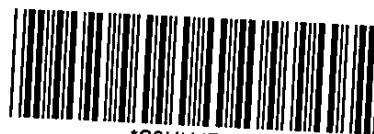


Registered Company No: SC108565

Registered Charity No: SC023930

**JOBS & BUSINESS GLASGOW**  
**(A company limited by guarantee)**  
**REPORT AND CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31 MARCH 2014**

TUESDAY



\*S3HHJFAJ\*  
SCT 30/09/2014 #934  
COMPANIES HOUSE

**JOBS & BUSINESS GLASGOW**  
(A company limited by guarantee)

**CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2014**

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**LEGAL AND ADMINISTRATIVE INFORMATION**

<b>Charity Name:</b>	Jobs & Business Glasgow
<b>Registered Office:</b>	231 George St Glasgow G1 1RX
<b>Charity Registration Number:</b>	SC023930
<b>Company Registration Number:</b>	SC108565
<b>Trustees:</b>	Bailie Jonathan Findlay Bailie Hanif Raja Councillor Shabbar Jaffri Councillor Emma Gillan Councillor John Kelly David Alan Rooney Alistair McManus Dan Donald Malcolm Maclean Graham
<b>Secretary:</b>	Caroline Whyteside
<b>Senior Management Team:</b>	Malcolm Maclean Graham Caroline Whyteside Stephen Brooks Tommy Docherty Caroline Glen Gary Hay Nancy Burns Mary-Theresa Smith Rob Pryce
<b>Auditors:</b>	Wylie & Bisset LLP 168 Bath St Glasgow G2 4TP
<b>Bankers:</b>	Bank of Scotland PLC Argyle St Glasgow G2 8BU
<b>Solicitors:</b>	Burness LLP 120 Bothwell St Glasgow G2 7JL

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

The Trustees are pleased to present their report together with the financial statements of the charitable group for the year ended 31 March 2014. The legal and administrative information on page one forms part of this report.

#### **Directors and Trustees**

The directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees who served during the year and since the year end (except otherwise noted) were as follows:

Alistair McManus  
John Brian Gault (resigned 11 March 2014)  
David Alan Rooney  
Daniel Donald  
Malcolm Maclean Graham  
Bailie Jonathan Findlay  
Bailie Hanif Raja  
Councillor Shabbar Jaffri  
Councillor Emma Gillan  
Councillor John Kelly

#### **Attendance at Board Meetings**

The following table shows the attendance of current Board Members at Board meetings during the year. There were 5 board meetings in the period April 2013 to March 2014.

<b>Board Member</b>	<b>26/6/13</b>	<b>28/8/13</b>	<b>27/11/13</b>	<b>26/2/14</b>	<b>31/3/14</b>	<b>Number of Attendances</b>
A. McManus	√		√		√	3
B. Gault <sup>1</sup>	√		√			2
D. Rooney	√	√	√	√	√	5
D. Donald	√	√	√	√	√	5
M. Graham	√	√	√	√	√	5
J. Findlay	√	√	√		√	4
H. Raja	√	√	√	√	√	5
S. Jaffri	√	√	√	√	√	5
E. Gillan	√	√	√	√	√	5
J. Kelly	√		√	√	√	4

<sup>1</sup> Brian Gault resigned from the JBG Board on 11 March 2014.

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

## **Structure, Governance and Management**

### **Board**

The Board of JBG has a duty to manage the Company and ensure that it carries out the objectives set out in its Memorandum and Articles of Association and in compliance with the Companies Act 2006 and relevant Charities legislation. Its general responsibilities include:

- giving strategic direction to the company
- agreeing JBG's operational plan
- resolving major policy issues
- monitoring, reviewing and reporting the general performance of JBG and ensuring its objectives are being achieved
- agreeing the budget and allocation of finance to these planned activities
- delegation to subsidiary companies, committees and the Chief Executive
- deciding on the governance and delegated authority levels of the company

There were no changes during the year to the Partner Directors (Councillors).

There was one change, during the year, to the Independent members on the Board – John Brian Gault resigned on 11 March 2014. This leaves two vacancies on the Board for Independent Directors. The nominations committee are currently considering options for the recruitment of these directors.

JBG's Company Secretary is Caroline Whyteside, JBG's Director of Finance & Commercial Services, and she was appointed to this role on 28 February 2012.

### **Chief Executive**

The Chief Executive is responsible for the day to day administration of JBG. The Chief Executive is ultimately responsible to the Board for the control of resources, seeking economy, efficiency and effectiveness in the use of JBG resources and for ensuring that financial considerations are taken into account at all stages of decision-making. In particular the Chief Executive:

- enters into normal business commitments and contracts on behalf of the company
- develops, negotiates, seeks funding for and delivers projects and programmes within the scope of the general company strategy and operational plan
- has responsibility for the Senior Management team and the Company Secretary

Malcolm Maclean Graham has been JBG's Chief Executive since 6<sup>th</sup> September 2011.

### **Senior Management Team**

The Senior Management team consists of 8 Senior Managers, 7 of which report directly to the Chief Executive, whilst the Head of Commercial Contracts reports to the Director of Finance & Commercial Services.

There has been no change to the senior management team in the last year.



## **JOBS & BUSINESS GLASGOW**

(A company limited by guarantee)

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

The Senior Management team and the areas they are responsible for, are shown in the table below.

<b>Post</b>	<b>Senior Manager</b>	<b>Responsibilities</b>
Director of Finance & Commercial Services	Caroline Whyteside	All strategic and operational financial aspects of the organisation, company secretarial work and strategic aspects of commercial services
Head of Employability	Mary-Theresa Smith	Adult Employability and community benefits
Head of Youth & Learning	Nancy Burns	Youth employability and adult and youth learning
Head of Enterprise, Business & the Economy	Rob Pryce	Business start-up and social enterprise start-up advice
Head of HR, Communications and Organisational Development	Caroline Glen	HR, internal and external communications, PR, marketing, training and development of staff and the Board
Head of Strategy, Project Development & Compliance	Stephen Brooks	Company Strategy development, risk management, IT, procurement, funding applications and project compliance
Head of Commercial Contracts	Tommy Docherty	Property, Childcare and Commercial contracts
Head of Strategic Projects	Gary Hay	Strategic employability programmes and supported employment programmes

### **Subsidiaries**

At the start of this year, JBG had 7 subsidiaries. At 31 March 2014, the assets and liabilities of two of the subsidiaries, Drumchapel Training Trust (DTT) and Bridge End Nursery Group (BENG), were transferred to the main charity. Approval was sought and received from OSCR for DTT which was a charity. Although these two companies stopped trading at midnight on 31 March 2014, there are some residual legal assignments to complete and once these are carried out, the companies will be wound up.

JBG has 5 subsidiaries remaining. Four are property companies:

- Castlemilk Property Company Limited
- Greater Easterhouse Property Company Limited
- Glasgow North Properties Ltd
- Dalsetter Business Village Limited

One is a former joint venture between the 5 former LRA'S and once the final grant claim is made and paid, this company will be wound up:

- Regenerate: Glasgow Limited

All of the remaining subsidiary companies are non-charitable.

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

#### **Sub Committees**

At the start of 2013/14 there were 4 sub committees of the JBG Board. These were:

##### Finance, Audit & Property Committee

This committee assists the Board of Directors in fulfilling its responsibilities with regard to:

- the oversight of the company's financial statements and auditing, accounting and related processes
- the company's system of internal control regarding finance, accounting and financial reporting
- the property aspects of the company and subsidiaries

This committee aims to meet quarterly.

##### HR Committee

This committee makes recommendations to the Board of Directors in relation to:

- the recruitment, development and retention of staff, in particular, terms and conditions, probation and training and development

This committee aims to meet quarterly.

##### Nominations Committee

This committee makes recommendations to the Board of Directors in relation to:

- the selection of appropriate individuals for appointment as Independent Directors

This committee meets as and when required.

##### Saracen Project Board

This committee has delegated authority to progress all aspects of the Saracen House new build project, including all financial, governance and contractual matters. Saracen House is a £3m, 10,000 square foot new office development in the North of the city, funded by JBG, GCC, ERDF grants and nghomes.

In February 2014, the Board held a development day at which it agreed to restructure the sub committees and the format of Board meetings. The main changes were:

- Performance was added to the remit of the HR Committee and the committee was renamed Performance & HR
- More operational type matters were moved to the committees from the Board and a new Chief Executive's Report was introduced as a new standing item at the Board meeting
- Minutes of committees and subsidiaries became standing items on the Board agenda with each committee/subsidiary chair highlighting any matters at board meetings requiring board approval

In June 2014, the Saracen House project was completed and the Board decided to wind up the Saracen Project Board and create a separate stand-alone committee for property. The Finance, Audit & Property Committee was renamed the Finance & Audit Committee.

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

#### **Governing Document**

The organisation is a charitable company limited by guarantee, incorporated on 7 January 1988 and registered as a charity on 30<sup>th</sup> June 1995. The company was established under a Memorandum of Association which sets out its objects and powers and it is governed under its Articles of Association. In the event of the company being wound up the directors are required to contribute an amount not exceeding £1 each.

#### **Recruitment and Appointment of Trustees**

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles of Association, they are known as members of the Board.

Under the terms of clause 16 of the articles of association, company membership is open only to Glasgow City Council. Glasgow City Council as sole member may appoint the Board with a maximum number of 11 directors (trustees) and this will comprise:

- A maximum of 5 directors shall be Partner Directors (Elected members of Glasgow City Council)
- A maximum of 5 Directors shall be Independent Directors (Independent business leaders appointed on the basis of their skills and experience)
- No more than one Executive Director

At the conclusion of each AGM of the company, one third of the independent directors shall retire from office. However, there is no limit on the number of occasions on which a given Independent Director can be re-appointed.

#### **Trustee Induction and Training**

A Directors Manual has been prepared and this is made available to all Trustees. This manual describes the various strategic aims of the company and its activities and sets out the responsibilities and statutory duties of the Trustees.

Training for the Trustees is provided in the form of a number of induction workshops as and when required.

In addition, a Board Development session is run annually to discuss strategic matters with the Chief Executive and Senior Management team.

#### **Related Parties**

Due to the nature of the charity's operations and the composition of its Trustees, it is inevitable that transactions will take place with companies or other organisations in which a Trustee may have an interest. All transactions involving companies or organisations in which a Trustee may have an interest are conducted at arm's length and in accordance with project and programme rules. Trustees are not permitted to participate in discussions or decisions on transactions involving their related business.

In addition, all Trustees are asked to complete a register of interests form which is updated annually and the first agenda item at each Board meeting invites Trustees to declare any interest relating to the Board matters under discussion.



**TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

**Objectives and Activities**

During the year under review, JBG has been committed to work in partnership with local agencies towards the long term economic development of Glasgow. The objectives and activities of the charity are ambitious. These focus on:

- Ongoing efforts to address the issue of worklessness in the city and support people back into work through the delivery of an integrated programme of employment and training opportunities to support workless residents move back into the labour market and to support young people move into education, training and employment
- The development of the local economy through the delivery of a range of enterprise and business support activities including actions to develop the micro business and social enterprise sectors

JBG recognises this cannot be done in isolation and is therefore committed to partnership working with a wide range of agencies in order to maximise the impact that can be achieved for local communities.

**Objectives**

In striving to achieve this vision, the overall service activity delivered by JBG is designed to meet the following objectives:

Objective 1: To assist people to meet the skills and qualities required by employers in and beyond Glasgow

Objective 2: To engage with and support Glasgow unemployed residents to sustain employment

Objective 3. To work with others to increase the number of sustainable business start ups through a more effective business support service for all business types

Objective 4. To work with others to improve resilience and enable more of Glasgow's existing small businesses and social enterprises to sustain and grow

Objective 5. To maximise the benefits for Glasgow residents, businesses and social enterprises from developments and investments in the city

**Other Activities**

In addition to the direct service delivery activities during last year, the company continued to focus on organisational development activities, improving processes, procedures and systems and consolidating relationships with stakeholders.

**TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

**Strategic Report**

**Achievements and Performance**

The year to March 2014 remained challenging for JBG. Amongst the challenges it faced were: continuing to work with different sets of staff terms and conditions (although this has improved significantly), very tight budget conditions and limited successor funding opportunities.

Even in these challenging circumstances, JBG achieved a great deal. The key achievements of JBG in this year include:

- Achievement of all KPIs within agreed tolerances
- Review and improvement of key policies, systems and procedures including procurement, finance, HR and risk management
- Achievement of a year-end financial surplus position against a budgeted deficit
- Continuing to considerably exceed expectations in the delivery of DWP's new Enterprise Allowance programme
- Successful pension autoenrolment of all relevant staff, for which Jobs & Business Glasgow recently received an award at the UK Employee Benefits Awards 2014
- The transfer of Drumchapel Training Trust and Bridge End Nursery Group into the main charity
- The successful exit from a range of commercial contracts which were no longer a fit with JBG's strategy
- The disposal of a problem site at Drakesmire
- Successful completion of the Saracen House new build project
- Being awarded extra places by SDS for their employability fund programme
- A JBG employee winning the Scottish Youth Adviser of the year award
- Being joint winner, with Glasgow City Council, of the COSLA Solace Best Team Award 2014
- Being awarded the best stand at the Futurefest event
- Successfully holding the prestigious Client Achievement Awards for the second year running
- Achievement of the 2000<sup>th</sup> New Enterprise Allowance (NEA) business start-up
- Carrying out a comprehensive strategic review of our People, Enterprise, Childcare and Property Services

JBG is continually measured on a wide range of Key Performance Indicators (KPIs). Key achievements over the last year include a total of 2,986 people moving into employment, 4,943 people moving into education and training and 644 people starting a new business. A range of support has also been provided to local businesses and social enterprise organisations.

## **JOBS & BUSINESS GLASGOW**

(A company limited by guarantee)

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

The table below sets out the headline figures achieved by the company.

	<b>Performance Indicator</b>	<b>Actual 2013/14</b>	<b>Target 2013/14</b>	<b>Variance 2013/14</b>
1	Number of people provided with employment related advice	17,725	18,481	-756
2	Number of people supported into employment	2,986	2,643	343
3	The number of young Glasgow residents supported into work (16-19)	776	608	168
4	Number of people supported to participate in work related/vocational training	4,943	4,444	499
5	Number of people supported to participate in non vocational training	3,094	3,056	38
6	Number of people to achieve a recognised qualification	2,890	2,397	493
7	Number of business start ups created by Glasgow residents	644	325	319
8	Number of social economy initiatives supported	316	271	45
9	Number of jobs created through business start up or expansion of social economy support	918	420	498
10.	Total Jobs	3,630	2,968	662

*(Note: A tolerance of 10% has been established so any KPI which is within 10% of the target is deemed to have been met)*

#### **Financial Review**

##### **Operating and Financial Overview**

The charitable group's net surplus for the year to March 2014 was £3,405,230. This compares to a deficit of £103,578 for 2012/13. This is an increase of £3,508,808.

The charitable group's total income for the year to March 2014 was £29,748,037. This compares to £29,180,397 for 2012/13. This is an increase of £567,640 (1.9%).

The charitable group's total expenditure for the year to March 2014 was £26,253,807. This compares to £28,981,975 for 2012/13. This is a reduction of £2,728,168 (9.4%).

The company managed approximately 83 projects spread across its strategic themes.

In cash flow terms, the bank account showed an in-funds position of £7,785,065 at the beginning of the year and an in-funds position of £10,513,378 at the end of the year. The company therefore generated a positive cashflow during the year of £2,728,313.

The charity shows an unrestricted reserve of £27,962,291 (£25,330,910 in 2013). It should be noted that the majority of the unrestricted funds are non-cash reserves for the purpose of the future depreciation of tangible fixed asset projects.

The consolidated Statement of Financial Activities (SOFA) on page 17 records the group's income and expenditure for the year. Movements on general, designated, restricted and pension reserve funds are shown in separate columns.

## TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014

The SOFA shows a surplus on general funds for the year of £126,903. This can be broken down as follows;

Operating surplus of JBG	£2,542k
Made up of:	
• <i>Trading Surplus</i>	£208k
• <i>Profits Gift Aided from Subsidiaries</i>	£478k
• <i>Capital Grant recognised as income</i>	£929k
• <i>Income recognised in advance</i>	£927k
Operating surplus of subsidiaries	£866k
Funds designated for 14/15 funding shortfall	£(1,550)k
Funds designated for property refurbishment	£(1,300)k
Other amounts designated	£(431)k

Designated funds show a surplus of £2,719,725 for the year. This can be broken down as follows;

Net increase in funds tied up in tangible fixed assets	£781k
Funds designated to meet funding shortfall in 2014/15	£1,550k
Net increase in other designated funds	£389k

Restricted funds show a surplus of £548,602 for the year. Further details of the movement on individual funds is given in note 27 but can be summarised as follows;

Income received in advance of expenditure being incurred	£927k
Expenditure of income received in prior periods	£378k

The pension reserve fund is showing a small surplus of £10,000 which is the net effect of the actuarial movements in the pension liability between the two balance sheet dates.

### Investment Policy

The Trustees have, over the life of the company adopted a policy of providing support to projects and developments within the Glasgow city area. In particular the company has prudently invested in a number of commercial property developments as a way of furthering their charitable objectives. Whilst this has provided an opportunity for an earned income stream to complement the company's other sources of funding, the overall aim of these investments has been to assist in the economic regeneration of the city by creating affordable office space and hence attracting SMEs into the area to ultimately create and sustain employment.

### Reserves Policy

The Trustees have examined the charitable company's requirements for reserves in the light of the main risks to the organisation. It has established a policy whereby unrestricted general funds not committed should be approximately three months of total expenditure.

The reserves are needed to meet the working capital requirements of the company and the financial obligations in the short-term in the event of a significant drop in revenue grant funding. This would allow time for a restructuring of the company's activities and its project and core cost budgets.

Based on the approved budget for 2014/15, three months expenditure (salaries and project costs) equates to £7,541k.

**TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

At 31 March 2014 the group had unrestricted funds of £28,455k, of which £17,324k was tied up in fixed assets and is therefore not readily available to spend. A further £1,550k had been designated towards an anticipated funding deficit in 2014/15 and accordingly, is regarded as being excluded from the group's reserves. The designated funds for the construction of Saracen House have been spent in 2014/15 and the fund for future loan repayments of £2,188k will also be fully spent and so both are also excluded from free reserves. This leaves the charitable group with free reserves of £6,933k at 31 March 2014 which is (8%) short of the desired level.

	£
Group Unrestricted funds	28,455,637
Less: Tangible fixed assets	(15,161,396)
Tangible fixed assets – subsidiaries	(2,162,239)
Provision for delivery of services 2014	(1,550,000)
Provision for loan repayments	(2,188,023)
Saracen House	(461,000)
Free reserves	<u>6,932,979</u>

**Plans for Future Periods**

There are some significant challenges to address and overcome in the forthcoming year:

- The impact of welfare reform on JBG's client group
- The impact on demand for JBG services by those leaving the Work Programme
- The challenging economic outlook particularly in some key economic sectors will lead to additional demands on JBG services
- The JBG budgeted financial deficit (if we exclude the release of reserves)
- The increasingly competitive funding environment

JBG's objectives for the forthcoming year are:

- To meet and, if possible, exceed our KPIs
- To seek new partnerships and new ways of delivering services more efficiently and effectively
- To continue to consolidate our excellent working relationships with key stakeholders
- To continue to review and rationalise our delivery and commercial property portfolios
- To introduce new systems and processes into our commercial contract areas

We believe JBG can continue to make a very important contribution to Glasgow, its employers, businesses, social enterprises and residents. We also recognise that we cannot do this alone. To make a real and lasting difference, we need to continue to work better and smarter together with our partners across the city and beyond to achieve more for less.

We are committed to Glasgow and improving the competitiveness of its residents and businesses.

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

#### **Principal Risks and Uncertainties**

##### **Risk Management**

Procedures have been established, and are reviewed in the course of the year, to identify, manage and mitigate operational and strategic risks. The Head of Strategy, Project Development and Compliance is the senior manager responsible for co-ordinating the company's risk strategy and risk register. Each senior manager is responsible for risk management in their respective areas. The JBG board closely monitors all red risks. The following systems and procedures to manage risk have been established:

- Regular Board meetings are held by the Trustees and Senior Officials of the charity
- Quarterly sub-committee meetings are held to examine in detail the Finance, Audit, Performance, HR, Property and capital project aspects of the company
- Monthly management accounts, incorporating year to date actuals and projected year-end outturns are prepared and reviewed against budget. These are discussed with the Chief Executive and the appropriate Senior Manager and actions plans are agreed and monitored. These are submitted quarterly at a summarised level to the Board.
- Internal controls are in place to safeguard the company's assets
- A rolling three month cash flow forecast is updated and reviewed weekly
- All red risks are considered by the SMT on a monthly basis with mitigating actions agreed, following which the red risks are flagged and reported to the Board.

##### **Principal Risks and Uncertainties**

The JBG risk register reflects all current risks that the charity faces and how these are being mitigated. The principal risks and uncertainties that may seriously affect the performance, future prospects or reputation of JBG are described in the table below.

