,503	7,095	240,943
Disposals	(229,536)	(2,407)	(7,102)	(239,045)
Net realised and unrealised gains/(losses)	(77,453)	(3,957)	(2,653)	(84,063)
31 March 2023	<u>699,766</u>	<u>82,290</u>	<u>33,509</u>	<u>815,565</u>

The fair value of listed investments is determined by reference to the quoted price at 31 March 2023.

The fair value of investments comprise Equities £767,683 (2022 - £881,637) and cash held within the portfolio of £47,882 (2022 - £16,093). The original cost of investments excluding cash is £656,292 (2022 - £658,112).

15. STOCKS

	2023 £	2022 £
Consumables	10,712	7,224
Supplies for resale	220,240	181,753
	<u>230,952</u>	<u>188,977</u>

16. DEBTORS

	2023 £	2022 £
Trade debtors	141,055	39,532
Other debtors	1,058	5,287
Prepayments and accrued income	164,208	152,639
	<u>306,321</u>	<u>197,458</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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17. CREDITORS:

Amounts falling due within one year

	2023	2022
	£	£
Other loans	5,000	5,000
Payments received on account	11,179	3,526
Trade creditors	196,763	171,641
Other taxation and social security	32,623	21,334
Other creditors	69,728	31,218
Accruals and deferred income	118,614	70,105
	<u>433,907</u>	<u>302,824</u>

18. ACCRUALS AND DEFERRED INCOME

	2023	2022
	£	£
Annual capitation contributions received in advance	<u>348,936</u>	<u>323,958</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

19. STATEMENT OF FUNDS – CURRENT YEAR

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
Building Fund	4,592	40,953	(40,770)	1,007	-	5,782
Unite Christian Festival England	11,809	14,731	(13,830)	-	-	12,710
Carronvale Appeal	1,007	-	-	(1,007)	-	-
Children and Youthwork Fund	84,438	-	(173,950)	225,000	-	135,488
England Support	25,367	-	(6,310)	-	-	19,057
Minibus Fund	549	-	(449)	-	-	100
KGVI Fund	2,737	-	-	-	-	2,737
Scottish Development	5,414	15,000	-	(5,000)	-	15,414
Strategic Plan Fund	31,496	64,640	(20,502)	51,366	-	127,000
Kerr Charitable Trust	5,000	-	(4,331)	-	-	669
	<u>3,739,598</u>	<u>135,324</u>	<u>(260,142)</u>	<u>271,366</u>	<u>-</u>	<u>3,886,146</u>
General funds						
General Fund	609,084	2,442,217	(2,168,888)	(225,000)	(77,453)	579,960
Pension reserve	-	37,000	(2,000)	-	(35,000)	-
	<u>609,084</u>	<u>2,479,217</u>	<u>(2,170,888)</u>	<u>(225,000)</u>	<u>(112,453)</u>	<u>579,960</u>
Total Unrestricted funds	<u>4,348,682</u>	<u>2,614,541</u>	<u>(2,431,030)</u>	<u>46,366</u>	<u>(112,453)</u>	<u>4,466,106</u>

Designated funds relate to amounts transferred from general funds for purposes designated by the Trustees as follows: -

Freehold Property Fund - To represent the book value of freehold property held within the accounts.

Building Fund - For property maintenance.

Unite Christian Festivals England - to support Christian events within England.

Carronvale Appeal - For the refurbishment of Carronvale House and grounds.

Children and Youthwork Fund - For leader training, development and safeguarding responsibilities.

England Support Fund – For development and events within the region.

Minibus Fund – For the maintenance and upkeep of the vehicle.

KGVI Fund – To support leader training courses in England.

Scottish Development Fund – For development work within the region.

Strategic Plan Fund – To support the work of the 2020-2025 plan. Quality, Voice and Growth.

Kerr Charitable Trust – For development work in Scotland.

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	<u>36,169</u>	<u>1,059</u>	<u>(1,066)</u>	<u>-</u>	<u>(2,653)</u>	<u>33,509</u>

Donors have directed that capital should be held, with investment income arising therefrom to be applied specifically, as follows:

Cave Allan Legacy - Upkeep of grave, with balance to be split equally between the London District and the Boys' Brigade.

Included within funds brought forward is accumulated unexpended investment income to be expended in future periods.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

19. STATEMENT OF FUNDS – CURRENT YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,406	-	(3,406)	-	-	-
John Burke Fund	55,319	1,242	(5,929)	-	(2,560)	48,072
Friends of Carronvale	-	2,381	(2,187)	-	-	194
Friends of Felden	1,980	300	(2,152)	-	-	128
8th Grimsby Funds	44,809	1,096	(445)	-	(1,397)	44,063
Overseas work	2,946	-	-	-	-	2,946
Youth Scotland Generation						
CashBack Phase 5	71,223	118,823	(128,408)	-	-	61,638
Events England Region	7,850	-	(676)	-	-	7,174
Youthlink NVYO Support	49,179	10,000	(11,913)	(10,000)	-	37,266
Church of Scotland – Guild						
Project	21,719	1,095	(37,814)	15,000	-	-
Friends of Felden – Name a						
Chair	3,830	-	-	-	-	3,830
John Scott Charitable Trust	9,482	-	(4,614)	-	-	4,868
London District Fund	-	30,624	(30,624)	-	-	-
Bolton University	-	35,500	(25,037)	-	-	10,463
Uniformed Youth Fund	-	66,615	(36,615)	(30,000)	-	-
Youth Investment Fund	-	122,669	(93,901)	(21,366)	-	7,402
	<u>271,743</u>	<u>390,345</u>	<u>(383,721)</u>	<u>(46,366)</u>	<u>(3,957)</u>	<u>228,044</u>
Total funds	<u>4,656,594</u>	<u>3,005,945</u>	<u>(2,815,817)</u>	<u>-</u>	<u>(119,063)</u>	<u>4,727,659</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
Building Fund	2,609	54,236	(52,253)	-	-	4,592
Unite Christian Festival England	14,420	2,950	(5,561)	-	-	11,809
Carronvale Appeal	1,007	-	-	-	-	1,007
Children and Youthwork Fund	109,216	-	(24,778)	-	-	84,438
England Support	26,909	4,138	(5,680)	-	-	25,367
Minibus Fund	3,348	-	(2,799)	-	-	549
KGVI Fund	2,737	-	-	-	-	2,737
Scottish Development	414	5,000	-	-	-	5,414
Strategic Plan Fund	31,732	1,587	(1,823)	-	-	31,496
Kerr Charitable Trust	-	5,000	-	-	-	5,000
	3,759,581	72,911	(92,894)	-	-	3,739,598
General funds						
General Fund	676,008	1,751,399	(1,850,923)	-	32,600	609,084
Pension reserve	-	19,000	(85,000)	-	66,000	-
	676,008	1,770,399	(1,935,923)	-	98,600	609,084
Total Unrestricted funds	4,435,589	1,843,310	(2,028,817)	-	98,600	4,348,682
Endowment funds						
Cave Allan Legacy	37,939	936	(2,033)	-	(673)	36,169

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,914	-	(508)	-	-	3,406
John Burke Fund	54,519	1,010	(547)	-	337	55,319
Friends of Carronvale	626	738	(1,364)	-	-	-
Friends of Felden	1,955	25	-	-	-	1,980
8th Grimsby Funds	43,772	922	(481)	-	596	44,809
Overseas work	2,946	-	-	-	-	2,946
Roy Inglis Legacy	4,619	-	(4,619)	-	-	-
Cashback - Young People Take the Lead	19,583	2,999	(22,582)	-	-	-
Youth Scotland Generation CashBack Phase 4	15,070	1,513	(16,583)	-	-	-
Youth Scotland Generation CashBack Phase 5	35,183	120,859	(84,819)	-	-	71,223
Events England Region	7,850	-	-	-	-	7,850
Youthlink NVYO Support	39,822	18,500	(9,143)	-	-	49,179
Church of Scotland – Guild Project	42,013	5,796	(26,090)	-	-	21,719
Wales Development	4,640	18,979	(23,619)	-	-	-
Friends of Felden – Name a Chair	3,400	430	-	-	-	3,830
John Scott Charitable Trust	10,000	-	(518)	-	-	9,482
London District Fund	-	27,924	(27,924)	-	-	-
	<u>289,912</u>	<u>199,695</u>	<u>(218,797)</u>	<u>-</u>	<u>933</u>	<u>271,743</u>
Total funds	<u>4,763,440</u>	<u>2,043,941</u>	<u>(2,249,647)</u>	<u>-</u>	<u>98,860</u>	<u>4,656,594</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

19. STATEMENT OF FUNDS (continued)

Donors have directed, or the terms of an appeal have specified, that income arising on these funds should be applied as follows:

National Training Appeal - For Brigade training.
 John Burke Fund - For outdoor activity.
 Friends of Carronvale - To be applied towards Carronvale House.
 Friends of Felden - To be applied towards Felden Lodge.
 8th Grimsby Funds - For Anglican companies in formation.
 Overseas Work - For overseas work.
 Young People Take The Lead - Scottish development worker and support to companies.
 Roy Inglis Legacy - Development work in Scotland.
 Youth Scotland Generation CashBack Phase 4 - Offering a programme of engaging activities to young people in deprived communities.
 Youth Scotland Generation CashBack Phase 5 - Offering a programme of engaging activities to young people in deprived communities.
 Events England Region - For events in England.
 Youthlink NVYO Support Fund - Support for the young leaders network in Scotland.
 Church of Scotland Guild Project - Small grant scheme for Boys Brigade companies in Scotland.
 Wales Development – Development worker in Wales.
 Friends of Felden - Name a chair.
 John Scott Charitable Trust – Support for officer training courses in Scotland and England & Wales.
 London District Fund – Development worker in London District.
 Bolton University – Engagement Partnership including grants to companies.
 Uniformed Youth Fund – UYF funding year 1 to increase capacity.
 Youth Investment Fund – YIF funding to support new units and re-launch existing units.

SUMMARY OF FUNDS – CURRENT YEAR

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,739,598	135,324	(260,142)	271,366	-	3,886,146
General funds	609,084	2,479,217	(2,170,888)	(225,000)	(112,453)	579,960
	4,348,682	2,614,541	(2,431,030)	46,366	(112,453)	4,466,106
Endowment funds	36,169	1,059	(1,066)	-	(2,653)	33,509
Restricted funds	271,743	390,345	(383,721)	(46,366)	(3,957)	228,044
	4,656,594	3,005,945	(2,815,817)	-	(119,063)	4,727,659

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,759,581	72,911	(92,894)	-	-	3,739,598
General funds	676,008	1,770,399	(1,935,923)	-	98,600	609,084
	<u>4,435,589</u>	<u>1,843,310</u>	<u>(2,028,817)</u>	<u>-</u>	<u>98,600</u>	<u>4,348,682</u>
Endowment funds	37,939	936	(2,033)	-	(673)	36,169
Restricted funds	289,912	199,695	(218,797)	-	933	271,743
	<u>4,763,440</u>	<u>2,043,941</u>	<u>(2,249,647)</u>	<u>-</u>	<u>98,860</u>	<u>4,656,594</u>

20. FINANCIAL INSTRUMENTS

	2023 £	2022 £
Financial assets		
Financial assets that are measured at fair value	815,565	897,730
	<u>815,565</u>	<u>897,730</u>

Financial assets that are measured at fair value comprise fixed asset investments.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS – CURRENT YEAR

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,567,188
Intangible fixed assets	1	-	-	1	29,083
Fixed asset investments	699,766	82,290	33,509	815,565	897,730
Current assets	981,994	145,754	-	1,127,748	789,375
Creditors due within one year	(433,907)	-	-	(433,907)	(302,824)
Deferred income	(348,936)	-	-	(348,936)	(323,958)
	<u>4,466,106</u>	<u>228,044</u>	<u>33,509</u>	<u>4,727,659</u>	<u>4,656,594</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,567,188
Intangible fixed assets	29,083	-	-	29,083	29,347
Fixed asset investments	774,410	87,151	36,169	897,730	976,073
Current assets	604,783	184,592	-	789,375	690,941
Creditors due within one year	(302,824)	-	-	(302,824)	(264,024)
Deferred income	(323,958)	-	-	(323,958)	(236,085)
	<u>4,348,682</u>	<u>271,743</u>	<u>36,169</u>	<u>4,656,594</u>	<u>4,763,440</u>

22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	106,065	(172,846)
Adjustment for:		
Depreciation and amortisation charges	29,082	264
Losses/(gains) on investments	84,063	(32,860)
Dividends, interest and rents from investments	(23,679)	(21,696)
Donations of investments	(11,000)	-
Investment management fees	9,548	11,939
Adjustment in respect of defined benefit pension scheme	(35,000)	66,000
(Increase)/decrease in stocks	(41,975)	21,681
(Increase) in debtors	(108,863)	(80,217)
Increase in creditors	156,061	126,673
Net cash provided by/(used in) operating activities	<u>164,302</u>	<u>(81,062)</u>

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £	2022 £
Cash at bank and in hand	<u>590,475</u>	<u>402,940</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

24. PENSION COMMITMENTS

The Brigade operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge included in the Statement of Financial Activities represents contributions payable by the charity and amounted to £28,653 (2022 - £28,094).

The Brigade also operates a defined benefit pension scheme which was closed to new members in November 2000.

The administration of the scheme is the responsibility of the Trustees of the scheme, and its assets are held separately from the Brigade. Contributions to the scheme are determined by a qualified actuary on the basis of triennial valuations.

Assets and liabilities of the scheme are based on actuarial valuations. The full valuation was undertaken at 1 June 2021 and updated to 31 March 2023 by a qualified, independent actuary. The major assumptions used by the actuary are shown in the notes below.

Movements in the present value of the defined benefit obligation were as follows:

	2023 £	2022 £
Opening defined benefit obligation	5,454,000	6,000,000
Current service cost	14,000	16,000
Scheme changes - GMP Equalisation	-	81,000
Employee contributions	5,000	4,000
Interest cost	144,000	112,000
Actuarial gains	(1,267,000)	(503,000)
Benefits paid	(294,000)	(256,000)
Closing defined benefit obligation	4,056,000	5,454,000

Changes in the fair value of scheme assets were as follows:

	2023 £	2022 £
Opening fair value of scheme assets	5,454,000	6,000,000
Interest on assets	181,000	131,000
Actuarial losses	(1,302,000)	(437,000)
Contributions by employer	12,000	12,000
Employee contributions	5,000	4,000
Benefits paid	(294,000)	(256,000)
	4,056,000	5,454,000

The amounts recognised in the Balance sheet are as follows:

	2023 £	2022 £
Fair value of scheme assets	5,922,000	6,848,000
Present value of funded obligations	(4,056,000)	(5,454,000)
Surplus not recognised	(1,866,000)	(1,394,000)
Net pension scheme asset/(liability)	-	-

The fair value of scheme assets above has been reduced by the surplus of £1,866,000 (2022 - £1,394,000) which has not been recognised on the basis that the Trustees cannot be reasonably certain that future economic benefits in the form of reduced contributions or a scheme refund will result.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

24. PENSION COMMITMENTS (continued)

The amounts recognised in the Statement of Financial Activities are as follows:

	2023	2022
	£	£
Current service cost	(14,000)	(16,000)
Scheme changes - GMP Equalisation	-	(81,000)
Interest on obligation	(144,000)	(112,000)
Interest on assets	181,000	131,000
	<u>23,000</u>	<u>(78,000)</u>
Return on scheme assets less interest liabilities	(830,000)	(34,000)
Experience gains arising on scheme liabilities	278,000	76,000
Impact of changes in actuarial assumptions on scheme liabilities	989,000	427,000
Surplus not recognised	(472,000)	(403,000)
	<u>(35,000)</u>	<u>66,000</u>

The Brigade expects to contribute £nil to the defined benefit pension scheme in 2023.

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2023	2022
	£	£
Equities	61.0%	63.0%
Bonds	29.0%	32.0%
Cash	4.0%	4.0%
Annuities	6.0%	1.0%

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	2023	2022
	£	£
Discount rate at 31 March	4.70%	2.70%
Future salary increases	2.50%	2.50%
Future pension increases	3.35%	4.15%
Retail price inflation	3.35%	4.15%

Mortality assumptions used for current pensioners at age 65 were 21.8 years for men and 24.2 years for women. Assumptions for future pensioners at age of 65 were 22.8 years for men and 25.4 years for women.