**JOBS & BUSINESS GLASGOW**  
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**TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

Principal Risk	Probability Score (Out of 5)	Impact Score (Out of 5)	Total Residual Score	Mitigation
<ul style="list-style-type: none"> <li>There is a risk that JBG will receive less European/ other <b>successor funding</b> than anticipated, leading to an increased financial deficit and/or job losses</li> </ul>	3	4	12	JBG is actively seeking new/successor funding and working with the Council to ensure it is best placed to receive a significant amount of any relevant European funding.
<ul style="list-style-type: none"> <li>There is a risk that more of the <b>company's reserves</b> will have to be released to fund the operating deficit, leading to JBG's reserves being depleted and therefore lower than good practice recommends</li> </ul>	3	4	12	JBG is closely monitoring its financial position to ensure all income is maximised and all costs are minimised to ensure the use of reserves is only when absolutely necessary.

**Trustees Responsibilities**

The trustees (who are also directors of Jobs & Business Glasgow for the purposes of company law) are responsible for preparing the Trustees Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice-UK GAAP).

Company law also requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of funds, 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
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in business

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **TRUSTEES REPORT AND STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2014**

The trustees are responsible for keeping proper 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.

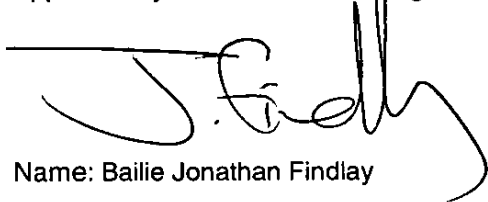
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- 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 the financial statements may differ from legislation in other jurisdictions.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the Companies Act 2006.

Approved by the Trustees and signed on their behalf by.



Name: Bailie Jonathan Findlay

Date: 27 August 2014



## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JOBS & BUSINESS GLASGOW FOR THE YEAR ENDED 31 MARCH 2014**

We have audited the financial statements of Jobs & Business Glasgow for the year ended 31<sup>st</sup> March 2014 which comprise the Group and Parent Charitable Company Statements of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the 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 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on pages 13 and 14, 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.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees Annual Report and Strategic Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31<sup>st</sup> March 2014 and of the group's and parent charitable company's 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

**JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JOBS & BUSINESS  
GLASGOW FOR THE YEAR ENDED 31 MARCH 2014**


**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Annual Report and Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

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

- the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records or 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.

*Wylie & Bisset* 

*Jenny Simpson (Senior statutory auditor)*

*For and on behalf of Wylie & Bisset LLP, Statutory Auditor*

*Wylie & Bisset LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006*

Date: 27<sup>th</sup> August 2014

168 Bath Street  
Glasgow  
G2 4TP

**JOBS & BUSINESS GLASGOW**

(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

(including Income and Expenditure Account)

FOR THE YEAR ENDING 31 MARCH 2014

	Notes	Unrestricted General £	Unrestricted Designated £	Restricted £	Pension Reserves £	2014 Total £	2013 Total £
<b>Incoming Resources</b>							
Incoming resources from generated funds							
Voluntary income	3	3,193,865	-	-	-	3,193,865	3,565,880
Activities for generating funds	4	3,774,456	255,725	-	-	4,030,181	4,777,784
Investment income	5	193,695	-	-	(20,000)	173,695	87,406
Incoming resources from charitable activities	6	16,487,346	-	5,862,950	-	22,350,296	20,749,327
<b>Total Incoming Resources</b>		<u>23,649,362</u>	<u>255,725</u>	<u>5,862,950</u>	<u>(20,000)</u>	<u>29,748,037</u>	<u>29,180,397</u>
<b>Resources expended</b>							
Costs of generating funds	7	2,639,129	301,889	-	-	2,941,018	4,968,002
Charitable activities	8	17,332,905	678,738	5,150,774	(119,000)	23,043,417	23,940,706
Governance costs	9	48,643	-	-	-	48,643	73,267
Other resources expended	10	220,729	-	-	-	220,729	-
<b>Total Resources Expended</b>		<u>20,241,406</u>	<u>980,627</u>	<u>5,150,774</u>	<u>(119,000)</u>	<u>26,253,807</u>	<u>28,981,975</u>
<b>Net incoming/(outgoing) resources before transfers</b>		3,407,956	(724,902)	712,176	99,000	3,494,230	198,422
<b>Transfers</b>	27, 28	(3,281,053)	3,444,627	(163,574)	-	-	-
<b>Net income for the year before other recognised gains and losses</b>		<u>126,903</u>	<u>2,719,725</u>	<u>548,602</u>	<u>99,000</u>	<u>3,494,230</u>	<u>198,422</u>
<b>Other recognised gains and losses</b>							
Actuarial (losses) on defined benefit pension schemes	31	-	-	-	(89,000)	(89,000)	(302,000)
<b>Net movement in funds</b>		<u>126,903</u>	<u>2,719,725</u>	<u>548,602</u>	<u>10,000</u>	<u>3,405,230</u>	<u>(103,578)</u>
<b>Reconciliation of Funds</b>							
Balance at 1 April 2013	27, 28	4,131,076	21,477,933	632,069	(840,000)	25,401,078	25,504,656
<b>Balance at 31 March 2014</b>	27, 28	<u>4,257,979</u>	<u>24,197,658</u>	<u>1,180,671</u>	<u>(830,000)</u>	<u>28,806,308</u>	<u>25,401,078</u>

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

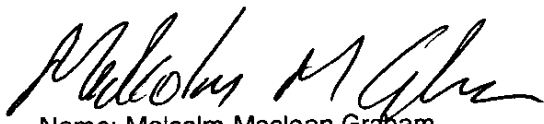
**JOBS & BUSINESS GLASGOW**  
(A company limited by guarantee)

**CONSOLIDATED BALANCE SHEET AT 31 MARCH 2014**

	Notes	£	2014 £	2013 £
<b>FIXED ASSETS</b>				
Tangible Assets	16		27,403,604	26,228,378
Investments	18		24,995	24,995
			<u>27,428,599</u>	<u>26,253,373</u>
<b>CURRENT ASSETS</b>				
Investments	19	-		2,000,000
Stock	20	851		1,156
Debtors	21	5,569,857		5,618,262
Cash at bank and in hand		<u>10,513,378</u>		<u>7,785,065</u>
		16,084,086		15,404,483
Creditors: amounts falling due within one year	22	<u>(4,117,106)</u>		<u>(4,379,485)</u>
<b>NET CURRENT ASSETS</b>			11,966,980	11,024,998
Creditors: amounts falling due after more than one year	24		(9,759,271)	(10,337,293)
Provisions for liabilities and charges	25		-	(700,000)
Net Pension Liability	31		(830,000)	(840,000)
<b>NET ASSETS</b>			<u>28,806,308</u>	<u>25,401,078</u>
<b>Unrestricted Funds</b>				
Designated Funds	28	24,197,658		21,477,933
General Funds	28	<u>4,257,979</u>		<u>4,131,076</u>
			28,455,637	25,609,009
<b>Restricted Funds</b>	27		1,180,671	632,069
<b>Pension Reserve</b>	31		(830,000)	(840,000)
<b>TOTAL FUNDS</b>			<u>28,806,308</u>	<u>25,401,078</u>

Approved by the Trustees and signed on their behalf.

  
Name: Baillie Jonathan Findlay

  
Name: Malcolm Maclean Graham

Date: 27<sup>th</sup> August 2014

Company No: SC108565

**JOBS & BUSINESS GLASGOW**  
**(A company limited by guarantee)**

**CHARITY STATEMENT OF FINANCIAL ACTIVITIES**  
**(including Income and Expenditure Account)**

**FOR THE YEAR ENDING 31 MARCH 2014**

	Unrestricted General £	Unrestricted Designated £	Restricted £	Pension Reserves £	2014 Total £	2013 Total £
<b>Incoming Resources</b>						
Incoming resources from generated funds						
Voluntary income	3,613,698	-	-	-	3,613,698	3,750,852
Activities for generating funds	1,202,556	-	-	-	1,202,556	1,221,344
Investment income	709,716	-	-	(20,000)	689,716	71,406
Incoming resources from charitable activities	16,423,529	-	5,862,950	-	22,286,479	20,693,564
<b>Total Incoming Resources</b>	<u>21,949,499</u>	<u>-</u>	<u>5,862,950</u>	<u>(20,000)</u>	<u>27,792,449</u>	<u>25,737,166</u>
<b>Resources expended</b>						
Costs of generating funds	756,882	-	-	-	756,882	1,024,406
Charitable activities	18,383,663	74,665	5,150,774	(119,000)	23,490,102	24,117,935
Governance costs	45,753	-	-	-	45,753	71,244
Other resources	220,729	-	-	-	220,729	-
<b>Total Resources Expended</b>	<u>19,407,027</u>	<u>74,665</u>	<u>5,150,774</u>	<u>(119,000)</u>	<u>24,513,466</u>	<u>25,213,585</u>
<b>Net incoming/(outgoing) resources before transfers</b>	2,542,472	(74,665)	712,176	99,000	3,278,983	523,581
<b>Transfers</b>	(3,993,179)	4,156,753	(163,574)	-	-	-
<b>Net (expenditure)/income for the year before other recognised gains and losses</b>	<u>(1,450,707)</u>	<u>4,082,088</u>	<u>548,602</u>	<u>99,000</u>	<u>3,278,983</u>	<u>523,581</u>
<b>Other recognised gains and losses</b>						
Actuarial (losses) on defined benefit pension schemes	-	-	-	(89,000)	(89,000)	(302,000)
<b>Net movement in funds</b>	<u>(1,450,707)</u>	<u>4,082,088</u>	<u>548,602</u>	<u>10,000</u>	<u>3,189,983</u>	<u>221,581</u>
<b>Reconciliation of Funds</b>						
Balance at 1 April 2013	6,107,579	19,223,331	632,069	(840,000)	25,122,979	24,901,398
<b>Total funds carried forward</b>	<u>4,656,872</u>	<u>23,305,419</u>	<u>1,180,671</u>	<u>(830,000)</u>	<u>28,312,962</u>	<u>25,122,979</u>

**JOBS & BUSINESS GLASGOW**  
(A company limited by guarantee)

**CHARITY BALANCE SHEET AT 31 MARCH 2014**

	Notes	£	2014 £	2013 £
<b>FIXED ASSETS</b>				
Tangible Assets	17		17,349,419	15,844,110
Investments	18		25,396	25,396
			<u>17,374,815</u>	<u>15,869,506</u>
<b>CURRENT ASSETS</b>				
Investments	19	-		2,000,000
Debtors	21	6,863,679		7,221,399
Cash at bank and in hand		10,302,160		6,855,629
		<u>17,165,839</u>		<u>16,077,028</u>
Creditors: amounts falling due within one year	22	(3,530,367)		(3,793,933)
<b>NET CURRENT ASSETS</b>			13,635,472	12,283,095
Creditors: amount falling due after one or more years	24		(1,867,325)	(2,189,622)
Net Pension Liability	31		(830,000)	(840,000)
<b>NET ASSETS</b>			<u>28,312,962</u>	<u>25,122,979</u>
<b>Unrestricted Funds</b>				
Designated Funds		23,305,419		19,223,331
General Funds		<u>4,656,872</u>		<u>6,107,579</u>
			27,962,291	25,330,910
<b>Restricted Funds</b>	27		1,180,671	632,069
<b>Pension Reserves</b>	31		(830,000)	(840,000)
<b>TOTAL FUNDS</b>			<u>28,312,962</u>	<u>25,122,979</u>

Approved by the Trustees and signed on their behalf.