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

25. OPERATING LEASE COMMITMENTS

At 31 March 2023 the Brigade had future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Amounts payable:		
Within one year	7,010	12,258
Between 1 and 5 years	4,800	11,810
	<u>11,810</u>	<u>24,068</u>

26. RELATED PARTY TRANSACTIONS

The Brigade is ultimately controlled by the members collectively. No single party is able to exercise control.

Other loans, totalling £5,000 (2022 - £5,000), which the Brigade originally received and has not yet repaid, were from related parties.

Accounts

THE BOYS' BRIGADE

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022



Whitings LLP

Chartered Accountants & Business Advisers
Statutory Auditors

THE BOYS' BRIGADE
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Office Bearers

President Rev Dez Johnston (appointed 4 September 2021)

Vice Presidents David Aubrey QC
Alison Chambers
Mervyn Murdock
Ian Rumbelow

Treasurer Stephen Mann

Chaplain Rev Leigh Maydew

Trustees David Aubrey QC
Lee Bird
Stewart Buchanan
Ronald Campbell
Robert Cunningham
Philip Daley
Jaime Ellis (appointed 4 September 2021)
Thom Hammond (appointed 4 September 2021)
Rachael Knowles (retired 3 September 2021)
Ashley Lampard (retired 3 September 2021)
Stephen Mann
Rev Leigh Maydew
Paul McCarroll
Michael MacAulay
Philip McKinley (retired 15 November 2021)
Ian Rumbelow

Company registered number 145122

Charity registered numbers 305969 and SC038016

Registered office Felden Lodge
Hemel Hempstead
Hertfordshire
HP3 0BL

**Company Secretary and
Chief Executive Officer** Jonathan Eales

THE BOYS' BRIGADE

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2022**

Statutory auditors

Whitings LLP
Chartered Accountants
Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

Principal Bankers

Barclays Bank Plc
1 Churchill Place
London
E14 5HP

Investment Managers

Rathbone Investment Management Limited
Rathbone Brothers Plc
8 Finsbury Circus
London
EC2M 7AZ

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2022

The Brigade Executive as Trustees (who are also directors of the charity for the purposes of the Companies Act) present their Annual Report (including Strategic Report) together with the audited financial statements of The Boys' Brigade (the Charity) for the year ended 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the Charities Act 2011 and the Companies Act 2006, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

• Governing document

The Boys' Brigade is incorporated under the Companies Act as a company limited by guarantee without share capital and is accordingly governed by its Memorandum and Articles of Association, as amended subsequently by special resolution.

The members of the Brigade have each guaranteed liabilities of up to £1. In addition, the Brigade is also a registered charity and subject to the regulation of the Charity Commission.

• Recruitment and appointment of the Brigade Executive

Members of the Brigade Executive are both Charity Trustees and Company Directors.

The Companies, Battalions and Districts within an electoral area appoint persons to the Regional Committees, in order to oversee the Brigade at a regional level. However, the overall management and strategic direction of the Brigade is provided by the Brigade Executive. The Regional Committees in England, Scotland and Northern Ireland, each elect three of its members to serve on the Brigade Executive, with the Wales and The Republic of Ireland Regional Committees each electing one of its members to serve on the Brigade Executive. The maximum term of office is six years (two terms of three years) commencing from appointment to the Regional Committee.

Office Bearers, comprising of a President, a maximum of four Vice Presidents, a Treasurer and a Chaplain are also elected annually by Brigade Council. The terms of office are a maximum of nine years for President and Vice Presidents, three years for Chaplain and there is no maximum term of office for the role of Treasurer. The Office Bearers elect annually a Vice President to serve as a Trustee (with a maximum term of six years in that capacity). The Treasurer and Chaplain are also Trustees for the duration of their appointment, but except as set out above, the Office Bearers are not Charity Trustees or Company Directors.

• Induction and training of Trustees

Trustees are familiar with the work of the Charity, and other than Office Bearers, are all elected members at Regional Committee level.

On appointment members receive induction training and a copy of the Brigade Executive Members' Handbook to aid their understanding and to develop the competencies required on incorporated, legal, financial, safeguarding, health & safety and service delivery matters. The Trustees are supported by a range of Sub-Committees whose membership is drawn from the Brigade Executive and others with specific experience and expertise.

• Organisational structure and decision making

The Brigade Executive is charged with the management and supervision of the affairs of the Brigade:-

- To bring an independent judgement to bear on issues of strategy, performance and resources; and observe the highest standards of integrity, confidentiality and objectivity.
- To act in good faith in the interests of The Boys' Brigade and its members and in the public interest, exercise due care and diligence, and contribute expertise and experience to the work of the Executive.
- To promote the reputation and standing of The Boys' Brigade.
- To administer the organisation and all its assets in the interest of current, potential and future beneficiaries.

Members of The Brigade Executive as Charity Trustees are of the opinion that they have complied with their obligations to have regard to the public benefit guidance as published by the Charity Commission and as required by the Charities and Trustee Investment (Scotland) Act 2005.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2022

The Chief Executive Officer is the senior member of staff and is the appointed Company Secretary of The Boys' Brigade, a charitable company. The Company Secretary is responsible for the day-to-day management of the Brigade's affairs and for implementing the policies agreed by the Executive.

• Related party relationships

The accounts disclose the operations of The Boys' Brigade in its position as a limited company and registered charity. They do not consolidate the activities and net assets of the independently constituted local Boys' Brigade Companies, Battalions and Districts, nor of those charities where it acts as a custodian Trustee.

The Brigade holds and administers, for various Companies, Districts and Battalions, as custodian Trustee, investments valued at £3,432,645 at 31st March 2022 (2021 - £3,602,413). The investments are managed by professional fund managers in separately designated accounts. The Brigade also holds legal title as nominee in certain land and buildings in which various Companies, Districts and Battalions are interested.

None of the Trustees receive remuneration or other benefit other than travel expenses from their work for the charity.

Details of other related party transactions are disclosed in note 26 to the financial statements.

• Risk management

The Brigade Executive, as Trustees, has introduced a process to assess risk and implement risk management strategies. The risk register has involved identifying the types of risk the Brigade faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the Brigade Executive has reviewed the adequacy of The Brigade's current financial internal controls.

In addition the Brigade Executive has set policies on internal controls which cover the following:

- Consideration of the type of risk the Brigade faces;
- The level of risk it regards as acceptable;
- The likelihood of the risk concerned materialising;
- The Brigade's ability to reduce the incidence and impact on the organisation of the risks that may materialise; and
- The cost of operating particular controls relative to the benefits obtained.

Health & Safety

It is the intention of The Boys' Brigade (Brigade/BB) to fulfil its obligations under the Health & Safety at Work Act 1974. The Brigade will make all reasonable and practical efforts to ensure that all employees have a safe and healthy place in which to work with adequate welfare facilities. Furthermore, it will ensure that all other persons e.g., contractors, visitors, guests, and members of the public will not be adversely affected by their work activities or by being present in the surrounding environments.

The prevention of all accidents and dangerous occurrences is recognised as being essential to avoid hardship and suffering to individuals as well as to the efficient operation of the organisation. The Brigade will seek to conform to all health and safety legislation in order to achieve this objective.

It shall be the duty of the Management at all levels to set standards, promote and maintain safety in its facilities and activities.

The Brigade will consult regularly with the work force on health and safety matters. It will seek expert advice, as necessary, from the HSE and other independent consultants on health, medical, fire, environmental and safety matters relating to the work activities.

The Brigade will provide all relevant information concerning the risks and hazards associated with the jobs, tasks & duties undertaken by their employees and will ensure they are adequately trained and supervised in their work functions.

All employees must exercise personal responsibility in preventing injury to themselves, other employees and third parties and comply with all the safety measures/procedures taken and set down by the Brigade and statutory bodies.

The Brigade will provide all relevant information on the health and safety aspects of its work to clients and to regulatory and public authorities, as required.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2022

Accident Reporting:-

The Brigade seeks to ensure that staff and volunteers are aware of the need to report all accidents and dangerous occurrences to Brigade Headquarters, without delay, following any accident or occurrence. The requirement for reporting accidents is set out in the Staff Handbook and the Safety Handbook section 6. Brigade Headquarters will, if required, report under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Safeguarding:-

The Boys' Brigade takes its duties under the Children Act 2004 seriously and has appropriate procedures and staff appointed to meet its duties under the 2004 Act. If a reasonable suspicion is raised about the protection of a child under the age of 18 years the Brigade will undertake its duties using its procedures. The Brigade has a policy to vet all those who have the responsibilities for the care of children within areas of its responsibilities to comply with the Protection of Children Act 1999.

The Trustees consider the key management personnel of the Charity to be the Brigade Executive and the management team who are in charge of directing, controlling, running and operating the charity on a day to day basis. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 10 to the financial statements.

- **Pay policy for staff**

The pay of the staff is reviewed annually by the Remuneration Committee and assessed against comparable market rates for similar charitable institutions, having regard to the particular circumstances of the Brigade.

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

- **Policies and objectives**

The Brigade's principal objective continues to be the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

- **Grant making policies**

The Brigade makes an annual grant to The Boys' Brigade Northern Ireland District and to that in the Republic of Ireland Region. Other grants are considered by the Brigade on application.

Achievements and performance (including strategic report)

- **Review of achievements and performance**

After consultation with members, we launched an ambitious five-year strategy at the beginning of 2021 which is focused on improving the quality and consistency of experience for children and young people. This strategy sets out the objectives for the organisation over the period, and the priorities of the Trustees and Sub-Committees have been aligned to deliver the strategy. A five-year financial strategy has also been developed to underpin this.

The focus of the past twelve months was based on building the foundations for delivering the strategy and has included some significant projects which will be embedded and built upon in future years.

Key Achievements in year one have included:

- Launch of Over 11s Programme
 - Development of Age Group Identities
 - Establishing the Leader Development Community to delivery core volunteer training
 - Adopting a new Leaders' Code of Conduct
 - Launch of core e-learning modules (Safeguarding, Managing Risk & Programme)
 - Creation of revised Youth Leader Training programme
 - Launch of new Website
 - Appointing a new President to assist in raising the profile of the organisation, particularly with church denominations as we partner local churches in mission and outreach.
-

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2022

Our strategy is centred on our Vision that through the work of the organisation and beyond, children and young people have the opportunity to live life to the full. The Mission of The Boys' Brigade is to have faith in young people and provide them with opportunities to learn, grow, and discover in a safe and caring environment which is rooted in the Christian Faith. This is underpinned by the Values of Faith, Caring, Inspiring, and Trust.

In addition to these achievements, we have also continued to navigate the organisation through the global pandemic. This has included evolving our programme resources to cater for a range of delivery settings and ensuring the guidance framework is kept up to date for each region and the frequent changes communicated with clarity to leaders.

To support leaders in embracing a return to face-to-face activities in the summer we launched an "Open To..." campaign to help groups with increasing visibility in local communities and in recruiting new members. A range of customisable resources were available to support this initiative.

Our Programme Resources are central in supporting leaders to improve the quality of experience for children and young people. There has been a focus on equipping leaders to tackle issues facing young people, including around mental health, sexual harassment and how to respond to the war in Ukraine. The Programme resources have been the focus of our All-Party Parliament Group with an early day motion being tabled on the positive impact of these resources on the lives of young people.

Training for young people and adult volunteers have been delivered in a mixture of face-to-face and virtual setting which has increased accessibility. We are delighted that hundreds of young people have been awarded with our major awards, with many going on to register as volunteer leaders in the organisation.

Webinars have been a feature of our consultation and communication with leaders, and have included sessions on the age-related programmes, the major awards, finances and the use of our property assets, the five-year strategy, as well as Q&A sessions.

In March we launched our first ever nationwide Census. The purpose of the Census is to gain a greater understanding of what is going on across our 1,100 groups, to learn from the challenges and successes, and to use the responses to help shape the future. It also gives leaders the opportunity to come together to review their programme, to look at what is working, as well as what could be improved. The findings of the Census will be published later in the year.

We continue to work closely with other partner organisations, especially through networks like Youth United, and have valued the support and guidance of the National Youth Agency, Youthlink in Scotland, and the Education Authority in Northern Ireland as we have navigated the challenges of the past year.

Strategic oversight is provided by the Brigade Executive (Board of Trustees) and the delivery of the five-year strategy is supported by a range of sub-committees. These include groups covering the areas of Finance, Governance, Faith, Leader Development, Programme, Young Leaders, Health & Safety, International and Pay & Remuneration.

The operational delivery is overseen by the Senior Management Team, led by the Chief Executive.

The implementation of the five-year strategy in improving the quality of experience for children and young people, whilst maintaining financial stability, remain the priority for the year ahead.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2022

- **Principal risks and uncertainties**

The Executive undertakes regular risk reviews of all key aspects of the operations of the charity.

The Executive considers the Brigade's exposure to the risk of any significant loss of income and to the risk of unforeseen expenditure, which cannot be mitigated by Executive action, and the degree of risk ascribed to each such event is assessed.

With income, a major risk is that of a decline in membership income, and any economic/stock market downturn or other factors leading to a decline in legacy values and reduced income donations.

Budgetary and financial controls continue to be improved in order to control over-expenditure and to mitigate the effect of a drop in income in any one financial year. It is not the Brigade's policy to embark on major initiatives without committed funding.

FINANCIAL REVIEW

- **Investment policy and performance**

The Executive has agreed that the funds under investment be managed by nominee brokers. The present investment policy is to maximise long-term return of the Brigade's investment fund subject to the risk normally associated with a balanced approach to portfolio management. There is a further proviso that as far as it is reasonably possible investments in institutions that conflict with The Boys' Brigade's beliefs and objectives will be excluded. The fund will be invested between growth-orientated securities and investment in income bearing securities. Inclusion of overseas direct equity investment is permitted where deemed appropriate. The performance of the fund is measured against the FTSE All Share Index and other relevant indices. Regular reports are provided by the fund manager detailing the progress and relative performance of the fund.

- **Results**

The charity reports an operating loss for the year for all funds before the inclusion of exceptional pension costs of £91,846. The loss including such exceptional costs was £172,846 (net operating surplus in 2021 of £293,861). The net operating loss for the year disclosed in the Unrestricted Funds before the inclusion of exceptional pension costs was £71,907 and £152,907 after such exceptional costs (net operating surplus at 2021 - £204,157). The Brigade in total reports a loss after all movements of £106,846 (surplus after all movements in 2021 of £276,861) on funds. These results exclude funds held as custodian.

- **Reserves policy**

The charity maintains a level of reserves to allow it to meet its operational obligations and to mitigate against the financial costs of identified risks.

The level of reserves is set in the light of risks identified in the Risk Register, which is reviewed quarterly by the board. The key risks identified concern short term cash fluctuations due to timing of receipt of capitation fee income, loss of membership and reduced income from house activity due the Covid 19 pandemic and unforeseen expenditure.

The trustees consider that a level of reserves of £800,000, with £200,000 held as cash is appropriate given the level of risk identified. Such a level of reserves is currently maintained by the charity.

The trustees review the level of reserves quarterly and update the policy annually as part of the strategic planning process.

- **Principal funding**

The Brigade Treasurer, Chief Executive Officer, Finance Manager and Finance Committee continue to review all aspects of the Brigade's operations. Ways are being considered to generate income from outside of the Brigade and also to reduce outgoings. The Brigade is grateful for the financial support received from the Scottish Government, Cashback for Communities, the UK Government, Falkirk Council and Dacorum Borough Council. The fees paid by Companies and Leaders largely fund the Brigade, and the Brigade Executive is fully aware of the burden this places upon Companies.

As with all charitable organisations, the Brigade is heavily dependent upon the services of unpaid members to deliver front line children's and youth work in local communities as well as undertake local, regional and national work on committees. All of the trustees are volunteers who freely give of their time.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2022

- **Statement of Trustees relating to their responsibilities under the Charities (Protection and Social Investments) Act 2016**

The Trustees recognise their responsibilities under this Act and confirm that under the Fundraising Provisions of that Act, they did not employ external fundraisers during the year.