  
Name: Bailie Jonathan Findlay

  
Name: Malcolm Maclean Graham

Date: 27<sup>th</sup> August 2014

Company No: SC108565

**JOBS & BUSINESS GLASGOW**  
**(A company limited by guarantee)**

**CONSOLIDATED CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 MARCH 2014**

	Note	2014 £	2013 £
<b>Net Cash inflow from Operating Activities</b>	15	<u>3,243,060</u>	<u>3,191,200</u>
<b>Returns on investment and servicing of finance</b>			
Interest received		193,695	98,406
Interest paid		<u>(63,964)</u>	<u>(94,841)</u>
		129,731	3,565
<b>Capital Expenditure</b>			
Payments to acquire tangible fixed assets		(2,361,638)	(1,444,881)
Sale of tangible fixed assets		30,223	-
<b>Management of liquid resources</b>			
Reclassification of deposit account		2,000,000	-
<b>Financing</b>			
Decrease in debt		(313,063)	(996,842)
<b>Increase in Cash and Cash Equivalents</b>		<u>2,728,313</u>	<u>753,042</u>

**Analysis Of Changes In Net Debt**

	At 1 April 2013 £	Cash flows £	Other changes £	At 31 March 2014 £
Cash in hand, at bank	7,785,065	2,728,313	-	10,513,378
Current Asset Investments	2,000,000	(2,000,000)	-	-
Debt due within 1 year	(311,464)	311,464	(320,698)	(320,698)
Debt due after 1 year	<u>(2,189,622)</u>	<u>1,599</u>	<u>320,698</u>	<u>(1,867,325)</u>
<b>TOTAL</b>	<u>7,283,979</u>	<u>1,041,376</u>	<u>-</u>	<u>8,325,375</u>

**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**1. Accounting Policies**

**a) Basis of preparation**

The financial statements have been prepared under the historic cost convention and in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005) issued in March 2005, applicable UK Accounting Standards and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements are set out below.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis. The charity's joint ventures are excluded from the consolidation on the grounds of materiality.

**b) Fund accounting**

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.
- Restricted funds are funds subject to specific trusts, which may be declared by the donor(s) or with their authority (eg in a public appeal) or created through legal process, but still within the wider objects of the charity. Restricted funds are restricted income funds, which are spent at the discretion of the trustees in furtherance of some particular aspect(s) of the objects of the charity.

**c) Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Investment income is included when receivable.
- Incoming resources from charitable trading activities are accounted for when earned.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

**d) Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates:

- Costs of generating funds comprise the costs associated with attracting voluntary income.



## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **1. Accounting Policies (continued)**

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in Note 11.

#### **e) Tangible fixed assets and depreciation**

Assets costing more than £25,000 are capitalised.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold buildings	Over 50 years, following year of purchase
Leasehold properties	20% on cost or over the term of the lease
Fixtures and equipment	20% - 33% on cost
Office equipment	20% - 33% on cost
Computer equipment	33% on cost
Motor vehicles	10% - 25% on cost

No depreciation is provided in respect of land.

#### **f) Investments**

Investments in subsidiary undertakings and joint ventures are included at cost, less provision for permanent diminution in value.

#### **g) Stock**

Stocks are included at the lower of cost and net realisable value.

#### **h) Operating leases**

Rentals paid under operating leases are charged to the statement of financial activities. The obligation to pay future rentals on operating leases is shown by way of a note to the Accounts.

#### **i) Pension scheme**

The pension costs charged against profits represent the amount of employer's contributions payable to the defined contribution pension schemes in respect of the accounting period.

- j) The charity is also an admitted body to the Strathclyde Pension Fund (SPF), which is administered by Glasgow City Council and which requires contributions to be made to its number 1 fund. This is a defined benefit scheme that is externally funded and contracted out of the State Earnings Related Pension Scheme. Contributions to the scheme are charged to the SOFA so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of periodic valuations.

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **1. Accounting Policies (continued)**

##### **k) Taxation**

The company is a charitable company within the meaning of Section 467 of the Corporation Tax Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied for charitable purposes only.

##### **l) Legal Status**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

**JOBS & BUSINESS GLASGOW****(A company limited by guarantee)****NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014****2. Financial activities of the subsidiaries****BRIDGE END NURSERY GROUP LIMITED**

The charity has a wholly owned trading subsidiary Bridge End Nursery Group Limited, which is incorporated in Scotland and whose principal activity is the provision of childcare. The charity owns the entire share capital of 100 ordinary shares of £1 each. On 31<sup>st</sup> March 2014, Bridge End Nursery Group transferred its assets, liabilities and activities to Jobs & Business Glasgow. A summary of the trading results is shown below:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Turnover and other operating income</b>	286,343	461,769
Cost of sales & administration costs	(351,410)	(375,490)
Interest receivable	-	46
Transfer of Liabilities to Jobs & Business Glasgow	271,836	-
<b>Net profit/(loss)</b>	<u>206,769</u>	<u>86,325</u>
Taxation	-	-
Retained in subsidiary	<u>206,769</u>	<u>86,325</u>
	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
At 31 March 2014, the assets and liabilities of the subsidiary were:		
Current assets	100	91,715
Current liabilities	-	(298,384)
Long term creditors	-	-
<b>Total net assets/(liabilities)</b>	<u>100</u>	<u>(206,669)</u>
<b>Aggregate share capital and reserves</b>	<u>100</u>	<u>(206,669)</u>

**JOBS & BUSINESS GLASGOW**  
**(A company limited by guarantee)**

**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**2. Financial activities of the subsidiaries (continued)**

**CASTLEMILK PROPERTY COMPANY LIMITED**

The charity has a second wholly owned trading subsidiary Castlemilk Property Company Limited, which is incorporated in Scotland and whose principal activity is property rental. The profit retained in the subsidiary is £422,668 (2013 deficit: £610,853). No tax is payable by the entity. The charity owns the entire share capital of 100 ordinary shares of £1 each. A summary of the trading results is shown below:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	1,080,920	1,433,442
Cost of sales & administration costs	(863,881)	(1,346,792)
Interest receivable	134	13,697
Exceptional waste management costs	700,000	(700,000)
<b>Net profit/(loss)</b>	<u>900,429</u>	<u>(610,853)</u>
 Amount gift aided to the charity	 477,761	 -
Taxation	-	-
Retained in subsidiary	<u><u>422,668</u></u>	<u><u>(610,853)</u></u>

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
At 31 March 2014, the assets and liabilities of the subsidiary were:		
Fixed assets	3,737,261	3,880,305
Current assets	136,300	221,529
Current liabilities	(1,370,235)	(1,225,512)
Long term creditors	(2,186,664)	(2,282,328)
<b>Total net assets/(liabilities)</b>	<u><u>316,662</u></u>	<u><u>(106,006)</u></u>
 <b>Aggregate share capital and reserves</b>	 <u><u>316,662</u></u>	 <u><u>(106,006)</u></u>

**JOBS & BUSINESS GLASGOW****(A company limited by guarantee)****NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014****2. Financial activities of the subsidiaries (continued)****DRUMCHAPEL TRAINING TRUST**

The charity has a third wholly owned subsidiary Drumchapel Training Trust, which is a charitable company limited by guarantee and incorporated in Scotland. It acted as a landlord of the leased Open Gate Building. The charity sub-leases accommodation to Jobs & Business Glasgow and other organisations providing training and support to local residents. On 31<sup>st</sup> March 2014, Drumchapel Training Trust transferred its assets, liabilities and activities to Jobs & Business Glasgow. A summary of the activities is shown below:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Gross incoming resources</b>	227,335	220,513
Total expenditure on charitable activities	(126,230)	(179,928)
Governance costs	(2,890)	(2,023)
Transfer of assets to Jobs & Business Glasgow	(425,562)	-
<b>Net (outgoing)/incoming resources</b>	<u>(327,347)</u>	<u>38,562</u>
Total funds brought forward	327,347	288,785
<b>Total funds carried forward</b>	<u>-</u>	<u>327,347</u>
<b>Represented by:</b>		
Restricted income funds	-	-
Unrestricted income funds	-	327,347
	<u>-</u>	<u>327,347</u>
 At 31 March 2014 the assets and liabilities of the subsidiary were:		
Fixed assets	-	2,953
Current assets	-	353,305
Current liabilities	-	(28,911)
<b>Total net assets</b>	<u>-</u>	<u>327,347</u>
 <b>Aggregate reserves</b>	<u>-</u>	<u>327,347</u>

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **2. Financial activities of the subsidiaries (continued)**

##### **DALSETTER BUSINESS VILLAGE LIMITED**

The charity has a fourth wholly owned trading subsidiary Dalsetter Business Village Limited, is incorporated in Scotland. In the current financial year, the subsidiary company paid £41,152 (2013: £Nil) to the charity by gift aid. The amount retained by the subsidiary (£15,477) this year (2013: £101,685) is after tax. Dalsetter Business Village Limited manages the property at Dalsetter Business Village and all associated commercial operations. The charity owns the entire share capital of 1 ordinary share of £1. A summary of the trading results is shown below.

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	303,936	351,924
Cost of sales & administration costs	(370,020)	(343,419)
Other operating income	95,045	95,047
Interest receivable	370	346
Interest payable	(1,656)	(2,213)
<b>Net profit</b>	<u>(25,675)</u>	<u>101,685</u>
Amounts gift aided to the charity	41,152	
Taxation	-	-
Retained in subsidiary	<u>(15,477)</u>	<u>101,685</u>
At 31 March 2014 the assets and liabilities of the subsidiary were:		
Fixed assets	3,424,889	3,535,868
Current assets	116,645	153,474
Current liabilities	(288,377)	(269,413)
Long-term liabilities	(83,476)	(139,726)
Accruals and deferred income	<u>(3,030,942)</u>	<u>(3,125,987)</u>
<b>Total net assets</b>	<u>138,739</u>	<u>154,516</u>
<b>Aggregate share capital and reserves</b>	<u>138,739</u>	<u>154,216</u>

**JOBS & BUSINESS GLASGOW**  
**(A company limited by guarantee)**

**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**2. Financial activities of the subsidiaries (continued)**

**GREATER EASTERHOUSE PROPERTY COMPANY LIMITED**

The fifth wholly owned trading subsidiary, Greater Easterhouse Property Company Limited, is incorporated in Scotland. A loss of £77,432 was retained in the year (2013: £94,168). Greater Easterhouse Property Company Limited manages the Westwood Business Centre, Ladywell Business Centre, Tondra Church and all associated commercial operations. The charity owns the entire share capital of 100 ordinary shares of £1 each. A summary of the trading results is shown below.