The Trustees have also considered the impact of the General Data Protection Regulations on fundraising activities.

- **Plans for the future**

The priorities for the next twelve months continue to be centred around the delivery of our five-year strategy “to improve the quality and consistency of experience for children and young people”.

The aims of the year two work plan focus on supporting the volunteer journey and include a new online onboarding process for volunteers and upskilling existing leaders to ensure their knowledge and practice is up to date. The roll out of core e-learning modules, revised code of conduct for leaders, and creation of new Company Management Training are important aspects of our plans.

During the year we will commence the process of reviewing our organisational structure and the findings of the nationwide census will help shape future priorities.

We will continue to support groups rebuild following Covid-19 and will resource leaders in refreshing their programme of activities, raising the visibility of groups in local communities, and attracting new members.

- **Going Concern**

The Trustees have prepared the financial statements on the going concern basis, and as part of their assessment have considered the ongoing impact on income streams following Covid-19 and have prepared budgets in line with our five-year financial strategy. Expenditure will continue to be managed closely, including the deployment of the staff resource, to ensure there is a focus on our strategy to improve the quality of experience for children and young people.

- **Pension Funds**

The Brigade operates a defined benefit pension scheme for previously eligible permanent employees, the assets of which are funded separately. This scheme continues to be funded for present service but has been closed to new members since November 2000.

In accordance with the requirements of the Financial Reporting Standard 102, the net funding deficit or surplus on this scheme, at each Brigade financial year end, would normally be consolidated onto the Brigade Balance Sheet. At the last valuation, as at 31 March 2022, the actuary calculated that there was a funding surplus of £1,394,000 (2021 - £991,000) on a continuing basis. This asset has not been recognised in the financial statements as, with the volatile investment market, the Executive does not consider that it would be recoverable either through reduced contributions in the future or through refunds from the scheme.

Contributions to the scheme are based on triennial valuations prepared under different assumptions. The latest available valuation based on the current statement of funding principles as at 1 June 2021 indicated a scheme surplus of £691,000.

The Brigade also operates a defined contribution pension scheme. Contributions are expensed as they become payable.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2022

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of The Boys' Brigade for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

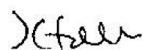
PROVISION OF INFORMATION TO AUDITORS

The Trustees at the time when this Trustees' report is approved have confirmed that:

- so far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

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

This report was approved by the Trustees on 23rd June 2022 and signed on their behalf by:



Jonathan Eales
Company Secretary

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of The Boys' Brigade (the 'Charity') for the year ended 31 March 2022 set out on pages 14 to 39. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for which the financial statements are prepared is consistent with the financial statements.
 - the Trustees' report incorporating the Strategic report has been prepared in accordance with applicable legal requirements.
-

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued) FOR THE YEAR ENDED 31 MARCH 2022

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- enquiry with management around actual and potential litigation and claims;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

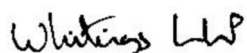
THE BOYS' BRIGADE

(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued)
FOR THE YEAR ENDED 31 MARCH 2022**

Use of our report

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



Jonathan Moore (Senior statutory auditor)

For and on behalf of

Whitings LLP

Chartered Accountants
Statutory Auditor

Greenwood House
Greenwood Court
Skyliner Way
Bury St Edmunds
Suffolk
IP32 7GY

Date: 23rd June 2022

Whitings LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE BOYS' BRIGADE

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income and endowments from:						
Donations and legacies	4	163,766	40,839	-	204,605	186,123
Training centres		306,181	-	-	306,181	37,755
Investments	6	37,828	1,932	936	40,696	41,258
Charitable activities:						
Annual capitation contributions		755,261	-	-	755,261	766,086
Supplies sales	3	391,955	-	-	391,955	130,751
Grants receivable	5	185,369	156,924	-	342,293	566,818
Annual festival and other events		2,950	-	-	2,950	(3,390)
Total income and endowments		1,843,310	199,695	936	2,043,941	1,725,401
Expenditure on:						
Raising funds:						
Cost of raising funds	9	201,725	-	-	201,725	193,749
Training centres (non-Brigade use)		394,213	-	-	394,213	302,244
Investment management		10,482	1,025	433	11,940	8,543
Charitable activities:						
Supplies - Cost of sales	3	244,549	-	-	244,549	73,790
Supplies - Administration	3	86,671	-	-	86,671	44,807
Grants payable	7	101,079	70,627	-	171,706	114,971
Training centres (Brigade use)		43,801	-	-	43,801	26,282
Management and delivery of activities	9	865,297	147,145	1,600	1,014,042	903,406
Exceptional pension costs	2	81,000	-	-	81,000	-
Total expenditure		2,028,817	218,797	2,033	2,249,647	1,667,792
Net income / (expenditure) before investment gains/(losses)		(185,507)	(19,102)	(1,097)	(205,706)	57,609
Net gains/(losses) on investments	14	32,600	933	(673)	32,860	236,252
Net income / (expenditure) before transfers		(152,907)	(18,169)	(1,770)	(172,846)	293,861
Transfers between Funds		-	-	-	-	-
Net income / (expenditure) before other gains and losses		(152,907)	(18,169)	(1,770)	(172,846)	293,861
Actuarial gains/(losses) on defined benefit pension scheme	24	66,000	-	-	66,000	(17,000)
Net movement in funds		(86,907)	(18,169)	(1,770)	(106,846)	276,861
Reconciliation of funds:						
Total funds at 1 April 2021		4,435,589	289,912	37,939	4,763,440	4,486,579
Total funds at 31 March 2022	19	4,348,682	271,743	36,169	4,656,594	4,763,440

All activities relate to continuing operations.

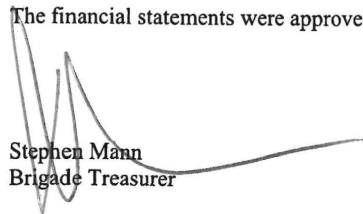
The notes on pages 16 to 38 form part of these financial statements.

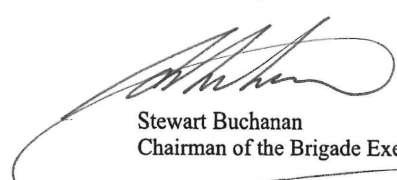
THE BOYS' BRIGADE
(A company limited by guarantee)
REGISTERED NUMBER: 145122

BALANCE SHEET
AS AT 31 MARCH 2022

			2022		2021
	Note	£	£	£	£
Fixed assets					
Intangible assets	12		29,083		29,347
Tangible assets	13		3,567,188		3,567,188
Investments	14		897,730		976,073
			4,494,001		4,572,608
Current assets					
Stocks	15	188,977		210,658	
Debtors	16	197,458		117,241	
Cash at bank and in hand	23	402,940		363,042	
			789,375	690,941	
Creditors: amounts falling due within one year	17	(302,824)		(264,024)	
Net current assets			486,551		426,917
Total assets less current liabilities			4,980,552		4,999,525
Deferred income	18		(323,958)		(236,085)
Net assets			4,656,594		4,763,440
Charity Funds					
Endowment funds	19		36,169		37,939
Restricted funds	19		271,743		289,912
Unrestricted funds	19		4,348,682		4,435,589
Total funds			4,656,594		4,763,440

The financial statements were approved by the Trustees on 23rd June 2022 and signed on their behalf, by:


Stephen Mann
Brigade Treasurer


Stewart Buchanan
Chairman of the Brigade Executive

The notes on pages 16 to 38 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

**CASH FLOW STATEMENT & ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2022**

Cash flow statement	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	22	<u>(92,937)</u>	<u>(80,732)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		21,632	19,661
Proceeds from sale of investments		140,722	122,712
Purchase of investments		(29,519)	(114,464)
Net cash provided by/(used in) investing activities		<u>132,835</u>	<u>27,909</u>
Change in cash and cash equivalents in the year		39,898	(52,823)
Cash and cash equivalents brought forward		363,042	415,865
Cash and cash equivalents carried forward	23	<u><u>402,940</u></u>	<u><u>363,042</u></u>
Analysis of net debt	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	363,042	39,898	402,940
Loans falling due within one year	(5,000)	-	(5,000)
	<u>358,042</u>	<u>39,898</u>	<u>397,940</u>

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

1.1 General information and basis of preparation of financial statements

The Boys' Brigade is a company limited by guarantee incorporated in England and Wales. It is also a registered charity and subject to regulation of the Charities Commission. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), Charities SORP (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The Boys' Brigade meets the definition of a public benefit entity under FRS 102.

1.2 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Funds are accounted for in accordance with the applications stated in the relevant notes for endowment, restricted and designated funds.

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income comprises revenue recognised by the Brigade in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts, and relates wholly to the United Kingdom.

Annual capitation income

Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and 5/12 of the income received after 1 September 2021 is treated as a deferred income at the balance sheet date.

Supplies and training centre income

All income from supplies sales and training centres is recognised on an accruals basis. Transactions are also processed to account for internal movements in relation to transactions involving departments within the Brigade structure.

Donations, gifts and legacies

Donations and gifts are recognised on a receivable basis once the charity has entitlement to the income. Capital assets donated to the charity are recognised on the balance sheet at their fair value and through incoming resources.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1.3 Income (continued)

Grant funding

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

1.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Brigade; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred in the Charity's educational operations.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All resources expended are inclusive of irrecoverable VAT.

1.6 Intangible fixed assets and amortisation

Amortisation is provided at the following rates:

Access rights to Felden Lodge	-	straight line over 125 years
Intellectual Property	-	Nil

1.7 Tangible fixed assets and depreciation

Tangible and intangible fixed assets are stated at cost. Donations and legacies received to enable the acquisition of such assets are recognised in the statement of financial activities. These, unless expended within the financial year in which received, are credited to a fund until such time as the appropriate asset has been acquired, after which an appropriate transfer is made to the general fund.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	Nil
Office furniture and equipment	-	10% straight line

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.7 Tangible fixed assets and depreciation (continued)

No depreciation has been charged on freehold property since 1991 as the remaining useful economic life of the properties is so long, and the residual values are such that depreciation charges would not be material. Annual impairment reviews are undertaken to confirm that the recoverable amount is not less than the carrying value in the accounts. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

1.8 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads. Stock is recorded on a first-in first-out basis.

1.10 Debtors

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

1.11 Cash and Cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.13 Financial instruments

The charity has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments in non-derivative instruments that are equity to the issuer are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.14 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

1.15 Taxation

As a registered charity, the Brigade is exempt from corporation tax on income and gains which are applied for charitable purposes. The Brigade has a considerable amount of income which is treated as exempt for value added tax purposes, resulting in only a proportion of value added tax suffered on expenditure being recoverable.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.16 Pensions

The Charity operates a defined contribution pension scheme for the benefit of its employees. Contributions are expensed as they become payable.

The Charity also operates a defined benefit pension scheme. A liability for the charity's obligations under the plan is recognised net of plan assets. The net change in the net defined benefit liability is recognised as the cost of the defined benefit plan during the period. Pension plan assets are measured at fair value and the defined benefit obligation is measured on an actuarial basis using the projected unit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

Further details on the two pension schemes are detailed in note 24.

1.17 Loans

For loans repayable on demand within one year, the loan is measured at cost, less impairment. Where the loan is repayable after more than one year, the loan is initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method, less impairment, where material to the accounts

1.18 Redundancy and termination payments

Redundancy and termination payments are recognised where there is a present legal or constructive obligation. These are recognised within staff and employment costs.

1.19 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the Company but are presented separately due to their size or incidence.

1.20 Judgements in applying accounting policies and key sources of estimation uncertainty

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

The Brigade makes estimates and assumptions relating to future events which will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

i. Deferred capitation income

The Brigade makes an estimate for deferred capitation income. Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and therefore an estimate of 5/12 of the income received after 1 September is treated as deferred income at the balance sheet date.

ii. Impairment of debtors

The Brigade makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, its financial circumstances, the ageing profile of debtors and historical experience.

iii. Defined benefit pension scheme

The Brigade has obligations to pay pension benefits to certain past and present employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on scheme liabilities. These factors are estimated in determining the net pension obligation in the balance sheet based on actuarial advice received. The assumptions reflect historical experience and current trends.

THE BOYS' BRIGADE

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. INCOMING AND OUTGOING RESOURCES ON UNRESTRICTED FUNDS

	2022	2021
	£	£
Incoming resources		
Donations and legacies	163,766	130,624
Training centres and other rental income	306,181	37,755
Investment income	37,828	38,524
Annual capitation contributions	755,261	766,086
Supplies sales	391,955	130,751
Grants	185,369	351,546
Annual festival and other events	2,950	(3,390)
Total incoming resources	1,843,310	1,451,896
Resources expended		
Cost of raising funds	201,725	193,749
Training centres (non-Brigade use)	394,213	302,244
Investment management fees	10,482	7,228
Supplies - cost of sales	244,549	73,790
Supplies - administration	86,671	44,807
Grants to Battalions and Districts	101,079	55,470
Training centres (Brigade use)	43,801	26,282
Management and delivery of the charity's purposes	865,297	754,291
Exceptional pension costs	81,000	-
Total resources expended	2,028,817	1,457,861
Net income/(expenditure) before investment gains	(185,507)	(5,965)
Investment (losses)/gains	32,600	210,122
Net operating (deficit)/surplus	(152,907)	204,157
Transfers from other funds	-	36,478
	(152,907)	240,635
Actuarial gains/(losses) on defined benefit pension scheme	66,000	(17,000)
Net movement in funds for year	(86,907)	223,635

Exceptional pension costs relate to an estimate of the additional liabilities arising from addressing Guaranteed Minimum Pensions ("GMP"). This is as a result of a High Court ruling which held that relevant defined benefit pension schemes with GMP accruals between certain dates must equalise for the different effect of the GMPs between men and women. A past service cost of £81,000 has been recognised in the year.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

3. SUPPLIES

	2022	2021
	£	£
Sales	391,955	130,751
Cost of sales	(244,549)	(73,790)
	147,406	56,961
Administration	(86,671)	(44,087)
Net surplus	<u>60,735</u>	<u>12,874</u>

Supplies relates to sales of uniforms and merchandise to Companies, Battalions, Districts and individuals.

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	62,086	40,839	-	102,925	113,448
Legacies	101,680	-	-	101,680	72,675
	<u>163,766</u>	<u>40,839</u>	<u>-</u>	<u>204,605</u>	<u>186,123</u>

In 2021, the total income from donations and legacies was £130,624 to unrestricted funds and £55,499 to restricted funds.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

5. GRANTS RECEIVABLE

	2022	2021
	£	£
General fund:-		
Children, Young People and Families Early Intervention Fund	60,000	60,000
Scottish Government Wellbeing Fund	-	10,000
Falkirk Council Covid-19 Support	15,100	10,000
Dacorum Council Hospitality	6,000	-
Coronavirus Job Retention Scheme	55,032	247,267
	<u>136,132</u>	<u>327,267</u>
Restricted funds:-		
Youth Scotland Generation Cashback Phase 4	-	43,384
NVYO Support Fund	18,500	22,100
Youth Scotland Generation Cashback Phase 5	120,860	116,897
Church of Scotland – Guild Project	5,781	-
Coronavirus Job Retention Scheme	11,783	32,891
	<u>156,924</u>	<u>215,272</u>
Designated funds:-		
Landfill Trusts	49,237	19,255
Coronavirus Job Retention Scheme	-	5,024
	<u>49,237</u>	<u>24,279</u>
	<u><u>342,293</u></u>	<u><u>566,818</u></u>

6. INVESTMENT INCOME

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Deposit interest	64	-	-	64	597
Income from investments	18,764	1,932	936	21,632	19,661
Pension income	19,000	-	-	19,000	21,000
	<u>37,828</u>	<u>1,932</u>	<u>936</u>	<u>40,696</u>	<u>41,258</u>

In 2021, of the total investment income, £38,524 was to unrestricted funds, £1,892 was to restricted funds and £842 was to endowment funds.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

7. GRANTS PAYABLE

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Northern Ireland District	101,079	-	101,079	54,595
Republic of Ireland	-	-	-	875
Other Battalions, Districts and Companies	-	70,627	70,627	59,501
	<u>101,079</u>	<u>70,627</u>	<u>171,706</u>	<u>114,971</u>

In 2021, of the total grants payable, £55,470 was to unrestricted funds and £59,501 was to restricted funds.