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	1,351,682	1,227,363
Cost of sales & administration costs	(1,494,130)	(1,274,685)
Interest receivable	-	11
Other income	65,016	141,479
<b>Net (loss)/profit</b>	<u>(77,432)</u>	<u>94,168</u>
 Amount gift aided to the charity	 -	 -
Taxation	-	-
Retained in subsidiary	<u>(77,432)</u>	<u>94,168</u>
 At 31 March 2014 the assets and liabilities of the subsidiary were:		
Fixed assets	2,702,925	2,771,078
Current assets	341,990	372,915
Current liabilities	(373,308)	(329,938)
Accruals and deferred income	<u>(2,674,340)</u>	<u>(2,739,356)</u>
<b>Total net (liabilities)/assets</b>	<u>(2,733)</u>	<u>74,699</u>
 <b>Aggregate share capital and reserves</b>	 <u>(2,733)</u>	 <u>74,699</u>

## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **2. Financial activities of the subsidiaries (continued)**

##### **GLASGOW NORTH PROPERTIES LIMITED**

The sixth wholly owned trading subsidiary, Glasgow North Properties Limited, is incorporated in Scotland. A loss of (£5,452) was retained by the company in the year (2013: £205 profit retained). Glasgow North Properties Limited manages the Business Centre at High Craighall and all associated commercial operations. The charity owns the entire share capital of 100 ordinary shares of £1 each. A summary of the trading results is shown below.

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	26,127	23,387
Cost of sales & administration costs	(31,579)	(23,182)
Interest receivable	-	-
<b>Net (loss)/profit</b>	<u>(5,452)</u>	<u>205</u>
Amount gift aided to the charity	-	-
Taxation	-	-
Retained in subsidiary	<u>(5,452)</u>	<u>205</u>
At 31 March 2014 the assets and liabilities of the subsidiary were:		
Fixed assets	189,110	194,064
Current assets	7,911	60,427
Current liabilities	(9,821)	(9,105)
Long term liabilities	<u>(133,525)</u>	<u>(186,259)</u>
<b>Total net assets</b>	<u>53,675</u>	<u>59,127</u>
<b>Aggregate share capital and reserves</b>	<u>53,675</u>	<u>59,127</u>



## **JOBS & BUSINESS GLASGOW**

**(A company limited by guarantee)**

### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **2. Financial activities of the subsidiaries (continued)**

##### **REGENERATE: GLASGOW LIMITED**

The seventh wholly owned trading subsidiary Regenerate: Glasgow Limited was an intermediary between Glasgow's five Local Regeneration Agencies and funding providers. On 31 May 2011 Regenerate: Glasgow Limited ceased to trade and is currently in the process of completing final funding claims, following which it is the directors intention to submit an application for strike off to the Registrar of Companies.

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>	23,737	-
Cost of sales & administration costs	(12,598)	(35,251)
Other operating income	-	-
Interest receivable	-	-
<b>Net profit / (loss)</b>	<u>11,139</u>	<u>(35,251)</u>
Amount gift aided to the charity	-	-
Taxation	-	-
Retained in subsidiary	<u>11,139</u>	<u>(35,251)</u>
At 31 March 2014 the assets and liabilities of the subsidiary were:		
Fixed assets	-	-
Current assets	108,314	205,715
Current liabilities	<u>(120,912)</u>	<u>(229,452)</u>
<b>Total net liabilities</b>	<u>(12,598)</u>	<u>(23,737)</u>
<b>Aggregate share capital and reserves</b>	<u>(12,598)</u>	<u>(23,737)</u>

**JOBS & BUSINESS GLASGOW****(A company limited by guarantee)****NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014****3. Voluntary Income - Group**

	Unrestricted General £	Unrestricted Designated £	Restricted £	2014 Total £	2013 Total £
Glasgow City Council core grant	3,004,322	-	-	3,004,322	3,398,310
Grants and donations	189,543	-	-	189,543	167,570
	<u>3,193,865</u>	<u>-</u>	<u>-</u>	<u>3,193,865</u>	<u>3,565,880</u>

**4. Activities for Generating Funds - Group**

	Unrestricted General £	Unrestricted Designated £	Restricted £	2014 Total £	2013 Total £
Media Solutions	-	-	-	-	4,943
Digital Media Centre	4,775	-	-	4,775	6,908
Festival Business Centre	379,215	-	-	379,215	370,179
Moorpark Estate	182,261	-	-	182,261	163,336
Orkney Street	113,912	-	-	113,912	181,435
Rowan Business Park	431,994	-	-	431,994	391,679
Greater Easterhouse Property Company Limited	1,097,959	65,016	-	1,162,975	1,368,842
Dalsetter Business Village Limited	303,936	95,045	-	398,981	446,971
Glasgow North Properties Limited	22,227	-	-	22,227	23,387
Regenerate Glasgow Ltd	23,737	-	-	23,737	-
Castlemilk Property Company Limited	837,697	95,664	-	933,361	1,255,520
Bridge End Nursery Group Limited	286,343	-	-	286,343	461,769
Moorpark House	90,400	-	-	90,400	102,865
	<u>3,774,456</u>	<u>255,725</u>	<u>-</u>	<u>4,030,181</u>	<u>4,777,784</u>

**5. Investment Income - Group**

	Unrestricted General £	Unrestricted Designated £	Restricted £	Pension Reserves £	2014 Total £	2013 Total £
Bank interest received	193,695	-	-	-	193,695	98,406
FRS 17 – Net Interest	-	-	-	(20,000)	(20,000)	(11,000)
	<u>193,695</u>	<u>-</u>	<u>-</u>	<u>(20,000)</u>	<u>173,695</u>	<u>87,406</u>

**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**6. Incoming Resources from Charitable Activities - Group**

	Unrestricted General £	Unrestricted Designated £	Restricted £	2014 Total £	2013 Total £
Employability	9,752,880	-	5,005,273	14,758,153	15,385,186
Youth and learning	2,104,579	-	245,511	2,350,090	1,070,940
Childcare	1,709,490	-	-	1,709,490	1,847,261
Enterprise and social economy	1,641,661	-	612,166	2,253,827	1,675,086
Property	929,533	-	-	929,533	337,730
Community Engagement	285,385	-	-	285,385	377,361
Drumchapel Training Trust	63,818	-	-	63,818	55,763
	<u>16,487,346</u>	<u>-</u>	<u>5,862,950</u>	<u>22,350,296</u>	<u>20,749,327</u>

**7. Resources Expended – Costs of Generating Funds - Group**

	Direct Costs £	Support Costs £	2014 Total £	2013 Total £
Media Solutions	-	-	-	6,184
Digital Media Centre	4,754	313	5,067	99,996
Festival Business Centre	189,182	24,843	214,025	303,288
Moorpark Estate	56,290	11,940	68,230	74,308
Moorpark House	40,987	5,922	46,909	41,189
Orkney Street	113,419	7,462	120,881	194,181
Rowan Business Park	273,471	28,300	301,771	305,261
Castlemilk Property Company Limited	111,349	-	111,349	1,989,859
Bridge End Nursery Group Limited	322,856	-	322,856	347,818
Dalsetter Business Village Limited	352,841	-	352,841	324,329
Greater Easterhouse Property Company Limited	1,354,838	-	1,354,838	1,222,267
Glasgow North Properties Limited	29,653	-	29,653	24,071
Regenerate Glasgow Limited	12,598	-	12,598	35,251
	<u>2,862,238</u>	<u>78,780</u>	<u>2,941,018</u>	<u>4,968,002</u>

Included within resources expended by Castlemilk Property Company Limited is an exceptional credit of £700,000 relating to the reversal of a provision for costs of illegal waste disposal following the insolvency of a tenant. Included in the comparative figures for Castlemilk Property Company Limited is the original £700,000 charge.

**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**8. Resources Expended- Charitable Activities - Group**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>2014 Total £</b>	<b>2013 Total £</b>
Employability	13,242,456	2,080,580	15,323,036	15,938,699
Youth and learning	2,149,909	473,074	2,622,983	1,855,877
Childcare	1,652,016	898,487	2,550,503	2,760,975
Enterprise and social economy	1,880,556	338,754	2,219,310	2,322,424
Property	-	-	-	20,000
Community Engagement	268,232	69,326	337,558	868,138
Drumchapel Training Trust	109,027	-	109,027	163,593
FRS 17 – payroll costs	(119,000)	-	(119,000)	11,000
	<u>19,183,196</u>	<u>3,860,221</u>	<u>23,043,417</u>	<u>23,940,706</u>

**9. Resources Expended – Governance Costs - Group**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>2014 Total £</b>	<b>2013 Total £</b>
Staff costs and management time	-	25,005	25,005	26,277
Professional fees and other expenditure	93	-	93	19,107
Merger costs	-	-	-	5,205
Audit fee	23,545	-	23,545	22,678
	<u>23,638</u>	<u>25,005</u>	<u>48,643</u>	<u>73,267</u>

**10. Resources expended – Other Resources Expended – Group**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>2014 Total £</b>	<b>2013 Total £</b>
Loss on disposal of Fixed Assets	220,729	-	220,729	-
	<u>220,729</u>	<u>-</u>	<u>220,729</u>	<u>-</u>

**11. Support Costs – Breakdown by Activities - Group**

	<b>Employability</b>	<b>Youth &amp; Learning</b>	<b>Childcare</b>	<b>Enterprise &amp; Social Economy</b>	<b>Community Engagement</b>	<b>Activities for Generating Funds</b>	<b>Governance</b>	<b>Basis of Allocation</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
Salaries	899,484	204,521	388,437	146,451	29,971	34,058	25,005	Head count
Professional fees	184,736	42,005	79,777	30,078	6,156	6,995	-	Head count
Property costs	179,457	40,804	77,498	29,219	5,980	6,795	-	Head count
Administration costs	572,056	130,072	247,039	93,141	19,061	21,661	-	Head count
Irrecoverable VAT	118,756	27,002	51,284	19,335	3,957	4,496	-	Head count
Bank charges	6,198	1,409	2,677	1,009	206	235	-	Head count
Depreciation	119,893	27,261	51,775	19,521	3,995	4,540	-	Head count
	<u>2,080,580</u>	<u>473,074</u>	<u>898,487</u>	<u>338,754</u>	<u>69,326</u>	<u>78,780</u>	<u>25,005</u>	

## **JOBS & BUSINESS GLASGOW**

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### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **12. Net Incoming Resources for the Year - Group**

This is stated after charging:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Depreciation	935,456	1,124,032
Amortisation of capital grants	255,725	905,301
Auditors' Remuneration - Audit Fees	47,157	42,461
Auditors' Remuneration - Non Audit services	4,230	13,707

During the year the group made payments of £924,542 (2013 - £1,095,112) in respect of operating lease rentals for properties and £27,745 (2013 -£15,783) in respect of operating lease rentals for plant and machinery.

#### **13. Staff Costs and Numbers - Group**

Staff costs were as follows:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Salaries and wages	16,796,283	16,519,221
Social security costs	1,246,344	1,237,056
Other pension costs	331,324	294,991
Total	<u>18,373,951</u>	<u>18,051,268</u>

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands are as follows:

	<b>2014</b>	<b>2013</b>
£70,000 - £80,000	1	-
£110,000 - £120,000	-	1
£120,000-£130,000	1	-

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	<b>2014</b>	<b>2013</b>
	<b>Number</b>	<b>Number</b>
Charitable activities	420	421
Fundraising	111	112
Total	<u>531</u>	<u>533</u>

The total headcount as at 31 March 2013 was 575 and as at 31 March 2014 was 562.

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 14. Directors' Remuneration and Related Party Transactions

Malcolm MacLean Graham received remuneration of £121,178 during the year in his role as Chief Executive. This comprised £88,833 gross salary, £3,960 car allowance, £11,015 employers national insurance, and £17,370 employers pension contributions. Mr Graham was also reimbursed £1,476 (2013: £1,072) for expenses during the year. No other director was reimbursed for any expenses during the year (2013: Nil).

Included in the table below is a summary of the transactions and year end balances with other group companies in the Glasgow City Council Group:

	Income £'000	Expenditure £'000	Debtors £'000	Creditors £'000
Glasgow City Council	17,387	-	1,861	-
Glasgow Life	76	-	15	-

Included within the table below is a summary of the transactions and year end balances with the charity's joint ventures:

	Income £'000	Expenditure £'000	Debtors £'000	Creditors £'000
Modular Developments	-	-	50	-

Due to the nature of the company's operations and the composition of its Board of Directors it is inevitable that transactions will take place with companies or other organisations in which a Director may have an interest. All transactions involving companies or organisations in which a Director may have an interest are conducted at arm's length and in accordance with normal project and programme rules. Directors are not permitted to participate in discussions or decisions on transactions involving their related business.

The company works in partnership with a number of public and other bodies with whom many joint projects have been undertaken during the year. The following persons held official positions with such bodies:

Name	Organisation	Position Held
Jonathan Findlay	Glasgow City Council	Councillor
	East Dunbartonshire Council	Solicitor
	North West Sector Community Planning Partnership	Chair
	Glasgow Works Partnership Board	Board Member
	Drumchapel & Anniesland Area Partnership	Member
	Joint Partnership Board with NHS Greater Glasgow & Clyde	Member
Hanif Raja	Glasgow City Council	Councillor
	Strathclyde Partnership for Transport	Substitute
	Glasgow Community Justice Authority	Member
	Pollokshields Area Partnership	Chair
Emma Gillan	Glasgow City Council	Councillor
	Glasgow Life	Board Member
	Newlands/Auldburn Area Partnership	Chair
	South Sector Community Planning Partnership	Member

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 14. Directors' Remuneration and Related Party Transactions

John Kelly	Communications Workers Union	Assistant Secretary – Glasgow & Motherwell Branch
	Glasgow City Council	Councillor
	Access	Board Member
	Garscadden/Scotstounhill Area Partnership	Chair
	North West Sector Community Planning Partnership	Member
David Alan Rooney	Whitelaw Bailie Figes	Consultant
Shabbar Jaffri	Glasgow City Council	Councillor
Dan Donald	Cruden Estates	Director
	Glasgow Simon Community	Board Member
Alastair McManus	TSB Bank	Regional Director

#### 15. Reconciliation of Operating Surplus to Net Cash Inflow from Operating Activities - Group

	2014	2013
	£	£
Operating surplus	3,494,230	198,422
Depreciation	935,456	1,124,032
FRS 17 recognition in the SOFA	(99,000)	22,000
Amortisation of capital grants	(255,725)	(905,301)
Disposal of fixed assets	220,729	911,509
Decrease/(Increase) in stock	305	4,764
Decrease in Debtors	48,405	743,623
(Decrease)/increase in Creditors and Provisions	(971,609)	1,095,716
Interest payable	63,964	94,841
Interest receivable	(193,695)	(98,406)
Net Cash Inflow from Operating Activities	<u>3,243,060</u>	<u>3,191,200</u>

# JOBS & BUSINESS GLASGOW

(A company limited by guarantee)

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

### 16. Tangible Fixed Assets - Group

	Asset under Construction	Land & Freehold Buildings	Leasehold Property	Fixtures & Equipment	Office Equipment	Computer Equipment	Motor Vehicles	Total
	£	£	£	£	£	£	£	£
<b>Cost</b>								
At 01.04.13	622,423	32,864,239	3,994,693	3,082,900	462,135	2,629,652	88,429	43,744,471
Additions	2,361,638	-	-	-	-	-	-	2,361,638
Disposals	-	(33,432)	(845,463)	(713,328)	(65,998)	(1,026,264)	-	(2,684,485)
At 31.03.14	<u>2,984,061</u>	<u>32,830,807</u>	<u>3,149,230</u>	<u>2,369,572</u>	<u>396,137</u>	<u>1,603,388</u>	<u>88,429</u>	<u>43,421,624</u>
<b>Depreciation</b>								
At 01.04.13	-	9,420,654	2,675,372	3,019,265	460,159	1,882,425	58,212	17,516,087
Charge for year	-	632,172	104,911	19,724	1,976	168,830	7,843	935,456
Eliminated on Disposal	-	(8,191)	(619,742)	(713,328)	(65,998)	(1,026,264)	-	(2,433,523)
At 31.03.14	<u>-</u>	<u>10,044,635</u>	<u>2,160,541</u>	<u>2,325,661</u>	<u>396,137</u>	<u>1,024,991</u>	<u>66,055</u>	<u>16,018,020</u>
<b>Net book values</b>								
At 31.03.14	<u>2,984,061</u>	<u>22,786,172</u>	<u>988,689</u>	<u>43,911</u>	<u>-</u>	<u>578,397</u>	<u>22,374</u>	<u>27,403,604</u>
At 31.03.13	<u>622,423</u>	<u>23,443,585</u>	<u>1,319,321</u>	<u>63,635</u>	<u>1,972</u>	<u>747,225</u>	<u>30,217</u>	<u>26,228,378</u>

The net book values at 31 March 2014 represent fixed assets used for:

Direct charitable purpose Fundraising	2,984,061	12,947,749	814,179	2,665	-	578,395	22,374	17,349,419
	-	9,838,423	174,510	41,246	-	-	-	10,054,185
	<u>2,984,061</u>	<u>22,786,172</u>	<u>988,689</u>	<u>43,911</u>	<u>-</u>	<u>578,395</u>	<u>22,374</u>	<u>27,403,604</u>



**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**17. Tangible Fixed Assets - Company**

	Asset under Construction £	Freehold Land & buildings £	Leasehold properties £	Fixtures & equipment £	Office Equipment £	Computer Equipment £	Motor Vehicles £	Total £
<b>Cost</b>								
At 01.04.13	622,423	15,889,219	2,544,065	2,240,303	461,042	2,629,652	88,429	24,475,133
Additions	2,361,638	-	-	-	-	-	-	2,361,638
Transfer of DTT	-	-	1,228,117	95,181	-	-	-	1,323,298
Disposals	-	-	(845,463)	(713,328)	(65,998)	(1,026,264)	-	(2,651,053)
At 31.03.14	<u>2,984,061</u>	<u>15,889,219</u>	<u>2,926,719</u>	<u>1,622,157</u>	<u>395,044</u>	<u>1,603,388</u>	<u>88,429</u>	<u>25,509,016</u>
<b>Depreciation</b>								
At 01.04.13	-	2,601,393	1,399,254	2,230,669	459,066	1,882,427	58,215	8,631,023
Transfer of DTT	-	-	1,228,117	92,229	-	-	-	1,320,346
Charge for the year	-	340,077	104,911	9,922	1,976	168,830	7,843	633,558
Eliminated on disposals	-	-	(619,742)	(713,328)	(65,998)	(1,026,264)	-	(2,425,332)
At 31.03.14	<u>-</u>	<u>2,941,470</u>	<u>2,112,540</u>	<u>1,619,492</u>	<u>395,044</u>	<u>1,024,993</u>	<u>66,058</u>	<u>8,159,598</u>
<b>Net book values</b>								
At 31.03.14	<u>2,984,061</u>	<u>12,947,749</u>	<u>814,179</u>	<u>2,664</u>	<u>-</u>	<u>578,395</u>	<u>22,371</u>	<u>17,349,419</u>
At 31.03.13	<u>622,423</u>	<u>13,287,826</u>	<u>1,144,813</u>	<u>9,634</u>	<u>1,972</u>	<u>747,225</u>	<u>30,217</u>	<u>15,844,110</u>
The net book value at 31 March 2014 represents fixed assets used for :								
	£	£	£	£	£	£	£	£
Direct charitable purposes	2,984,061	12,947,749	814,179	2,664	-	578,395	22,374	17,349,419

At 31 March 2014 the assets of the subsidiary charity, Drumchapel Training Trust, were transferred to Jobs & Business Glasgow.

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 18. Fixed Asset Investments

	COMPANY		GROUP	
	2014 £	2013 £	2014 £	2013 £
Investments in Subsidiaries	401	401	-	-
Investments in Joint Ventures	24,995	24,995	24,995	24,995
	<u>25,396</u>	<u>25,396</u>	<u>24,995</u>	<u>24,995</u>

#### Dalsetter Business Village - £1 (2013: £1) (1 ordinary £1 share)

The wholly owned trading subsidiary Dalsetter Business Village Limited, which is incorporated in Scotland manages the property at Dalsetter Business Village and all associated commercial operations. The charity owns the entire share capital of 1 ordinary share of £1. The subsidiary had a retained deficit of £15,477 for the year.