8. GOVERNANCE COSTS

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Auditors' remuneration	18,500	-	-	18,500	18,500
Committee expenses	3,375	-	-	3,375	1,974
Legal and professional fees	14,944	-	-	14,944	20,046
Annual report	760	-	-	760	-
Staff training	-	-	-	-	51
	<u>37,579</u>	<u>-</u>	<u>-</u>	<u>37,579</u>	<u>40,571</u>

Included within legal and professional costs are amounts of £4,181 (2021 - £3,997) paid to the Brigade's auditors in respect of non-audit services.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

9. ADMINISTRATION AND SUPPORT COSTS

	Cost of generating funds £	Supplies £	Management and delivery of charity's purposes £	Total 2022 £	2021 £
Staff costs	103,432	13,717	417,730	534,879	493,628
Staff training	370	-	1,479	1,849	320
Outsourcing management fee	-	45,737	-	45,737	22,479
Travelling	3,766	-	15,065	18,831	8,300
Development	2,397	-	9,589	11,986	2,002
Training courses	339	-	1,357	1,696	166
Office services	4,860	-	19,441	24,301	19,449
Insurance	26,516	-	106,066	132,582	126,885
Printing and stationery	851	-	3,403	4,254	2,520
IT expenses	8,125	-	32,498	40,623	39,558
Postage and carriage	534	27,217	2,135	29,886	11,821
Repairs and maintenance	561	-	2,246	2,807	3,739
Leasing	3,118	-	12,471	15,589	14,529
Amortisation	53	-	212	265	265
Communications	12,217	-	48,866	61,083	46,947
Sundries	1,762	-	7,047	8,809	7,785
Irrecoverable VAT	7,350	-	29,401	36,751	50,608
Bank charges	1,817	-	7,268	9,085	5,353
Subscription to Global & European Fellowship	-	-	1,500	1,500	3,440
Online Brigade Manager	8,653	-	34,613	43,266	51,244
Pension scheme costs	-	-	37,441	37,441	42,088
Governance costs	15,004	-	22,575	37,579	40,571
Direct expenditure attributable to Designated Funds	-	-	92,894	92,894	41,517
Internal recharges to training centres	-	-	(40,000)	(40,000)	(42,367)
	<u>201,725</u>	<u>86,671</u>	<u>865,297</u>	<u>1,153,693</u>	<u>992,847</u>

Included above are support costs of:-

Staff costs	-	-	50,958	50,958	46,702
Other costs	-	-	2,333	2,333	1,840
Governance costs	15,004	-	22,575	37,579	40,571
	<u>15,004</u>	<u>-</u>	<u>75,866</u>	<u>90,870</u>	<u>89,113</u>

Support costs have been allocated on the basis of staff time.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

10. NET INCOMING RESOURCES/ (RESOURCES EXPENDED)

This is stated after charging:

	2022	2021
	£	£
Operating lease expense	65,547	63,603
Amortisation charged	264	264
Auditors' remuneration – audit services	9,500	9,500
Auditors' remuneration – other services	13,181	11,497
Trustee and officer indemnity insurance	<u>4,580</u>	<u>9,213</u>

During the year, no Trustees received any remuneration (2021 - £NIL).

During the year, no Trustees received any benefits in kind (2021 - £NIL).

8 Trustees received reimbursement of expenses amounting to £670 in the current year (2021 - 1 Trustee - £381).

Trustees are provided with overnight accommodation, if required, when attending meetings.

11. STAFF COSTS

Staff costs were as follows:

	2022	2021
	£	£
Wages and salaries	736,539	730,235
Social security costs	49,908	53,527
Defined contribution pension costs	28,094	27,062
Defined benefit pension operating costs	16,000	15,000
Redundancy costs	18,485	-
	<u>849,026</u>	<u>825,824</u>

The average monthly number of employees was 37 (2021 - 41) and the average monthly number of employees during the year expressed as full time equivalents was as follows (including casual and part-time staff):

	2022	2021
	No.	No.
Full time	26	34
Part time	5	4
	<u>31</u>	<u>38</u>

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year were £232,179 (2021 - £213,781).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

12. INTANGIBLE FIXED ASSETS

	Access Rights to Felden Lodge £	Copyrights £	Total £
Cost			
At 1 April 2021 and 31 March 2022	<u>33,047</u>	<u>1</u>	<u>33,048</u>
Amortisation			
At 1 April 2021	3,701	-	3,701
Charge for the year	<u>264</u>	<u>-</u>	<u>264</u>
At 31 March 2022	<u>3,965</u>	<u>-</u>	<u>3,965</u>
Net book value			
At 31 March 2022	<u>29,082</u>	<u>1</u>	<u>29,083</u>
At 31 March 2021	<u>29,346</u>	<u>1</u>	<u>29,347</u>

13. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures & fittings £	Total £
Cost			
At 1 April 2021 and 31 March 2022	<u>3,588,232</u>	<u>257,133</u>	<u>3,845,365</u>
Depreciation			
At 1 April 2021	21,044	257,133	278,177
Charge for the year	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2022	<u>21,044</u>	<u>257,133</u>	<u>278,177</u>
Net book value			
At 31 March 2022	<u>3,567,188</u>	<u>-</u>	<u>3,567,188</u>
At 31 March 2021	<u>3,567,188</u>	<u>-</u>	<u>3,567,188</u>

THE BOYS' BRIGADE**(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022****14. FIXED ASSET INVESTMENTS****Investment portfolio:-**

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £
1 April 2021	851,997	87,158	36,918	976,073
Additions	17,268	7,567	4,684	29,519
Disposals	(127,455)	(8,507)	(4,760)	(140,722)
Net realised and unrealised gains/(losses)	32,600	933	(673)	32,860
31 March 2022	<u>774,410</u>	<u>87,151</u>	<u>36,169</u>	<u>897,730</u>

The fair value of listed investments is determined by reference to the quoted price at 31 March 2022.

The fair value of investments comprise Equities £881,637 (2021 - £949,724) and cash held within the portfolio of £16,093 (2021 - £26,349). The original cost of investments excluding cash is £658,112 (2021 - £708,190).

15. STOCKS

	2022 £	2021 £
Consumables	7,224	6,649
Supplies for resale	181,753	204,009
	<u>188,977</u>	<u>210,658</u>

16. DEBTORS

	2022 £	2021 £
Trade debtors	39,532	3,418
Loans	-	4,240
Other debtors	5,287	1,937
Prepayments and accrued income	152,639	107,646
	<u>197,458</u>	<u>117,241</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

17. CREDITORS:

Amounts falling due within one year

	2022	2021
	£	£
Other loans	5,000	5,000
Payments received on account	3,526	3,669
Trade creditors	171,641	154,104
Other taxation and social security	21,334	27,052
Other creditors	31,218	30,842
Accruals and deferred income	70,105	43,357
	302,824	264,024

18. ACCRUALS AND DEFERRED INCOME

	2022	2021
	£	£
Annual capitation contributions received in advance	323,958	236,085

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

19. STATEMENT OF FUNDS – CURRENT YEAR

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
Building Fund	2,609	54,236	(52,253)	-	-	4,592
Unite Christian Festival England	14,420	2,950	(5,561)	-	-	11,809
Carronvale Appeal	1,007	-	-	-	-	1,007
Children and Youthwork Fund	109,216	-	(24,778)	-	-	84,438
England Support	26,909	4,138	(5,680)	-	-	25,367
Minibus Fund	3,348	-	(2,799)	-	-	549
KGVI Fund	2,737	-	-	-	-	2,737
Scottish Development	414	5,000	-	-	-	5,414
Strategic Plan Fund	31,732	1,587	(1,823)	-	-	31,496
Kerr Charitable Trust	-	5,000	-	-	-	5,000
	<u>3,759,581</u>	<u>72,911</u>	<u>(92,894)</u>	<u>-</u>	<u>-</u>	<u>3,739,598</u>
General funds						
General Fund	676,008	1,751,399	(1,850,923)	-	32,600	609,084
Pension reserve	-	19,000	(85,000)	-	66,000	-
	<u>676,008</u>	<u>1,770,399</u>	<u>(1,935,923)</u>	<u>-</u>	<u>98,600</u>	<u>609,084</u>
Total Unrestricted funds	<u>4,435,589</u>	<u>1,843,310</u>	<u>(2,028,817)</u>	<u>-</u>	<u>98,600</u>	<u>4,348,682</u>

Designated funds relate to amounts transferred from general funds for purposes designated by the Trustees as follows:-

Freehold Property Fund - To represent the book value of freehold property held within the accounts.

David White Memorial Fund – Young officer training.

Jubilee Fund – For commemorative events.

Development Fund – For Brigade development.

Building Fund - For property maintenance.

Unite Christian Festivals England - to support Christian events within England.

Carronvale Appeal - For the refurbishment of Carronvale House and grounds.

Children and Youthwork Fund - For leader training, development and safeguarding responsibilities.

England Support Fund – For development and events within the region.

Minibus Fund – For the maintenance and upkeep of the vehicle.

KGVI Fund – To support officer training courses in England.

Scottish Development Fund – For development work within the region.

Strategic Plan Fund – To support the work of the 2020-2025 plan. Quality, Voice and Growth.

Kerr Charitable Trust – For development work in Scotland.

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	37,939	936	(2,033)	-	(673)	36,169

Donors have directed that capital should be held, with investment income arising therefrom to be applied specifically, as follows:

Cave Allan Legacy - Upkeep of grave, with balance to be split equally between the London District and the Boys' Brigade.

Included within funds brought forward is accumulated unexpended investment income to be expended in future periods.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. STATEMENT OF FUNDS – CURRENT YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,914	-	(508)	-	-	3,406
John Burke Fund	54,519	1,010	(547)	-	337	55,319
Friends of Carronvale	626	738	(1,364)	-	-	-
Friends of Felden	1,955	25	-	-	-	1,980
8th Grimsby Funds	43,772	922	(481)	-	596	44,809
Overseas work	2,946	-	-	-	-	2,946
Roy Inglis Legacy	4,619	-	(4,619)	-	-	-
Cashback - Young People Take the Lead	19,583	2,999	(22,582)	-	-	-
Youth Scotland Generation CashBack Phase 4	15,070	1,513	(16,583)	-	-	-
Youth Scotland Generation CashBack Phase 5	35,183	120,859	(84,819)	-	-	71,223
Events England Region	7,850	-	-	-	-	7,850
Youthlink NVYO Support	39,822	18,500	(9,143)	-	-	49,179
Church of Scotland – Guild Project	42,013	5,796	(26,090)	-	-	21,719
Wales Development	4,640	18,979	(23,619)	-	-	-
Friends of Felden – Name a Chair	3,400	430	-	-	-	3,830
John Scott Charitable Trust	10,000	-	(518)	-	-	9,482
London District Fund	-	27,924	(27,924)	-	-	-
	<u>289,912</u>	<u>199,695</u>	<u>(218,797)</u>	<u>-</u>	<u>933</u>	<u>271,743</u>
Total funds	<u>4,763,440</u>	<u>2,043,941</u>	<u>(2,249,647)</u>	<u>-</u>	<u>98,860</u>	<u>4,656,594</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
David White Memorial Fund	737	-	-	(737)	-	-
Jubilee Fund	302	-	-	(302)	-	-
Development Fund	732	-	-	(732)	-	-
Building Fund	10,929	19,255	(27,575)	-	-	2,609
Unite Christian Festival						
England	18,238	(3,390)	(428)	-	-	14,420
Carronvale Appeal	1,007	-	-	-	-	1,007
Children and Youthwork Fund	90,958	-	(1,742)	20,000	-	109,216
England Support	13,150	11,500	(4,325)	6,584	-	26,909
Minibus Fund	5,000	-	(1,652)	-	-	3,348
KGVI Fund	2,000	-	-	737	-	2,737
Scottish Development	738	5,024	(5,800)	452	-	414
Strategic Plan Fund	25,000	6,000	-	732	-	31,732
	<u>3,735,980</u>	<u>38,389</u>	<u>(41,522)</u>	<u>26,734</u>	<u>-</u>	<u>3,759,581</u>
General funds						
General Fund	475,974	1,392,507	(1,412,339)	9,744	210,122	676,008
Pension reserve	-	21,000	(4,000)	-	(17,000)	-
	<u>475,974</u>	<u>1,413,507</u>	<u>(1,416,339)</u>	<u>9,744</u>	<u>193,122</u>	<u>676,008</u>
Total Unrestricted funds	<u>4,211,954</u>	<u>1,451,896</u>	<u>(1,457,861)</u>	<u>36,478</u>	<u>193,122</u>	<u>4,435,589</u>
	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	31,193	842	(400)	-	6,304	37,939

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,914	-	-	-	-	3,914
John Burke Fund	43,223	964	(490)	-	10,822	54,519
Edith Blanche Bevis Fund	4,631	-	-	(4,631)	-	-
Friends of Carronvale	405	770	(549)	-	-	626
Friends of Felden	1,653	-	-	302	-	1,955
8th Grimsby Funds	34,265	928	(425)	-	9,004	43,772
Overseas work	2,946	-	-	-	-	2,946
Stirling Battalion and Gannochy Trust - Mid Scottish Development	6,778	-	(6,778)	-	-	-
Roy Inglis Legacy	11,646	3,071	(10,098)	-	-	4,619
Patrons Fund	1,953	-	-	(1,953)	-	-
Cashback - Young People Take the Lead	23,539	4,585	(8,541)	-	-	19,583
Youth Scotland Generation CashBack	22,660	46,268	(24,113)	(29,745)	-	15,070
Youth United Stronger Foundations	-	116,897	(81,714)	-	-	35,183
Events England Region	7,850	-	-	-	-	7,850
Youthlink NVYO Support	18,625	22,100	(903)	-	-	39,822
HLF YOYP Big Roadshow Grant	1,276	-	(825)	(451)	-	-
Church of Scotland – Guild Project	36,317	15,332	(9,636)	-	-	42,013
Baird Trust	829	6,215	(7,044)	-	-	-
Wales Development	6,853	25,753	(27,966)	-	-	4,640
Friends of Felden – Name a Chair	3,400	-	-	-	-	3,400
John Scott Charitable Trust	10,000	-	-	-	-	10,000
London District Fund	669	29,780	(30,449)	-	-	-
	<u>243,432</u>	<u>272,663</u>	<u>(209,531)</u>	<u>(36,478)</u>	<u>19,826</u>	<u>289,912</u>
Total funds	<u>4,486,579</u>	<u>1,725,401</u>	<u>(1,667,792)</u>	<u>-</u>	<u>219,252</u>	<u>4,763,440</u>

THE BOYS' BRIGADE

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

19. STATEMENT OF FUNDS (continued)

Donors have directed, or the terms of an appeal have specified, that income arising on these funds should be applied as follows:

National Training Appeal - For Brigade training.
 John Burke Fund - For outdoor activity.
 Edith Blanche Bevis Fund – For Methodist companies within the area of Clacton-on-sea
 Friends of Carronvale - To be applied towards Carronvale House.
 Friends of Felden - To be applied towards Felden Lodge.
 8th Grimsby Funds - For Anglican companies in formation.
 Overseas Work - For overseas work.
 Stirling Battalion – Mid Scottish Development – Development worker for mid Scottish region.
 Young People Take The Lead - Scottish development worker and support to companies.
 Roy Inglis Legacy - Development work in Scotland.
 Youthlink NVYO Support Fund - Support for the young leaders network in Scotland.
 Youth Scotland Generation CashBack Phase 4 - Offering a programme of engaging activities to young people in deprived communities.
 Youth Scotland Generation CashBack Phase 5 - Offering a programme of engaging activities to young people in deprived communities.
 Events England Region - For events in England.
 Church of Scotland Guild Project - Small grant scheme for Boys Brigade companies in Scotland.
 Baird Trust – Development work in Central Scotland.
 Wales Development – Development worker in Wales.
 Friends of Felden - Name a chair.
 John Scott Charitable Trust – Support for officer training courses in Scotland and England & Wales.
 London District Fund – Development worker in London District.

SUMMARY OF FUNDS – CURRENT YEAR

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,759,581	72,911	(92,894)	-	-	3,739,598
General funds	676,008	1,770,399	(1,935,923)	-	98,600	609,084
	<u>4,435,589</u>	<u>1,843,310</u>	<u>(2,028,817)</u>	<u>-</u>	<u>98,600</u>	<u>4,348,682</u>
Endowment funds	37,939	936	(2,033)	-	(673)	36,169
Restricted funds	289,912	199,695	(218,797)	-	933	271,743
	<u>4,763,440</u>	<u>2,043,941</u>	<u>(2,249,647)</u>	<u>-</u>	<u>98,860</u>	<u>4,656,594</u>

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,735,980	38,389	(41,522)	26,734	-	3,759,581
General funds	475,974	1,413,507	(1,416,339)	9,744	193,122	676,008
	<u>4,211,954</u>	<u>1,451,896</u>	<u>(1,457,861)</u>	<u>36,478</u>	<u>193,122</u>	<u>4,435,589</u>
Endowment funds	31,193	842	(400)	-	6,304	37,939
Restricted funds	243,432	272,663	(209,531)	(36,478)	19,826	289,912
	<u>4,486,579</u>	<u>1,725,001</u>	<u>(1,667,792)</u>	<u>-</u>	<u>219,252</u>	<u>4,763,440</u>

20. FINANCIAL INSTRUMENTS

	2022 £	2021 £
Financial assets		
Financial assets that are measured at fair value	897,730	976,073
	<u>897,730</u>	<u>976,073</u>

Financial assets that are measured at fair value comprise fixed asset investments.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS – CURRENT YEAR

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,567,188
Intangible fixed assets	29,083	-	-	29,083	29,347
Fixed asset investments	774,410	87,151	36,169	897,730	976,073
Current assets	604,783	184,592	-	789,375	690,941
Creditors due within one year	(302,824)	-	-	(302,824)	(264,024)
Deferred income	(323,958)	-	-	(323,958)	(236,085)
	<u>4,348,682</u>	<u>271,743</u>	<u>36,169</u>	<u>4,656,594</u>	<u>4,763,440</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,567,188
Intangible fixed assets	29,347	-	-	29,347	29,611
Fixed asset investments	850,974	87,160	37,939	976,073	748,069
Current assets	488,189	202,752	-	690,941	799,800
Creditors due within one year	(264,024)	-	-	(264,024)	(280,980)
Deferred income	(236,085)	-	-	(236,085)	(377,109)
	<u>4,211,954</u>	<u>243,432</u>	<u>31,193</u>	<u>4,763,440</u>	<u>4,486,579</u>

22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net (expenditure)/income for the year (as per Statement of Financial Activities)	(172,846)	293,861
Adjustment for:		
Depreciation and amortisation charges	264	264
(Gains)/losses on investments	(32,860)	(236,252)
Dividends, interest and rents from investments	(21,632)	(19,661)
Adjustment in respect of defined benefit pension scheme	66,000	(17,000)
(Increase)/decrease in stocks	21,681	(13,344)
Decrease/(increase) in debtors	(80,217)	69,379
Increase/(decrease) in creditors	126,673	(157,979)
Net cash (used in)/provided by operating activities	<u>(92,937)</u>	<u>(80,732)</u>

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Cash at bank and in hand	<u>402,940</u>	<u>363,042</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

24. PENSION COMMITMENTS

The Brigade operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge included in the Statement of Financial Activities represents contributions payable by the charity and amounted to £28,094 (2021 - £27,062).

The Brigade also operates a defined benefit pension scheme which was closed to new members in November 2000.

The administration of the scheme is the responsibility of the Trustees of the scheme, and its assets are held separately from the Brigade. Contributions to the scheme are determined by a qualified actuary on the basis of triennial valuations.

Assets and liabilities of the scheme are based on actuarial valuations. The full valuation was undertaken at 1 June 2021 and updated to 31 March 2022 by a qualified, independent actuary. The major assumptions used by the actuary are shown in the notes below.

Movements in the present value of the defined benefit obligation were as follows:

	2022	2021
	£	£
Opening defined benefit obligation	6,000,000	5,683,000
Current service cost	16,000	15,000
Scheme changes - GMP Equalisation	81,000	-
Employee contributions	4,000	4,000
Interest cost	112,000	128,000
Actuarial losses/(gains)	(503,000)	406,000
Benefits paid	(256,000)	(236,000)
Closing defined benefit obligation	<u>5,454,000</u>	<u>6,000,000</u>

Changes in the fair value of scheme assets were as follows:

	2022	2021
	£	£
Opening fair value of scheme assets	6,000,000	5,683,000
Interest on assets	131,000	149,000
Actuarial gains and (losses)	(437,000)	389,000
Contributions by employer	12,000	11,000
Employee contributions	4,000	4,000
Benefits paid	(256,000)	(236,000)
	<u>5,454,000</u>	<u>6,000,000</u>

The amounts recognised in the Balance sheet are as follows:

	2022	2021
	£	£
Fair value of scheme assets	6,848,000	6,991,000
Present value of funded obligations	(5,454,000)	(6,000,000)
Surplus not recognised	(1,394,000)	(991,000)
Net pension scheme asset/(liability)	<u>-</u>	<u>-</u>

The fair value of scheme assets above has been reduced by the surplus of £1,394,000 (2021 - £991,000) which has not been recognised on the basis that the Trustees cannot be reasonably certain that future economic benefits in the form of reduced contributions or a scheme refund will result.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

24. PENSION COMMITMENTS (continued)

The amounts recognised in the Statement of Financial Activities are as follows:

	2022 £	2021 £
Current service cost	(16,000)	(15,000)
Scheme changes - GMP Equalisation	(81,000)	-
Interest on obligation	(112,000)	(128,000)
Interest on assets	131,000	149,000
	<u>(78,000)</u>	<u>6,000</u>
Return on scheme assets less interest liabilities	(34,000)	486,000
Experience gains/(losses) arising on scheme liabilities	76,000	(21,000)
Impact of changes in actuarial assumptions on scheme liabilities	427,000	(385,000)
Surplus not recognised	(403,000)	(97,000)
	<u>66,000</u>	<u>(17,000)</u>

The Brigade expects to contribute £nil to the defined benefit pension scheme in 2022.

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2022 £	2021 £
Equities	63.0%	59.1%
Bonds	32.0%	32.6%
Cash	4.0%	2.3%
Annuities	1.0%	6.1%

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	2022 £	2021 £
Discount rate at 31 March	2.70%	1.90%
Future salary increases	2.50%	2.50%
Future pension increases	4.15%	3.50%
Retail price inflation	4.15%	3.50%

Mortality assumptions used for current pensioners at age 65 were 21.8 years for men and 24.2 years for women. Assumptions for future pensioners at age of 65 were 22.8 years for men and 25.4 years for women.

THE BOYS' BRIGADE

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

25. OPERATING LEASE COMMITMENTS

At 31 March 2022 the Brigade had future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Amounts payable:		
Within one year	12,258	23,209
Between 1 and 5 years	11,810	24,068
	<u>24,068</u>	<u>47,277</u>

26. RELATED PARTY TRANSACTIONS

The Brigade is ultimately controlled by the members collectively. No single party is able to exercise control.

Other loans, totalling £5,000 (2021 - £5,000), which the Brigade originally received and has not yet repaid, were from related parties.

At the year end, the North Staffordshire Battalion owed £nil (2021 - £4,240) to the Brigade. This loan was being repaid via monthly instalments of £300 and interest was accruing at 1.5% per annum (or at a rate equal to the Bank of England base rate should this exceed 2.5%). This loan balance was paid in full in May 2021.

Accounts

THE BOYS' BRIGADE

(A company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2021



Whiting & Partners

Chartered Accountants & Business Advisers
Statutory Auditors

THE BOYS' BRIGADE
(A company limited by guarantee)

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THE BOYS' BRIGADE

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Office Bearers

President The Reverend Dr The Lord Griffiths of Burry Port (retired 4th September 2020)

Vice Presidents A S Burrow (retired 4th September 2020)
D J Aubrey QC
A Chambers (appointed 5th September 2020)
M Murdock (appointed 5th September 2020)
I Rumbelow (appointed 5th September 2020)

Treasurer C Bygrave FCA CTA TEP (retired 4th September 2020)
S J Mann (appointed 5th September 2020)

Chaplain Rev L A Maydew

Trustees D J Aubrey QC
C A Brace (retired 16th June 2020)
L Bird (appointed 5th September 2020)
V Brownlee (retired 4th September 2020)
S A Buchanan MBE (appointed 27th April 2020)
A S Burrow (retired 4th September 2020)
C Bygrave FCA CTA TEP (retired 4th September 2020)
R Campbell
R J C Cunningham
P A J Daley
P M Haggan (retired 4th September 2020)
R M Knowles
A F B Lampard (appointed 5th September 2020)
M I J Macaulay (appointed 5th September 2020)
S J Mann (appointed 5th September 2020)
Rev L A Maydew
P T McCarroll (appointed 27th April 2020)
P McKinley (appointed 27th April 2020)
S J Rankin (retired 4th September 2020)
I Rumbelow (appointed 5th September 2020)

Company registered number 145122

Charity registered numbers 305969 and SC038016

Registered office Felden Lodge
Hemel Hempstead
Hertfordshire
HP3 0BL

**Company Secretary and
Chief Executive Officer** J K Eales

THE BOYS' BRIGADE

(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021**

Statutory auditors	Whiting & Partners Chartered Accountants George Court Bartholomew's Walk Ely Cambridgeshire CB7 4JW
Principal Bankers	Barclays Bank Plc 1 Churchill Place London E14 5HP
Investment Managers	Rathbone Investment Management Limited Rathbone Brothers Plc 1 Curzon Street London W1J 5FB

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2021

The Brigade Executive as Trustees (who are also directors of the charity for the purposes of the Companies Act) present their Annual Report (including Strategic Report) together with the audited financial statements of The Boys' Brigade (the Charity) for the year ended 31 March 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements of the Charities Act 2011 and the Companies Act 2006, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

• Governing document

The Boys' Brigade is incorporated under the Companies Act as a company limited by guarantee without share capital and is accordingly governed by its Memorandum and Articles of Association, as amended subsequently by special resolution.

The members of the Brigade have each guaranteed liabilities of up to £1. In addition, the Brigade is also a registered charity and subject to the regulation of the Charity Commission.

• Recruitment and appointment of the Brigade Executive

Members of the Brigade Executive are both Charity Trustees and Company Directors.

The Companies, Battalions and Districts within an electoral area appoint persons to the Regional Committees, in order to oversee the Brigade at a regional level. However, the overall management and strategic direction of the Brigade is provided by the Brigade Executive. The Regional Committees in England, Scotland and Northern Ireland, each elect three of its members to serve on the Brigade Executive, with the Wales and The Republic of Ireland Regional Committees each electing one of its members to serve on the Brigade Executive. The maximum term of office is six years (two terms of three years) commencing from appointment to the Regional Committee.

Office Bearers, comprising of a President, a maximum of four Vice Presidents, a Treasurer and a Chaplain are also elected annually by Brigade Council. The terms of office are a maximum of nine years for President and Vice Presidents, three years for Chaplain and there is no maximum term of office for the role of Treasurer. The Office Bearers elect annually a Vice President to serve as a Trustee (with a maximum term of six years in that capacity). The Treasurer and Chaplain are also Trustees for the duration of their appointment, but except as set out above, the Office Bearers are not Charity Trustees or Company Directors.

• Induction and training of Trustees

Trustees are familiar with the work of the Charity, and other than Office Bearers, are all elected members at Regional Committee level.

On appointment members receive induction training and a copy of the Brigade Executive Members' Handbook to aid their understanding and to develop the competencies required on incorporated, legal, financial, safeguarding, health & safety and service delivery matters. The Trustees are supported by a range of Sub-Committees whose membership is drawn from the Brigade Executive and others with specific experience and expertise.

• Organisational structure and decision making

The Brigade Executive is charged with the management and supervision of the affairs of the Brigade:-

- To bring an independent judgement to bear on issues of strategy, performance and resources; and observe the highest standards of integrity, confidentiality and objectivity.
- To act in good faith in the interests of The Boys' Brigade and its members and in the public interest, exercise due care and diligence, and contribute expertise and experience to the work of the Executive.
- To promote the reputation and standing of The Boys' Brigade.
- To administer the organisation and all its assets in the interest of current, potential and future beneficiaries.

Members of The Brigade Executive as Charity Trustees are of the opinion that they have complied with their obligations to have regard to the public benefit guidance as published by the Charity Commission and as required by the Charities and Trustee Investment (Scotland) Act 2005.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

The Chief Executive Officer is the senior member of staff and is the appointed Company Secretary of The Boys' Brigade, a charitable company. The Company Secretary is responsible for the day-to-day management of the Brigade's affairs and for implementing the policies agreed by the Executive.

• Related party relationships

The accounts disclose the operations of The Boys' Brigade in its position as a limited company and registered charity. They do not consolidate the activities and net assets of the independently constituted local Boys' Brigade Companies, Battalions and Districts, nor of those charities where it acts as a custodian Trustee.

The Brigade holds and administers, for various Companies, Districts and Battalions, as custodian Trustee, investments valued at £3,602,413 at 31st March 2021 (2020 - £2,835,632). The investments are managed by professional fund managers in separately designated accounts. The Brigade also holds legal title as nominee in certain land and buildings in which various Companies, Districts and Battalions are interested.

None of the Trustees receive remuneration or other benefit other than travel expenses from their work for the charity.

Details of other related party transactions are disclosed in note 26 to the financial statements.

• Risk management

The Brigade Executive, as Trustees, has introduced a process to assess risk and implement risk management strategies. The risk register has involved identifying the types of risk the Brigade faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the Brigade Executive has reviewed the adequacy of The Brigade's current financial internal controls.

In addition the Brigade Executive has set policies on internal controls which cover the following:

- Consideration of the type of risk the Brigade faces;
- The level of risk it regards as acceptable;
- The likelihood of the risk concerned materialising;
- The Brigade's ability to reduce the incidence and impact on the organisation of the risks that may materialise; and
- The cost of operating particular controls relative to the benefits obtained.

Health & Safety

It is the intention of The Boys' Brigade (Brigade/BB) to fulfil its obligations under the Health & Safety at Work Act 1974. The Brigade will make all reasonable and practical efforts to ensure that all employees have a safe and healthy place in which to work with adequate welfare facilities. Furthermore, it will ensure that all other persons e.g., contractors, visitors, guests, and members of the public will not be adversely affected by their work activities or by being present in the surrounding environments.

The prevention of all accidents and dangerous occurrences is recognised as being essential to avoid hardship and suffering to individuals as well as to the efficient operation of the organisation. The Brigade will seek to conform to all health and safety legislation in order to achieve this objective.

It shall be the duty of the Management at all levels to set standards, promote and maintain safety in its facilities and activities.

The Brigade will consult regularly with the work force on health and safety matters. It will seek expert advice, as necessary, from the HSE and other independent consultants on health, medical, fire, environmental and safety matters relating to the work activities.

The Brigade will provide all relevant information concerning the risks and hazards associated with the jobs, tasks & duties undertaken by their employees and will ensure they are adequately trained and supervised in their work functions.

All employees must exercise personal responsibility in preventing injury to themselves, other employees and third parties and comply with all the safety measures/procedures taken and set down by the Brigade and statutory bodies.

The Brigade will provide all relevant information on the health and safety aspects of its work to clients and to regulatory and public authorities, as required.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

Accident Reporting:-

The Brigade seeks to ensure that staff and volunteers are aware of the need to report all accidents and dangerous occurrences to Brigade Headquarters, without delay, following any accident or occurrence. The requirement for reporting accidents is set out in the Staff Handbook and the Safety Handbook section 6. Brigade Headquarters will, if required, report under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Safeguarding:-

The Boys' Brigade takes its duties under the Children Act 2004 seriously and has appropriate procedures and staff appointed to meet its duties under the 2004 Act. If a reasonable suspicion is raised about the protection of a child under the age of 18 years the Brigade will undertake its duties using its procedures. The Brigade has a policy to vet all those who have the responsibilities for the care of children within areas of its responsibilities to comply with the Protection of Children Act 1999.