#### Drumchapel Training Trust Limited

The charity also has a subsidiary charity, Drumchapel Training Trust Limited, a company limited by guarantee. On 31 March 2014, Drumchapel Training Trust transferred all of its assets, liabilities and activities to Jobs & Business Glasgow.

#### Bridge End Nursery Group Limited - £100 (2013: £100) (100 ordinary £1 shares)

The trading subsidiary is wholly owned by the charity and operates the Adelphi Nursery. On 31 March 2014, Bridge End Nursery Group Limited transferred all of its assets, liabilities and activities to Jobs & Business Glasgow.

#### Castlemilk Property Company Limited - £100 (2013: £100) (100 ordinary £1 shares)

The trading subsidiary is wholly owned by the charity and operates various commercial properties. The subsidiary has retained profits of £422,668 for the year.

#### Greater Easterhouse Property Company Limited - £100 (2013: £100) (100 ordinary £1 shares)

The trading subsidiary is wholly owned by the charity. The subsidiary has retained a deficit of £77,432 for the year.

#### Glasgow North Properties Limited - £100 (2013: £100) (100 ordinary £1 shares)

The trading subsidiary is wholly owned by the charity (100 ordinary £1 shares). The subsidiary has retained a deficit of £5,452 for the year.

#### Regenerate: Glasgow Limited – company limited by guarantee

Regenerate: Glasgow Limited was an intermediary between Glasgow's five Local Regeneration Agencies and funding providers. On 31 May 2011 Regenerate: Glasgow Limited ceased to trade and is currently in the process of completing final funding claims, following which it is the directors intention to submit an application for strike off to the Registrar of Companies.

#### Govan Digital Media Centre Limited –£24,995 - (2013 - £24,995)

The charity holds a 50% share in the joint venture Govan Digital Media Centre. The charity own share capital of £50 (50 ordinary £1 shares).

#### Modular Developments Limited

The charity hold a 50% share in the joint venture Modular Developments Limited. The charity own share capital of £90,000 (90,000 ordinary £1 shares). At 30.04.2013 the company had net liabilities of £541,529. The carrying value of this investment is £Nil (2013 - £Nil).

**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**19. Current asset investment**

	<b>COMPANY</b>		<b>GROUP</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cash deposit	-	2,000,000	-	2,000,000
	<u>-</u>	<u>2,000,000</u>	<u>-</u>	<u>2,000,000</u>

**20. Stock**

	<b>COMPANY</b>		<b>GROUP</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Café stock	-	-	851	1,156
	<u>-</u>	<u>-</u>	<u>851</u>	<u>1,156</u>

**21. Debtors**

	<b>COMPANY</b>		<b>GROUP</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	1,155,345	609,077	1,427,771	906,806
Other debtors and prepayments	357,747	483,663	507,373	620,155
Accrued income	1,707,831	1,487,961	1,707,831	1,258,509
Due from group undertakings	3,642,756	4,640,698	1,926,882	2,832,792
	<u>6,863,679</u>	<u>7,221,399</u>	<u>5,569,857</u>	<u>5,618,262</u>

Included within amounts due from group undertakings (company) is £1,113,392 (2013 £993,440) which is due in more than one year.

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## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

### 22. Creditors: Amounts falling due within one year

	COMPANY		GROUP	
	2014	2013	2014	2013
	£	£	£	£
Trade creditors	678,543	603,795	875,601	902,577
Other taxes and social security costs	342,009	1,254,997	432,518	1,318,634
Other creditors and accruals	2,045,598	1,015,888	2,386,929	1,311,789
Bank loans and overdrafts	320,698	311,464	320,698	311,464
Deferred income (see below)	101,360	97,120	101,360	97,120
Due to group undertakings	42,160	510,669	-	437,901
	<u>3,530,367</u>	<u>3,793,933</u>	<u>4,117,106</u>	<u>4,379,485</u>

### 23. Deferred Income – Group & Company

	2014	2013
	£	£
Balance at 1 April 2013	97,120	98,507
Amount released to incoming resources	(97,120)	(98,507)
Amount deferred in the year	101,360	97,120
Balance at 31 March 2014	<u>101,360</u>	<u>97,120</u>

Deferred Income at 31 March 2014 comprises income received in advance of service provision for the following projects:

GCC IGF	1,963
Nursery fees in advance	39,800
Deposits	18,289
Others	41,308
	<u>101,360</u>

### 24. Creditors: Amounts falling due after more than one year

	COMPANY		GROUP	
	2014	2013	2014	2013
	£	£	£	£
Bank loans	1,867,325	2,189,622	1,867,325	2,189,622
	<u>1,867,325</u>	<u>2,189,622</u>	<u>1,867,325</u>	<u>2,189,622</u>
Deferred capital grants (see below)	-	-	7,891,946	8,147,671
	<u>1,867,325</u>	<u>2,189,622</u>	<u>9,759,271</u>	<u>10,337,293</u>

The loans are repayable as follows:

	COMPANY		GROUP	
	2014	2013	2014	2013
	£	£	£	£
In one year or less	320,698	311,464	320,698	311,464
Between one and two years	297,393	320,144	297,393	320,144
Between two and five years	671,757	736,688	671,757	736,688
In five years or more	898,175	1,132,790	898,175	1,132,790
	<u>2,188,023</u>	<u>2,501,086</u>	<u>2,188,023</u>	<u>2,501,086</u>

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 24. Creditors: Amounts falling due after more than one year (continued)

The subsidiary undertakings, Bridge End Nursery Group Limited, Castlemilk Property Company Limited, Dalsetter Business Village Limited and Greater Easterhouse Property Company Limited have received capital grants which are credited to the Balance Sheet and are then released to the Profit & Loss account over the expected useful lives of the assets concerned, in accordance with applicable accounting standards.

	COMPANY 2014 £	2013 £	GROUP 2014 £	2013 £
Deferred capital grants:				
Balance at 1 April 2013	-	-	8,147,671	9,052,972
Grants received in the year	-	-	-	-
Amortisation in the year	-	-	(255,725)	(905,301)
Balance at 31 March 2014	-	-	7,891,946	8,147,671

#### 25. Provisions for liabilities and charges

	COMPANY 2014 £	2013 £	GROUP 2014 £	2013 £
Provision for waste disposal costs	-	-	-	700,000

#### 26. Operating Leases Commitments - Group

The company had annual commitments under non-cancellable leases as set out below:

	2014		2013	
	Property £	Other £	Property £	Other £
Operating leases which expire:				
Within one year	189,115	10,136	158,135	10,137
In the second to fifth years inclusive	197,995	16,655	98,100	16,655
After five years	50,625	-	50,684	-
	<u>437,735</u>	<u>26,791</u>	<u>306,919</u>	<u>26,792</u>

**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**27. Restricted Funds – Group**

	As at 1 April 2013 £	Incoming resources £	Resources expended £	Transfers £	As at 31 March 2014 £
<b>European Funding</b>					
Enterprise Creation	-	224,520	224,520	-	-
Enterprise Support	-	229,140	229,140	-	-
Job Brokers - North/East/West	-	164,532	164,532	-	-
Bridging Services	319,467	481,313	575,780	-	225,000
Youth Employability Service	-	270,640	270,640	-	-
Youth Employability Service Fund	-	100,000	976	-	99,024
Roma	-	137,450	137,450	-	-
<b>Other funding</b>					
Additions	-	200,000	200,000	-	-
MCK Maryhill & Kelvin	-	80,170	80,170	-	-
Opportunities for All - Access to Industry	-	18,500	18,500	-	-
Opportunities for All - Environmental Support	-	39,718	39,718	-	-
Opportunities for All - Green Wardens	-	64,879	64,879	-	-
Opportunities for All - LES Parks	-	342,296	342,296	-	-
Opportunities for All - Connect	-	171,213	171,213	-	-
Adult Literacy & Numeracy	-	145,511	145,511	-	-
Personal Best	-	128,679	56,466	-	72,213
J P Morgan	-	158,506	126,638	-	31,868
Making It Work	-	659,979	327,684	-	332,295
Vulnerable Young Women	28,620	-	-	-	28,620
Assisted Garden Maintenance	-	1,372,128	1,372,128	-	-
Environmental Project	3,000	-	-	-	3,000
Support to People – North	73,923	-	-	-	73,923
Oatlands Development	270	-	-	-	270
The Big Lottery - School Gates	43,215	202,490	166,778	-	78,927
Responsive Training Fund	163,574	-	-	(163,574)	-
MCMC	-	171,619	171,619	-	-
Employability Fund	-	499,667	264,136	-	235,531
	<u>632,069</u>	<u>5,862,950</u>	<u>5,150,774</u>	<u>(163,574)</u>	<u>1,180,671</u>

**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**27. Restricted Funds – Group (continued)**

**Enterprise Creation**

Provides support to Social Enterprise organisations to grow and develop business skills.

**Enterprise Support**

Provides support to Social Enterprise organisations to grow and develop business skills.

**Job Brokers**

Provides a service to employers matching employer vacancies to employability clients.

**Bridging Services**

Funding received in advance for 2014/15 activities.

**Youth Employability Service**

A youth employability service aimed at young people aged 16-19 with barriers to employment offering training and employability services.

**Youth Employability Service Fund**

This fund provides grant support to encourage employers to employ young people aged 16 -24.

**Roma**

Is a city wide project providing employability support to the Roma community.

**Addictions**

The project provides employability support to clients with addictions.

**MCK Maryhill, Kelvin**

This fund was created to fill the gap in provision to assist young people, 16-24 who were experiencing difficulty accessing mainstream learning and employability services, who were at risk of social and labour market exclusion.

**Opportunities for All- Access to Industry**

This programme provided work experience to clients wishing to enter industry through an Intermediate Labour Market Projects.

**Opportunities for All**

Environmental Support This programme provided work experience to clients wishing to gain work in a wide range of environmental projects.

**Opportunities for- All Green Wardens**

This project was aimed at increasing environmental awareness of small businesses.

**Opportunities for-all Land and Environmental Services Parks**

The project provided work experience and training through an Intermediate Labour Market Project for clients wishing to gain employment in gardening and estate maintenance.

**Opportunities for all Connect**

The project provided training and support for young people who required additional skills to enable them to complete in the labour market or embark on further training.

**Adult Literacy and Numeracy**

Provides learning and support for adults with literacy and numeracy difficulties to gain employment.

## **JOBS & BUSINESS GLASGOW**

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### **NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

#### **27. Restricted Funds – Group (continued)**

##### **Personal Best**

A Big Lottery funded project, which provides the most vulnerable people with an opportunity for volunteering and gaining employment. The project uses prestige events throughout the city to provide training and experience to these clients.

##### **J P Morgan**

The project focussed on connecting clients to enterprise by providing mentoring support.