The Trustees consider the key management personnel of the Charity to be the Brigade Executive and the management team who are in charge of directing, controlling, running and operating the charity on a day to day basis. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 10 to the financial statements.

- **Pay policy for staff**

The pay of the staff is reviewed annually by the Remuneration Committee and assessed against comparable market rates for similar charitable institutions, having regard to the particular circumstances of the Brigade.

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

- **Policies and objectives**

The Brigade's principal objective continues to be the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

- **Grant making policies**

The Brigade makes an annual grant to The Boys' Brigade Northern Ireland District and to that in the Republic of Ireland Region. Other grants are considered by the Brigade on application.

THE BOYS' BRIGADE

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance (including strategic report)

• Review of achievements and performance

Like all charities and organisations across the country, the focus of the past twelve months has been in managing the impact of the coronavirus pandemic on the organisation, both in terms of supporting our volunteer leaders to engage with members during these challenging times, as well as maintaining financial stability and complying with our statutory obligations.

The support we have provided to our 10,500 volunteer leaders has been centred around programme ideas to engage with the children and young people in the 1,200 groups we have across the UK and RoI. Initially we launched BBatHome, a weekly programme of online activities to maintain contact with young people and their families. This was expanded to include programme resources for virtual and socially distanced face-to-face settings. Online competitions and events have also been held to provide a range of activities for young people to participate in whilst groups have been unable to meet face-to-face. The grant received from the Scottish Government's Wellbeing Fund has assisted in the delivery of programme resources.

It has been inspiring to witness the many creative and imaginative ways volunteers have found over the past twelve months to keep the organisation alive and active in local communities during the pandemic.

Our training for young people and adult volunteers has been adapted for virtual delivery, and over the past six months over 1,000 young people and 150 leaders have participated in these sessions. The feedback has been overwhelmingly positive, and we intend to build on this in the future to ensure training remains accessible to all.

To support leaders, and to help build confidence in returning to face-to-face activities we developed a comprehensive guidance framework, including up to date information for each region, explaining what the various restrictions mean in a BB setting.

To maintain financial stability the organisation has maximised the support available via the Government's Coronavirus Job Retention Scheme, observed tight control of costs, with the staff team focussing on the following core objectives:

- To provide activities children & young people to be undertaken in a range of settings.
- To provide essential support to leaders (including online training opportunities).
- To support leaders preparing for a return to face-to-face activities as the restrictions allow.

In addition to navigating the coronavirus pandemic the organisation has also launched an ambitious five-year strategy. The focus of the strategy is enhancing the quality of our work, and in improving the consistency of experience for children and young people.

Staff roles have been realigned based on the strategy and a comprehensive work plan has been devised to deliver the specific targets.

Our strategy is centred on our **Vision** that through the work of our organisation and beyond, children and young people have the opportunity to live life to the full. The **Mission** of The Boys' Brigade is to have faith in young people and provide them with opportunities to learn, grow and discover in a safe, fun and caring environment which is rooted in the Christian Faith. This is underpinned by the **Values** of Faith, Caring, Inspiring, and Trust.

We continue to work closely with other partner organisations, especially through networks like Youth United, and have valued the support and guidance of the National Youth Agency, Youthlink in Scotland, and the Education Authority in Northern Ireland as we have navigated the challenges of the past year.

Our work has been supported financially by Cash Back for Communities, The Church of Scotland Guild, Youthlink, Anson Charitable Trust, Institute of Chartered Accountants in England & Wales Livery Company, the Landfill Trust in Scotland and Falkirk Council. The Scottish Government has continued to contribute towards core costs in Scotland. These contributions have impacted our ability to deliver our strategic objectives, and in particular the delivery of programme resources.

The strategic oversight is provided by the Brigade Executive (Board of Trustees) and the delivery of the five-year strategy is supported by a range of sub-committees. These include groups covering the areas of Finance, Governance, Faith, Leader Development, Programme, Health & Safety, International and Pay & Remuneration. During the year we have also established a group to focus on our work with Young Leaders, to ensure that their views and contributions shape the organisation going forward.

The operational delivery is overseen by the Senior Management Team, led by the Chief Executive.

The implementation of the five-year strategy in improving the quality of experience for young people, together with navigating the pandemic and maintaining financial stability, remain the priorities for the year ahead.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

- **Principal risks and uncertainties**

The Executive undertakes regular risk reviews of all key aspects of the operations of the charity.

The Executive considers the Brigade's exposure to the risk of any significant loss of income and to the risk of unforeseen expenditure, which cannot be mitigated by Executive action, and the degree of risk ascribed to each such event is assessed.

With income, a major risk is that of a decline in membership income, and any economic/stock market downturn or other factors leading to a decline in legacy values and reduced income donations.

Budgetary and financial controls continue to be improved in order to control over-expenditure and to mitigate the effect of a drop in income in any one financial year. It is not the Brigade's policy to embark on major initiatives without committed funding.

FINANCIAL REVIEW

- **Investment policy and performance**

The Executive has agreed that the funds under investment be managed by nominee brokers. The present investment policy is to maximise long-term return of the Brigade's investment fund subject to the risk normally associated with a balanced approach to portfolio management. There is a further proviso that as far as it is reasonably possible investments in institutions that conflict with The Boys' Brigade's beliefs and objectives will be excluded. The fund will be invested between growth-orientated securities and investment in income bearing securities. Inclusion of overseas direct equity investment is permitted where deemed appropriate. The performance of the fund is measured against the FTSE All Share Index and other relevant indices. Regular reports are provided by the fund manager detailing the progress and relative performance of the fund.

- **Results**

The net operating surplus for the year for all funds, excluding those held as custodian, was £293,861 (2020 - £149,576), this included the net operating surplus for the year disclosed in the Unrestricted Funds, which amounted to £204,157 (2020 - £260,015). The Brigade in total reports a surplus after all movements of £276,861 (2020 – £117,576) on funds.

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BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

- **Reserves policy**

The charity maintains a level of reserves to allow it to meet its operational obligations and to mitigate against the financial costs of identified risks.

The level of reserves is set in the light of risks identified in the Risk Register, which is reviewed quarterly by the board. The key risks identified concern short term cash fluctuations due to timing of receipt of capitation fee income, loss of membership and reduced income from house activity due to the Covid 19 pandemic and unforeseen expenditure.

The trustees consider that a level of reserves of £800,000, with £200,000 held as cash is appropriate given the level of risk identified. Such a level of reserves is currently maintained by the charity.

The trustees review the level of reserves quarterly and update the policy annually as part of the strategic planning process.

- **Principal funding**

The Brigade Treasurer, Chief Executive Officer, Finance Manager and Finance Committee continue to review all aspects of the Brigade's operations. Ways are being considered to generate income from outside of the Brigade and also to reduce outgoings. The Brigade is grateful for the financial support received from the Scottish Government, Cashback for Communities, the UK Government and Falkirk Council. The fees paid by Companies and Leaders largely fund the Brigade, and the Brigade Executive is fully aware of the burden this places upon Companies.

As with all charitable organisations, the Brigade is heavily dependent upon the services of unpaid members to deliver front line children's and youth work in local communities as well as undertake local, regional and national work on committees. All of the trustees are volunteers who freely give of their time.

- **Statement of Trustees relating to their responsibilities under the Charities (Protection and Social Investments) Act 2016**

The Trustees recognise their responsibilities under this Act and confirm that under the Fundraising Provisions of that Act, they did not employ external fundraisers during the year.

The Trustees have also considered the impact of the General Data Protection Regulations on fundraising activities.

- **Plans for the future**

The priority remains to support leaders return to face-to-face activities, and to build confidence with leaders, children & young people, and their parents/carers. This support will primarily be provided via our guidance framework and programme resources (including new programming for over 11s).

In the summer of 2021, we will also be launching our "Open to" Campaign which will equip leaders in promoting the work of groups in the local community, together with providing resources to assist leaders in recruiting new members.

There will also be a focus on highlighting our Vision, Mission & Values and embedding these within the organisation, as well as using them to shape our communication to external audiences.

Maintaining financial stability will be a priority for the year ahead, and a five-year financial plan has been established to assist in the delivery of the organisation's ambitious five-year strategy.

- **Going Concern**

The Trustees have prepared the financial statements on the going concern basis, and as part of their assessment have considered the impact of Covid-19. Core income streams have been severely impacted by the pandemic, however, tight financial control and maximising the support available via the Government's Coronavirus Job Retention Scheme has ensured financial stability over the past 12 months.

Looking ahead, the Trustees have prepared forecasts for the next 12 months taking into consideration the ongoing impact of Covid-19 and the time it will take for income streams to recover. A five-year financial strategy is being implemented by the Trustees to ensure long term financial stability, and on this basis the Trustees are satisfied that the Brigade will continue as a going concern.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

- **Pension Funds**

The Brigade operates a defined benefit pension scheme for previously eligible permanent employees, the assets of which are funded separately. This scheme continues to be funded for present service but has been closed to new members since November 2000.

In accordance with the requirements of the Financial Reporting Standard 102, the net funding deficit or surplus on this scheme, at each Brigade financial year end, would normally be consolidated onto the Brigade Balance Sheet. At the last valuation, as at 31 March 2021, the actuary calculated that there was a funding surplus of £991,000 (2020 - £894,000) on a continuing basis. This asset has not been recognised in the financial statements as, with the volatile investment market, the Executive does not consider that it would be recoverable either through reduced contributions in the future or through refunds from the scheme.

Contributions to the scheme are based on triennial valuations prepared under different assumptions. The latest available valuation based on the current statement of funding principles as at 1 June 2018 indicated a scheme surplus of £196,000.

The Brigade also operates a defined contribution pension scheme. Contributions are expensed as they become payable.

THE BOYS' BRIGADE

(A company limited by guarantee)

BRIGADE EXECUTIVE'S ANNUAL REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of The Boys' Brigade for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO AUDITORS

The Trustees at the time when this Trustees' report is approved have confirmed that:

- so far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustees have taken all the steps that ought to have been taken as Trustees in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on 27th July 2021 and signed on their behalf by:


J K Eales
Company Secretary

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE

Opinion

We have audited the financial statements of The Boys' Brigade (the 'Charity') for the year ended 31 March 2021 set out on pages 14 to 40. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for which the financial statements are prepared is consistent with the financial statements,
- the Trustees' report incorporating the Strategic report have been prepared in accordance with applicable legal requirements.

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- enquiry with management around actual and potential litigation and claims;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

THE BOYS' BRIGADE

(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BOYS' BRIGADE (continued)

Use of our report

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



Jonathan Moore (Senior statutory auditor)

For and on behalf of

Whiting & Partners

Chartered Accountants
Statutory Auditor

George Court
Bartholomew's Walk
Ely
Cambridgeshire
CB7 4JW

Date: 27th July 2021

Whiting & Partners are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE BOYS' BRIGADE

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income and endowments from:						
Donations and legacies	4	130,624	55,499	-	186,123	604,576
Training centres		37,755	-	-	37,755	590,470
Investments	6	38,524	1,892	842	41,258	55,011
Charitable activities:						
Annual capitation contributions		766,086	-	-	766,086	951,530
Supplies sales	3	130,751	-	-	130,751	434,264
Grants receivable	5	351,546	215,272	-	566,818	185,074
Annual festival and other events		(3,390)	-	-	(3,390)	60,784
Total income and endowments		1,451,896	272,663	842	1,725,401	2,881,709
Expenditure on:						
Raising funds:						
Cost of raising funds	9	193,749	-	-	193,749	285,402
Training centres (non Brigade use)		302,244	-	-	302,244	502,940
Investment management		7,228	915	400	8,543	4,964
Charitable activities:						
Supplies - Cost of sales	3	73,790	-	-	73,790	261,098
Supplies - Administration	3	44,807	-	-	44,807	65,935
Grants payable	7	55,470	59,501	-	114,971	126,708
Training centres (Brigade use)		26,282	-	-	26,282	75,151
Management and delivery of activities	9	754,291	149,115	-	903,406	1,339,606
Total expenditure		1,457,861	209,531	400	1,667,792	2,661,804
Net income / (expenditure) before investment gains/(losses)		(5,965)	63,132	442	57,609	219,905
Net gains/(losses) on investments	14	210,122	19,826	6,304	236,252	(70,329)
Net income / (expenditure) before transfers		204,157	82,958	6,746	293,861	149,576
Transfers between Funds	19	36,478	(36,478)	-	-	-
Net income / (expenditure) before other gains and losses		240,635	46,480	6,746	293,861	149,576
Actuarial losses on defined benefit pension scheme	24	(17,000)	-	-	(17,000)	(32,000)
Net movement in funds		223,635	46,480	6,746	276,861	117,576
Reconciliation of funds:						
Total funds at 1 April 2020		4,211,954	243,432	31,193	4,486,579	4,369,003
Total funds at 31 March 2021	19	4,435,589	289,912	37,939	4,763,440	4,486,579

All activities relate to continuing operations.

The notes on pages 17 to 40 form part of these financial statements.

THE BOYS' BRIGADE
(A company limited by guarantee)
REGISTERED NUMBER: 145122

BALANCE SHEET
AS AT 31 MARCH 2021

		2021	2020
	Note	£	£
Fixed assets			
Intangible assets	12	29,347	29,611
Tangible assets	13	3,567,188	3,567,188
Investments	14	976,073	748,069
		<u>4,572,608</u>	<u>4,344,868</u>
Current assets			
Stocks	15	210,658	197,315
Debtors	16	117,241	186,620
Cash at bank and in hand	23	363,042	415,865
		<u>690,941</u>	<u>799,800</u>
Creditors: amounts falling due within one year	17	(264,024)	(280,980)
Net current assets		<u>426,917</u>	<u>518,820</u>
Total assets less current liabilities		<u>4,999,525</u>	<u>4,863,688</u>
Deferred income	18	(236,085)	(377,109)
Net assets		<u><u>4,763,440</u></u>	<u><u>4,486,579</u></u>
Charity Funds			
Endowment funds	19	37,939	31,193
Restricted funds	19	289,912	243,432
Unrestricted funds	19	4,435,589	4,211,954
Total funds		<u><u>4,763,440</u></u>	<u><u>4,486,579</u></u>

The financial statements were approved by the Trustees on 27th July 2021 and signed on their behalf, by:


S J Mann
Brigade Treasurer


S A Buchanan MBE
Chairman of the Brigade Executive

The notes on pages 17 to 40 form part of these financial statements.

THE BOYS' BRIGADE

(A company limited by guarantee)

**CASH FLOW STATEMENT & ANALYSIS OF NET DEBT
FOR THE YEAR ENDED 31 MARCH 2021**

Cash flow statement	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	22	<u>(80,732)</u>	<u>(5,081)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		19,661	26,894
Proceeds from sale of investments		122,712	242,699
Purchase of investments		(114,464)	(485,547)
Donations of investments		-	166,453
Net cash provided by/(used in) investing activities		<u>27,909</u>	<u>(49,501)</u>
Change in cash and cash equivalents in the year		(52,823)	(54,582)
Cash and cash equivalents brought forward		415,865	470,447
Cash and cash equivalents carried forward	23	<u><u>363,042</u></u>	<u><u>415,865</u></u>
Analysis of net debt	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	415,865	(52,823)	363,042
Loans falling due within one year	(5,000)	-	(5,000)
	<u><u>410,865</u></u>	<u><u>(52,823)</u></u>	<u><u>358,042</u></u>

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

1.1 General information and basis of preparation of financial statements

The Boys' Brigade is a company limited by guarantee incorporated in England and Wales. It is also a registered charity and subject to regulation of the Charities Commission. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the advancement of Christ's Kingdom among Boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true Christian manliness.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), Charities SORP (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The Boys' Brigade meets the definition of a public benefit entity under FRS 102.

1.2 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Funds are accounted for in accordance with the applications stated in the relevant notes for endowment, restricted and designated funds.

1.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income comprises revenue recognised by the Brigade in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts, and relates wholly to the United Kingdom.

Annual capitation income

Contributions from companies are recognised on a cash received basis. The capitation year runs from 1 September to 31 August, and 5/12 of the income received after 1 September 2020 is treated as a deferred income at the balance sheet date.