##### **Making it Work**

A Big Lottery Funded project which seeks to help lone parents get the challenges of family life, childcare and work right. It aims to improve the quality of family life for lone parents and their children. It seeks to improve access to effective services for lone parents furthest from the labour market, whose complex set of circumstances suggest they are less likely to benefit effectively from mainstream support.

##### **Vulnerable Young Women**

The project supports young women, many of whom are going into the labour market for the first time, to gain entry into the labour market.

##### **Assisted Garden Maintenance**

This project, operates on an intermediate labour market basis offering a number of clients, valuable work experience and job skills to enable them to compete externally for employment.

##### **Environmental Project**

Young roots-these funds will be utilised to enable the youth of the area to become involved in the rediscovery of the Nature Reserve of the Northern Greenbelt of Greater Easterhouse.

##### **Support to People North**

These are funds received to undertake employability and skills development programmes, working with clients in a flexible way to support them, tackling barriers to employment and assisting with aftercare support. Balances held are available for using for continuing the programmes for people development and to assist with career skills and employment opportunities.

##### **Oatlands Development**

Contribution to recruitment and equipment office costs for a development worker for the Oatlands Development Programme.

##### **The Big Lottery – School gates**

Funds received during 2012/13 in relation to The Big Lottery Funded School Gates Project included advance payments which are yet to be expended are held in a restricted reserve.

##### **Responsive Training Fund**

Balance of late confirmation of new project funding (2012-13) from GCC , once spent draw down of funding 2014-15 to commence.

##### **MCMC**

A youth employability programme based in the West of city providing personal development and pre - employability skills to young people aged 16-19.

**Employability Fund** - Provides clients with a variety of targeted learning and support to enable them to take up employment.



**JOBS & BUSINESS GLASGOW**  
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**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014**

**28. Unrestricted Funds – Group**

Designated Funds	Movement in funds				Balance at 31-Mar-14 £
	Balance at 01-Apr-13 £	Incoming Resources £	Expenditure (gains)/losses £	Transfers £	
Provision for Marketing	218,680	-	18,206	(160,474)	40,000
Provision for Redundancy	458,021	-	-	376,979	835,000
Provision for Loan Repayments	2,092,560	-	-	95,463	2,188,023
Refurbishment and Consolidation of Properties	500,000	-	-	1,300,000	1,800,000
Provision for Delivery of Services 2014 - Gap Funding	-	-	-	1,550,000	1,550,000
Saracen House	2,081,611	-	-	(1,620,611)	461,000
Tangible Fixed Assets	13,343,024	-	604,073	2,422,445	15,161,396
Tangible Fixed Assets- Subsidiaries	2,228,690	255,725	301,889	(20,287)	2,162,239
Drumchapel Training Trust-Upgrades	90,972	-	-	(90,972)	-
Bridging Services	320,045	-	-	(320,045)	-
Roma	95,509	-	56,459	(39,050)	-
DTT – Fixed Assets	2,953	-	-	(2,953)	-
DTT – Landlords Obligations	14,638	-	-	(14,638)	-
DTT – Internal Refit and Upgrade	31,230	-	-	(31,230)	-
	<u>21,477,933</u>	<u>255,725</u>	<u>980,627</u>	<u>3,444,627</u>	<u>24,197,658</u>
<b>General Funds</b>	<u>4,131,076</u>	<u>23,649,362</u>	<u>20,241,406</u>	<u>(3,281,053)</u>	<u>4,257,979</u>
	<u>25,609,009</u>	<u>23,905,087</u>	<u>21,222,033</u>	<u>163,574</u>	<u>28,455,637</u>

**Designated Funds**

Funds set aside as designated funds relate to funding received not yet expended as follows:

**Provision for Marketing**

This is a provision for the remaining re-branding activities including snagging for building signages and other marketing activities.

**Provision for Redundancy**

A provision is made against future redundancy. This provision is reviewed annually. Whilst every effort will be made to secure successor funding it is prudent to set aside reserves at this time.

**Provision for Loan repayments**

A number of loans are in place secured against properties. Following the merger the board are considering the economic benefit of repaying loans given the current climate within the banking sector and the disparity between income on investments and the level of interest currently being paid.

**Refurbishment and Consolidation of Premises**

Staffing levels have reduced significantly during the year, a review of all properties is underway. It is anticipated that we will reduce the number of properties further and also that those remaining will require some investment to bring these up to date, and for the adaptations necessary to effectively deliver our services to our clients.

**Provision for Delivery of Services 2014 – Gap Funding**

There is uncertainty regarding the release date of the 2014- 2020 European Structural Funds. A fund has been designated to allow the company to continue to deliver services to clients pending the outcome of grant awards.

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 28 Unrestricted Funds – Group (continued)

##### Saracen House

A capital development at Saracen Street has taken place during the year. Funds are therefore set aside to fund this development which is further supported by European Regional Development fund support.

##### Tangible Fixed Assets

The provision reflects the net book value of our assets less the provision for repayment of loans.

The subsidiary fund reflects the net book value of the subsidiary companies fixed assets less any related capital grants.

#### 29. Analysis of Net Assets between Funds - Group

	<b>Tangible Fixed Assets £</b>	<b>Fixed Asset Investments</b>	<b>Net Current Assets £</b>	<b>Long Term liabilities £</b>	<b>Total £</b>
Restricted funds	-	-	1,180,671	-	1,180,671
Unrestricted funds- General	-	24,995	4,232,984	-	4,257,979
Unrestricted funds- Designated	27,403,604	-	6,553,325	(9,759,271)	24,197,658
Pension reserves	-	-	-	(830,000)	(830,000)
Total funds	<u>27,403,604</u>	<u>24,995</u>	<u>11,966,980</u>	<u>(10,589,271)</u>	<u>28,806,308</u>

#### 30. Control

In the opinion of the Trustees, the ultimate controlling party is Glasgow City Council. A copy of Glasgow City Council's accounts can be obtained from Glasgow City Council, 266 George Square, Glasgow.

#### 31. Pension Costs

Jobs & Business Glasgow currently contribute to 29 legacy defined contribution pension schemes. These are currently being rationalised. They also operate one defined benefit pension scheme, the Strathclyde Pension Fund (SPF). The total employer's pension cost for the period was as follows:

	<b>31 March 2014 £'000</b>	<b>31 March 2013 £'000</b>
Contribution to SPF	248	95
<b>Total pension cost</b>	<u>248</u>	<u>95</u>

##### Strathclyde Pension Fund (SPF)

The Charity's senior management team belong to the Strathclyde Pension Fund (SPF), which is of the Defined Benefit Type. The assets of the SPF scheme are held in a separate, trustee administered fund.

The Charity paid contributions of 19.3% for the period from 1 April 2013.

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 31. Pension Costs (continued)

Employees contribution rate is calculated on a tiered contribution basis dependant on pensionable salary.

The following information is based upon a full actuarial valuation of the Fund at 31 March 2014 by a qualified independent actuary.

Principal Actuarial Assumptions	At 31 March 2014	At 31 March 2013
Pension Increase Rate	2.8%	2.8%
Salary Increase Rate	5.1%	5.1%
Expected Return on Assets	6.0%	5.2%
Discount rate	4.3%	4.5%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	At 31 March 2014	At 31 March 2013
<i>Retiring today</i>		
Males	21.0	21.0
Females	23.4	23.4
<i>Retiring in 20 years</i>		
Males	23.3	23.3
Females	25.3	25.3

The assets and liabilities in the scheme and the expected rates of return were:

	Long-term rate of return expected at 31 March 2014	Value at 31 March 2014 £'000	Long-term rate of return expected at 31 March 2013	Value at 31 March 2013 £'000
Equities	6.6%	1,536	5.7%	1,256
Bonds	3.7%	243	3.4%	231
Property	4.8%	141	3.9%	116
Other	3.7%	101	3.0%	50
<b>Total Market Value of Assets</b>		<b>2,021</b>		<b>1,653</b>
Present value of scheme liabilities		(2,851)		(2,493)
<b>Deficit in the scheme</b>		<b>(830)</b>		<b>(840)</b>

# JOBS & BUSINESS GLASGOW

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## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

### 31. Pension Costs (cont...)

#### Analysis of amount charged to statement of financial activities

	2014 £'000	2013 £'000
Service cost	129	106
Past service cost	-	-
<b>Total operating charge</b>	<b>129</b>	<b>106</b>

#### Analysis of pension finance income / costs

	2014 £'000	2013 £'000
Expected return on pension scheme assets	(95)	(82)
Interest on pension liabilities	115	93
<b>Pension finance costs</b>	<b>20</b>	<b>11</b>

#### Analysis of amount recognised in statement of financial activities

	2014 £'000	2013 £'000
Actual return less expected return on pension scheme assets	(117)	(423)
Experience gains and losses on liabilities	28	121
Changes in financial assumptions underlying the scheme liabilities	-	-
<b>Actuarial loss recognised in SOFA</b>	<b>(89)</b>	<b>(302)</b>

	2014 £'000	2013 £'000
(Deficit) in scheme at beginning of year	(840)	(516)
Current service cost	(129)	(106)
Employer contributions	248	95
Interest cost	(115)	(93)
Past Service Costs	-	-
Expected return on employer assets	95	82
Actuarial (loss)	(89)	(302)
<b>Deficit in the scheme at end of year</b>	<b>(830)</b>	<b>(840)</b>

#### Reconciliation of defined benefit obligation

	2014 £'000	2013 £'000
<b>Opening Defined Benefit Obligation</b>	<b>2,493</b>	<b>1,886</b>
Current Service cost	129	106
Interest Cost	115	93
Contributions by members	42	40
Actuarial losses/(gains)	117	423
Past Service cost	-	-
Estimated benefits paid	(45)	(55)
<b>Defined benefit obligation</b>	<b>2,851</b>	<b>2,493</b>

## JOBS & BUSINESS GLASGOW

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### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2014

#### 31. Pension Costs (cont...)

Reconciliation of fair value of employer assets

	2014 £'000	2013 £'000
Opening Fair value of employer assets	1,653	1,370
Expected Return on assets	95	82
Contributions by members	42	40
Contributions by employers	248	95
Actuarial Gains/(losses)	28	121
Benefits paid	(45)	(55)
Closing Fair Value of Employer Assets	<u>2,021</u>	<u>1,653</u>

#### 32. Capital Commitments

At 31 March 2014 capital expenditure commitments were as follows:

	2014 £	2013 £
Authorised by the Trustees but not contracted for	-	2,154,506
Authorised by the Trustees and contracted for	<u>515,846</u>	<u>-</u>

#### 33. Post balance sheet event

In the year to 31 March 2015 the Board intend to merge the four property holding subsidiary companies: Castlemilk Property Company, Glasgow North Properties, Greater Easterhouse Property Company and Dalsetter Business Villiage into one company.