Supplies and training centre income

All income from supplies sales and training centres is recognised on an accruals basis. Transactions are also processed to account for internal movements in relation to transactions involving departments within the Brigade structure.

Donations, gifts and legacies

Donations and gifts are recognised on a receivable basis once the charity has entitlement to the income. Capital assets donated to the charity are recognised on the balance sheet at their fair value and through incoming resources.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1.3 Income (continued)

Grant funding

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

1.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Brigade; this is normally upon notification of the interest paid or payable by the Bank.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred in the Charity's educational operations.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All resources expended are inclusive of irrecoverable VAT.

1.6 Intangible fixed assets and amortisation

Amortisation is provided at the following rates:

Access rights to Felden Lodge	-	straight line over 125 years
Intellectual Property	-	Nil

1.7 Tangible fixed assets and depreciation

Tangible and intangible fixed assets are stated at cost. Donations and legacies received to enable the acquisition of such assets are recognised in the statement of financial activities. These, unless expended within the financial year in which received, are credited to a fund until such time as the appropriate asset has been acquired, after which an appropriate transfer is made to the general fund.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	Nil
Office furniture and equipment	-	10% straight line

THE BOYS' BRIGADE

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.7 Tangible fixed assets and depreciation (continued)

No depreciation has been charged on freehold property since 1991 as the remaining useful economic life of the properties is so long, and the residual values are such that depreciation charges would not be material. Annual impairment reviews are undertaken to confirm that the recoverable amount is not less than the carrying value in the accounts. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

1.8 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the investments are publicly traded or their fair value can otherwise be measured reliably.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads. Stock is recorded on a first-in first-out basis.

1.10 Debtors

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

1.11 Cash and Cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.13 Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.14 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

1.15 Taxation

As a registered charity, the Brigade is exempt from corporation tax on income and gains which are applied for charitable purposes. The Brigade has a considerable amount of income which is treated as exempt for value added tax purposes, resulting in only a proportion of value added tax suffered on expenditure being recoverable.

THE BOYS' BRIGADE

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

1. ACCOUNTING POLICIES (continued)

1.16 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

The Charity also operates a defined benefit pension scheme and the pension charge is determined from movements in the value of the fund based on triennial reports made by the scheme actuary.

1.17 Loans

Loans repayable on demand within one year, the loan is measured at cost, less impairment. Where the loan is repayable after more than one year, the loan is initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method, less impairment, where material to the accounts

1.18 Judgements in applying accounting policies and key sources of estimation uncertainty

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

The Brigade makes estimates and assumptions relating to future events which will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

i. Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

ii. Impairment of debtors

The Brigade makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, its financial circumstances, the ageing profile of debtors and historical experience.

iii. Provisions

Provision is made for asset impairment obligations, dilapidations and contingencies. These provisions require managements best estimate of the costs that will be incurred based on legislative and contractual requirements. In addition, the timing of the cash flows and the discount rates used to establish net present value of the obligations require management's judgement.

iv. Defined benefit pension scheme

The Brigade has obligations to pay pension benefits to certain past and present employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on scheme liabilities. These factors are estimated in determining the net pension obligation in the balance sheet based on actuarial advice received. The assumptions reflect historical experience and current trends.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. INCOMING AND OUTGOING RESOURCES ON UNRESTRICTED FUNDS

	2021	2020
	£	£
Incoming resources		
Donations and legacies	130,624	520,504
Training centres and other rental income	37,755	590,470
Investment income	38,524	51,514
Annual capitation contributions	766,086	951,530
Supplies sales	130,751	434,264
Grants	351,546	60,000
Annual festival and other events	(3,390)	60,784
Total incoming resources	1,451,896	2,669,066
Resources expended		
Cost of raising funds	193,749	285,402
Training centres (non-Brigade use)	302,244	502,940
Investment management fees	7,228	3,531
Supplies - cost of sales	73,790	261,098
Supplies – administration	44,807	65,935
Grants to Battalions and Districts	55,470	115,637
Training centres (Brigade use)	26,282	75,151
Management and delivery of the charity's purposes	754,291	1,044,022
Total resources expended	1,457,861	2,353,716
Net income/(expenditure) before investment gains	(5,965)	315,350
Investment (losses)/gains	210,122	(55,335)
	204,157	260,015
Transfers from other funds	36,478	12,000
	240,635	272,015
Actuarial losses on defined benefit pension scheme	(17,000)	(32,000)
Net movement in funds for year	223,635	240,015

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

3. SUPPLIES

	2021	2020
	£	£
Sales	130,751	434,264
Cost of sales	(73,790)	(261,098)
	<u>56,961</u>	<u>173,166</u>
Administration	(44,087)	(65,935)
Net surplus	<u><u>12,874</u></u>	<u><u>107,231</u></u>

Supplies relates to sales of uniforms and merchandise to Companies, Battalions, Districts and individuals.

4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	57,949	55,499	-	113,448	318,262
Legacies	72,675	-	-	72,675	286,314
	<u><u>130,624</u></u>	<u><u>55,499</u></u>	<u><u>-</u></u>	<u><u>186,123</u></u>	<u><u>604,576</u></u>

In 2020 the total income from donations and legacies was £520,504 to unrestricted funds and £84,072 to restricted funds.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

5. GRANTS RECEIVABLE

	2021	2020
	£	£
General fund:-		
Children, Young People and Families Early Intervention Fund	60,000	60,000
Scottish Government Wellbeing Fund	10,000	-
Falkirk Council Covid-19 Support	10,000	-
Coronavirus Job Retention Scheme	247,267	-
	<u>327,267</u>	<u>60,000</u>
Restricted funds:-		
Youth Scotland Generation Cashback Phase 4	43,384	84,774
NVYO Support Fund	22,100	25,300
Youth Scotland Generation Cashback Phase 5	116,897	-
Coronavirus Job Retention Scheme	32,891	-
Baird Trust	-	5,000
John Scott Charitable Trust	-	10,000
	<u>215,272</u>	<u>125,074</u>
Designated funds:-		
Landfill Trust – EB Scotland	19,255	-
Coronavirus Job Retention Scheme	5,024	-
	<u>24,279</u>	<u>-</u>
	<u>566,818</u>	<u>185,074</u>

6. INVESTMENT INCOME

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Deposit interest	597	-	-	597	1,117
Income from investments	16,927	1,892	842	19,661	26,894
Pension income	21,000	-	-	21,000	27,000
	<u>38,524</u>	<u>1,892</u>	<u>842</u>	<u>41,258</u>	<u>55,011</u>

In 2020, of the total investment income, £51,514 was to unrestricted funds, £2,239 was to restricted funds and £1,258 was to endowment funds.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

7. GRANTS PAYABLE

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Northern Ireland District	54,595	-	54,595	111,637
Republic of Ireland	875	-	875	4,000
Other Battalions, Districts and Companies	-	59,501	59,501	11,071
	<u>55,470</u>	<u>59,501</u>	<u>114,971</u>	<u>126,708</u>

In 2020, of the total grants payable, £115,637 was to unrestricted funds and £11,071 was to restricted funds.

8. GOVERNANCE COSTS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Auditors' remuneration	18,500	-	-	18,500	18,500
Committee expenses	1,974	-	-	1,974	17,264
Legal and professional fees	20,046	-	-	20,046	10,719
Annual report	-	-	-	-	1,201
Staff training	51	-	-	51	248
	<u>40,571</u>	<u>-</u>	<u>-</u>	<u>40,571</u>	<u>47,932</u>

Included within legal and professional costs are amounts of £3,997 (2020 - £5,723) paid to the Brigade's auditors in respect of non-audit services.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

9. ADMINISTRATION AND SUPPORT COSTS

	Cost of generating funds £	Supplies £	Management and delivery of charity's purposes £	Total 2021 £	2020 £
Staff costs	97,035	12,722	383,871	493,628	591,795
Staff training	68	-	252	320	1,748
Outsourcing management fee	-	22,479	-	22,479	40,036
Travelling	1,743	-	6,557	8,300	49,214
Development	420	-	1,582	2,002	12,906
Training courses	35	-	131	166	37,371
Office services	4,084	-	15,365	19,449	29,918
Insurance	26,646	-	100,239	126,885	124,304
Printing and stationery	529	-	1,991	2,520	10,460
IT expenses	8,307	-	31,251	39,558	40,130
Postage and carriage	465	9,606	1,750	11,821	34,270
Repairs and maintenance	785	-	2,954	3,739	7,404
Leasing	3,051	-	11,478	14,529	27,342
Amortisation	56	-	209	265	267
Communications	9,859	-	37,088	46,947	70,391
Sundries	1,635	-	6,150	7,785	9,253
Irrecoverable VAT	10,628	-	39,980	50,608	39,372
Bank charges	1,124	-	4,229	5,353	11,999
Subscription to Global Fellowship	-	-	3,440	3,440	6,984
Online Brigade Manager	10,761	-	40,483	51,244	59,764
Pension scheme costs	-	-	42,088	42,088	40,026
Governance costs	16,518	-	24,053	40,571	47,932
Direct expenditure attributable to Designated Funds	-	-	41,517	41,517	142,473
Internal recharges to training centres	-	-	(42,367)	(42,367)	(40,000)
	<u>193,749</u>	<u>44,807</u>	<u>754,291</u>	<u>992,847</u>	<u>1,395,359</u>

Included above are support costs of:-

Staff costs	-	-	46,702	46,702	108,453
Other costs	-	-	1,840	1,840	5,304
Governance costs	16,518	-	24,053	40,571	47,932
	<u>16,518</u>	<u>-</u>	<u>72,595</u>	<u>89,113</u>	<u>161,689</u>

Support costs have been allocated on the basis of staff time.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

10. NET INCOMING RESOURCES/ (RESOURCES EXPENDED)

This is stated after charging:

	2021 £	2020 £
Operating lease expense	63,603	60,729
Amortisation charged	264	264
Depreciation of tangible fixed assets:		
- owned by the charity	-	1,344
Auditors' remuneration – audit services	9,500	9,500
Auditors' remuneration – other services	11,497	14,723
Trustee and officer indemnity insurance	9,213	7,199

During the year, no Trustees received any remuneration (2020 - £NIL).

During the year, no Trustees received any benefits in kind (2020 - £NIL).

1 Trustee received reimbursement of expenses amounting to £381 in the current year, (2020 - 12 Trustees - £5,248).

Trustees are provided with overnight accommodation, if required, when attending meetings.

11. STAFF COSTS

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	730,235	820,936
Social security costs	53,527	61,291
Defined contribution pension costs	27,062	28,655
Defined benefit pension operating costs	15,000	15,000
Redundancy costs	-	43,998
	825,824	969,880

The average monthly number of employees was 41 (2020 - 46) and the average monthly number of employees during the year expressed as full time equivalents was as follows (including casual and part-time staff):

	2021 No.	2020 No.
Full time	34	35
Part time	7	11
	41	46

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year were £186,944 (2020 - £242,810).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

12. INTANGIBLE FIXED ASSETS

	Access Rights to Felden Lodge £	Copyrights £	Total £
Cost			
At 1 April 2020 and 31 March 2021	33,047	1	33,048
Amortisation			
At 1 April 2020	3,437	-	3,437
Charge for the year	264	-	264
At 31 March 2021	3,701	-	3,701
Net book value			
At 31 March 2021	29,346	1	29,347
At 31 March 2020	29,610	1	29,611

13. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures & fittings £	Total £
Cost			
At 1 April 2020 and 31 March 2021	3,588,232	257,133	3,845,365
Depreciation			
At 1 April 2020	21,044	257,133	278,177
Charge for the year	-	-	-
At 31 March 2021	21,044	257,133	278,177
Net book value			
At 31 March 2021	3,567,188	-	3,567,188
At 31 March 2020	3,567,188	-	3,567,188

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

14. FIXED ASSET INVESTMENTS

Investment portfolio:-

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £
1 April 2020	648,586	68,386	31,097	748,069
Additions	102,773	8,637	3,054	114,464
Disposals	(109,484)	(9,691)	(3,537)	(122,712)
Net realised and unrealised gains/(losses)	210,122	19,826	6,304	236,252
31 March 2021	<u>851,997</u>	<u>87,158</u>	<u>36,918</u>	<u>976,073</u>

The fair value of listed investments is determined by reference to the quoted price at 31 March 2021.

The fair value of investments comprise Equities £949,724 (2020 - £722,744) and cash held within the portfolio of £26,349 (2020 - £25,325). The original cost of investments excluding cash is £708,190 (2020 - £662,966).

15. STOCKS

	2021 £	2020 £
Consumables	6,649	10,315
Supplies for resale	204,009	187,000
	<u>210,658</u>	<u>197,315</u>

16. DEBTORS

	2021 £	2020 £
Trade debtors	3,418	48,603
Loans	4,240	7,584
Other debtors	1,937	300
Prepayments and accrued income	107,646	130,133
	<u>117,241</u>	<u>186,620</u>

Loans include £nil (2020 - £3,984) due after one year.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

17. CREDITORS:

Amounts falling due within one year

	2021	2020
	£	£
Other loans	5,000	5,000
Payments received on account	3,669	5,183
Trade creditors	154,104	110,701
Other taxation and social security	27,052	38,114
Other creditors	30,842	31,207
Accruals and deferred income	43,357	90,775
	<u>264,024</u>	<u>280,980</u>

18. ACCRUALS AND DEFERRED INCOME

	2021	2020
	£	£
Annual capitation contributions received in advance	<u>236,085</u>	<u>377,109</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

19. STATEMENT OF FUNDS – CURRENT YEAR

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
David White Memorial Fund	737	-	-	(737)	-	-
Jubilee Fund	302	-	-	(302)	-	-
Development Fund	732	-	-	(732)	-	-
Building Fund	10,929	19,255	(27,575)	-	-	2,609
Unite Christian Festival England	18,238	(3,390)	(428)	-	-	14,420
Carronvale Appeal	1,007	-	-	-	-	1,007
Children and Youthwork Fund	90,958	-	(1,742)	20,000	-	109,216
England Support	13,150	11,500	(4,325)	6,584	-	26,909
Minibus Fund	5,000	-	(1,652)	-	-	3,348
KGVI Fund	2,000	-	-	737	-	2,737
Scottish Development	738	5,024	(5,800)	452	-	414
Strategic Plan Fund	25,000	6,000	-	732	-	31,732
	<u>3,735,980</u>	<u>38,389</u>	<u>(41,522)</u>	<u>26,734</u>	<u>-</u>	<u>3,759,581</u>
General funds						
General Fund	475,974	1,392,507	(1,412,339)	9,744	210,122	676,008
Pension reserve	-	21,000	(4,000)	-	(17,000)	-
	<u>475,974</u>	<u>1,413,507</u>	<u>(1,416,339)</u>	<u>9,744</u>	<u>193,122</u>	<u>676,008</u>
Total Unrestricted funds	<u>4,211,954</u>	<u>1,451,896</u>	<u>(1,457,861)</u>	<u>36,478</u>	<u>193,122</u>	<u>4,435,589</u>

Designated funds relate to amounts transferred from general funds for purposes designated by the Trustees as follows:-

Freehold Property Fund - To represent the book value of freehold property held within the accounts.

David White Memorial Fund - Young officer training.

Jubilee Fund - For commemorative events.

Development Fund - For Brigade development.

Building Fund - For property maintenance.

Unite Christian Festivals England - to support Christian events within England.

Carronvale Appeal - For the refurbishment of Carronvale House and grounds.

Children and Youthwork Fund - For leader training, development and safeguarding responsibilities.

England Support Fund – For development and events within the region.

Minibus Fund – For the maintenance and upkeep of the vehicle

KGVI Fund – To support officer training courses in England

Scottish Development Fund – For development work within the region

Strategic Plan Fund – To support the work of the 2020-2025 plan. Quality, Voice and Growth.

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	31,193	842	(400)	-	6,304	37,939

Donors have directed that capital should be held, with investment income arising therefrom to be applied specifically, as follows:

Cave Allan Legacy - Upkeep of grave, with balance to be split equally between the London District and the Boys' Brigade.

Included within funds brought forward is accumulated unexpended investment income to be expended in future periods.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19. STATEMENT OF FUNDS – CURRENT YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,914	-	-	-	-	3,914
John Burke Fund	43,223	964	(490)	-	10,822	54,519
Edith Blanche Bevis Fund	4,631	-	-	(4,631)	-	-
Friends of Carronvale	405	770	(549)	-	-	626
Friends of Felden	1,653	-	-	302	-	1,955
8th Grimsby Funds	34,265	928	(425)	-	9,004	43,772
Overseas work	2,946	-	-	-	-	2,946
Stirling Battalion and Gannochy Trust - Mid Scottish Development	6,778	-	(6,778)	-	-	-
Roy Inglis Legacy	11,646	3,071	(10,098)	-	-	4,619
Patrons Fund	1,953	-	-	(1,953)	-	-
Cashback - Young People Take the Lead	23,539	4,585	(8,541)	-	-	19,583
Youth Scotland Generation CashBack Phase 4	22,660	46,268	(24,113)	(29,745)	-	15,070
Youth Scotland Generation CashBack Phase 5	-	116,897	(81,714)	-	-	35,183
Events England Region	7,850	-	-	-	-	7,850
Youthlink NVYO Support	18,625	22,100	(903)	-	-	39,822
HLF YOYP Big Roadshow Grant	1,276	-	(825)	(451)	-	-
Church of Scotland – Guild Project	36,317	15,332	(9,636)	-	-	42,013
Baird Trust	829	6,215	(7,044)	-	-	-
Wales Development	6,853	25,753	(27,966)	-	-	4,640
Friends of Felden – Name a Chair	3,400	-	-	-	-	3,400
John Scott Charitable Trust	10,000	-	-	-	-	10,000
London District Fund	669	29,780	(30,449)	-	-	-
	<u>243,432</u>	<u>272,663</u>	<u>(209,531)</u>	<u>(36,478)</u>	<u>19,826</u>	<u>289,912</u>
Total funds	<u>4,486,579</u>	<u>1,725,401</u>	<u>(1,667,792)</u>	<u>-</u>	<u>219,252</u>	<u>4,763,440</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds						
Freehold Property Fund	3,567,189	-	-	-	-	3,567,189
David White Memorial Fund	737	-	-	-	-	737
Jubilee Fund	1,220	768	(1,686)	-	-	302
Lockett Fidler KGV1 Fund	1,991	-	-	(1,991)	-	-
Development Fund	20,732	-	-	(20,000)	-	732
Building Fund	12,870	-	(16,941)	15,000	-	10,929
Unite Christian Festival England	16,793	23,799	(22,354)	-	-	18,238
Carronvale Appeal	6,061	1,502	(1,556)	(5,000)	-	1,007
Children and Youthwork Fund	65,693	-	(74,735)	100,000	-	90,958
England Support	-	33,840	(16,181)	(4,509)	-	13,150
Minibus Fund	-	250	(5,735)	10,485	-	5,000
KGVI Fund	-	-	-	2,000	-	2,000
Scottish Development	-	-	(3,285)	4,023	-	738
Strategic Plan Fund	-	-	-	25,000	-	25,000
	<u>3,693,286</u>	<u>60,159</u>	<u>(142,473)</u>	<u>125,008</u>	<u>-</u>	<u>3,735,980</u>
General funds						
General Fund	278,653	2,576,907	(2,211,243)	(113,008)	(55,335)	475,974
Pension reserve	-	32,000	-	-	(32,000)	-
	<u>278,653</u>	<u>2,608,907</u>	<u>(2,212,243)</u>	<u>(113,008)</u>	<u>(87,335)</u>	<u>475,974</u>
Total Unrestricted funds	<u>3,971,939</u>	<u>2,669,066</u>	<u>(2,353,716)</u>	<u>12,000</u>	<u>(87,335)</u>	<u>4,211,954</u>
	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Endowment funds						
Cave Allan Legacy	<u>36,953</u>	<u>1,258</u>	<u>(909)</u>	<u>-</u>	<u>(6,109)</u>	<u>31,193</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Restricted funds						
National Training Appeal	3,914	-	-	-	-	3,914
John Burke Fund	46,712	1,209	(511)	-	(4,187)	43,223
Edith Blanche Bevis Fund	4,631	-	-	-	-	4,631
Friends of Carronvale	-	1,386	(981)	-	-	405
Friends of Felden	1,893	30	(270)	-	-	1,653
8th Grimsby Funds	38,393	1,030	(460)	-	(4,698)	34,265
Youthlink Support	5,148	-	-	(5,148)	-	-
Overseas work	2,255	691	-	-	-	2,946
Stirling Battalion and Gannochy Trust - Mid Scottish Development	10,694	-	(3,916)	-	-	6,778
Roy Inglis Legacy	17,000	993	(6,347)	-	-	11,646
Patrons Fund	2,500	-	(547)	-	-	1,953
Robert Fernan Smith Legacy	15,291	-	(16,416)	1,125	-	-
Cashback - Young People Take the Lead	23,539	-	-	-	-	23,539
Youth Scotland Generation CashBack	17,124	84,774	(79,238)	-	-	22,660
Youth United Stronger Foundations	98,880	-	(103,380)	4,500	-	-
Events England Region	10,000	-	(2,150)	-	-	7,850
Youthlink NVYO Support	11,267	25,300	(17,942)	-	-	18,625
HLF YOYP Big Roadshow Grant	2,468	-	(1,192)	-	-	1,276
Church of Scotland – Guild Project	14,306	47,341	(25,330)	-	-	36,317
Youth United Reach	34,096	-	(21,619)	(12,477)	-	-
Baird Trust	-	5,000	(4,171)	-	-	829
Wales Development	-	22,090	(15,237)	-	-	6,853
Friends of Felden – Name a Chair	-	3,400	-	-	-	3,400
John Scott Charitable Trust	-	10,000	-	-	-	10,000
London District Fund	-	8,141	(7,472)	-	-	669
	360,111	211,385	(307,179)	(12,000)	(8,885)	243,432
Total funds	4,369,003	2,881,709	(2,661,804)	-	(102,329)	4,486,579

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

19. STATEMENT OF FUNDS (continued)

Donors have directed, or the terms of an appeal have specified, that income arising on these funds should be applied as follows:

National Training Appeal - For Brigade training.
 John Burke Fund - For outdoor activity.
 Edith Blanche Bevis Fund - For Methodist companies within the area of Clacton-on-Sea.
 Friends of Carronvale - To be applied towards Carronvale House.
 Friends of Felden - To be applied towards Felden Lodge.
 8th Grimsby Funds - For Anglican companies in formation.
 Overseas Work - For overseas work.
 Stirling Battalion - Mid Scottish Development - Development worker for mid Scottish region.
 Youthlink Support Fund - For IT training and progressive programme of education and sporting activities in Scotland.
 Robert Fernan Smith Legacy – residual legacy to be used in Scotland.
 Young People Take The Lead - Scottish development worker and support to companies.
 Patrons Fund - Young people events.
 Rural Challenge North Wales - Development worker in North Wales.
 Roy Inglis Legacy - Development work in Scotland.
 Youthlink NVYO Support Fund - Support for the young leaders network in Scotland.
 Youth Scotland Generation CashBack Phase 4 - Offering a programme of engaging activities to young people in deprived communities.
 Youth Scotland Generation CashBack Phase 5 - Offering a programme of engaging activities to young people in deprived communities.
 Youth United Stronger Foundations - to enhance the infrastructure of the Brigade.
 Events England Region - For events in England.
 HLF YOYP Big Roadshow Grant - To involve young people design, delivery and evaluation of heritage, sports and community activities.
 Youth United Reach - Support work in designated areas and those with specific needs.
 Church of Scotland Guild Project - Small grant scheme for Boys Brigade companies in Scotland.
 Baird Trust – Development work in Central Scotland.
 Wales Development – Development worker in Wales.
 Friends of Felden - Name a chair.
 John Scott Charitable Trust – Support for officer training courses in Scotland and England & Wales.
 London District Fund – Development worker in London District.

SUMMARY OF FUNDS – CURRENT YEAR

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,735,980	38,389	(41,522)	26,734	-	3,759,581
General funds	475,974	1,413,507	(1,416,339)	9,744	193,122	676,008
	<u>4,211,954</u>	<u>1,451,896</u>	<u>(1,457,861)</u>	<u>36,478</u>	<u>193,122</u>	<u>4,435,589</u>
Endowment funds	31,193	842	(400)	-	6,304	37,939
Restricted funds	243,432	272,663	(209,531)	(36,478)	19,826	289,912
	<u>4,486,579</u>	<u>1,725,401</u>	<u>(1,667,792)</u>	<u>-</u>	<u>219,252</u>	<u>4,763,440</u>

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19. STATEMENT OF FUNDS – PRIOR YEAR (continued)

	Brought Forward £	Incoming resources £	Resources expended £	Transfers in/out £	Gains/(losses) £	Carried forward £
Designated funds	3,693,286	60,159	(142,473)	125,008	-	3,735,980
General funds	278,653	2,608,907	(2,212,243)	(113,008)	(87,335)	475,974
	<u>3,971,939</u>	<u>2,669,066</u>	<u>(2,353,716)</u>	<u>12,000</u>	<u>(87,335)</u>	<u>4,211,954</u>
Endowment funds	36,953	1,258	(909)	-	(6,109)	31,193
Restricted funds	360,111	211,385	(307,179)	(12,000)	(8,885)	243,432
	<u>4,369,003</u>	<u>2,881,709</u>	<u>(2,661,804)</u>	<u>-</u>	<u>(102,329)</u>	<u>4,486,579</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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20. FINANCIAL INSTRUMENTS

	2021 £	2020 £
Financial assets		
Financial assets that are measured at fair value	976,073	748,069
	<u>976,073</u>	<u>748,069</u>

Financial assets that are measured at fair value comprise fixed asset investments.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS – CURRENT YEAR

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,567,188
Intangible fixed assets	29,347	-	-	29,347	29,611
Fixed asset investments	850,974	87,160	37,939	976,073	748,069
Current assets	488,189	202,752	-	690,941	799,800
Creditors due within one year	(264,024)	-	-	(264,024)	(280,980)
Deferred income	(236,085)	-	-	(236,085)	(377,109)
	<u>4,435,589</u>	<u>289,912</u>	<u>37,939</u>	<u>4,763,440</u>	<u>4,486,579</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	Unrestricted funds 2020 £	Restricted funds 2020 £	Endowment funds 2020 £	Total funds 2020 £	Total funds 2019 £
Tangible fixed assets	3,567,188	-	-	3,567,188	3,568,532
Intangible fixed assets	29,611	-	-	29,611	29,875
Fixed asset investments	648,487	68,389	31,193	748,069	575,550
Current assets	624,757	175,043	-	799,800	839,179
Creditors due within one year	(280,980)	-	-	(280,980)	(294,567)
Deferred income	(377,109)	-	-	(377,109)	(349,566)
	<u>4,211,954</u>	<u>243,432</u>	<u>31,193</u>	<u>4,486,579</u>	<u>4,369,003</u>

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FOR THE YEAR ENDED 31 MARCH 2021**

**22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW
FROM OPERATING ACTIVITIES**

	2021	2020
	£	£
Net (expenditure)/income for the year (as per Statement of Financial Activities)	293,861	149,576
Adjustment for:		
Depreciation and amortisation charges	264	1,608
(Gains)/losses on investments	(236,252)	70,329
Dividends, interest and rents from investments	(19,661)	(26,894)
Adjustment in respect of defined benefit pension scheme	(17,000)	(32,000)
(Increase)/decrease in stocks	(13,344)	(45,092)
Decrease/(increase) in debtors	69,379	29,889
Increase/(decrease) in creditors	(157,979)	13,956
Donations of investments	-	(166,453)
Net cash (used in)/provided by operating activities	(80,732)	(5,081)

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash at bank and in hand	363,042	415,865

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

24. PENSION COMMITMENTS

The Brigade operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge included in the Statement of Financial Activities represents contributions payable by the charity and amounted to £21,062 (2020 - £28,665).

The Brigade also operates a defined benefit pension scheme which was closed to new members in November 2000.

The administration of the scheme is the responsibility of the Trustees of the scheme, and its assets are held separately from the Brigade. Contributions to the scheme are determined by a qualified actuary on the basis of triennial valuations.

Assets and liabilities of the scheme are based on actuarial valuations. The full valuation was undertaken at 1 June 2018 and updated to 31 March 2021 by a qualified, independent actuary. The major assumptions used by the actuary are shown in the notes below.

Movements in the present value of the defined benefit obligation were as follows:

	2021 £	2020 £
Opening defined benefit obligation	5,683,000	5,677,000
Current service cost	15,000	15,000
Employee contributions	4,000	3,000
Interest cost	128,000	131,000
Actuarial Losses/(gains)	406,000	96,000
Benefits paid	(236,000)	(239,000)
Closing defined benefit obligation	6,000,000	5,683,000

Changes in the fair value of scheme assets were as follows:

	2021 £	2020 £
Opening fair value of scheme assets	5,683,000	5,677,000
Interest on assets	149,000	158,000
Actuarial gains and (losses)	389,000	64,000
Contributions by employer	11,000	20,000
Employee contributions	4,000	3,000
Benefits paid	(236,000)	(239,000)
	6,000,000	5,683,000

The amounts recognised in the Balance sheet are as follows:

	2021 £	2020 £
Fair value of scheme assets	6,991,000	6,577,000
Present value of funded obligations	(6,000,000)	(5,683,000)
Surplus not recognised	(991,000)	(894,000)
Net pension scheme asset/(liability)	-	-

The fair value of scheme assets above has been reduced by the surplus of £991,000 (2020 - £894,000) which has not been recognised on the basis that the Trustees cannot be reasonably certain that future economic benefits in the form of reduced contributions or a scheme refund will result.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

24. PENSION COMMITMENTS (continued)

The amounts recognised in the Statement of Financial Activities are as follows:

	2021	2020
	£	£
Current service cost	(15,000)	(15,000)
Interest on obligation	(128,000)	(131,000)
Interest on assets	149,000	158,000
	<u>6,000</u>	<u>12,000</u>
Return on scheme assets less interest liabilities	486,000	(198,000)
Experience gains/(losses) arising on scheme liabilities	(21,000)	124,000
Impact of changes in actuarial assumptions on scheme liabilities	(385,000)	(220,000)
Surplus not recognised	(97,000)	262,000
	<u>(17,000)</u>	<u>(32,000)</u>

The Brigade expects to contribute £nil to the defined benefit pension scheme in 2021.

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2021	2020
	£	£
Equities	59.1%	53.6%
Bonds	32.6%	38.1%
Cash	2.3%	1.7%
Annuities	6.1%	6.6%

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	2021	2020
	£	£
Discount rate at 31 March	1.90%	2.30%
Future salary increases	2.50%	2.70%
Future pension increases	3.50%	2.70%
Retail price inflation	3.50%	2.70%

Mortality assumptions used for current pensioners at age 65 were 21.8 years for men and 24.1 years for women. Assumptions for future pensioners at age of 65 were 22.9 years for men and 24.9 years for women.

A High Court ruling in October 2018 held that relevant defined benefit pension schemes with Guaranteed Minimum Pensions ("GMP") accruals between certain dates must equalise for the different effect of these GMP's between men and women. This may result in an additional scheme funding requirement. The methodology to determine the amount of the obligation has not yet been agreed between the Brigade and Scheme Trustees and it is therefore not possible at this stage to quantify the amount of the obligation.

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FOR THE YEAR ENDED 31 MARCH 2021**

25. OPERATING LEASE COMMITMENTS

At 31 March 2021 the Brigade had future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Amounts payable:		
Within one year	23,209	59,183
Between 1 and 5 years	24,068	31,806
	<u>47,277</u>	<u>90,989</u>

26. RELATED PARTY TRANSACTIONS

The Brigade is ultimately controlled by the members collectively. No single party is able to exercise control.

Other loans, totalling £5,000 (2020 - £5,000), which the Brigade originally received and has not yet repaid, were from related parties.

At the year end, the North Staffordshire Battalion owed £4,240 (2020 - £7,587) to the Brigade. This loan is being repaid via monthly instalments of £300 and interest is accruing at 1.5% per annum (or at a rate equal to the Bank of England base rate should this exceed 2.5%).