

CHARITY NO: SC026917

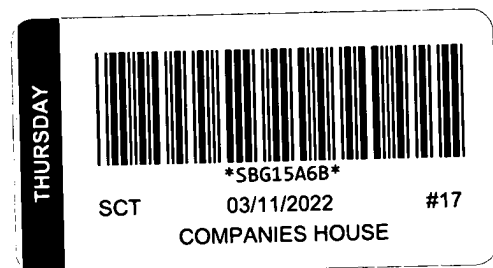
COMPANY NO: SC158220

KIBBLE EDUCATION AND CARE CENTRE

(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022



KIBBLE EDUCATION AND CARE CENTRE
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REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	Kibble Education and Care Centre
Principal Office	Abercorn House 79 Renfrew Road Paisley Renfrewshire PA3 4DA
Charity Number:	SC026917
Company Number:	SC158220
Trustees	Mary Alexandria Hackett Arthur Paul Allen Graham Connelly Duncan Elliott Sloan James Glen Gillespie Brendan Patrick Harris Sinclair Hamilton Soutar Audrey Baird Thomas McDade Armstrong Neil McMillan James Stuart McNeill David Hamilton Nairn Margaret Ralston McCartney Alexander Patrick Brown
Secretary:	Lesley Moraig Boyle
Senior Management Team:	James Glen Gillespie (Chief Executive)
Auditors:	Wylie & Bisset (Audit) Limited Chartered Accountants 168 Bath Street Glasgow G2 4TP
Bankers	Royal Bank of Scotland plc Paisley Chief Office 1 Moncrieff Street Paisley Renfrewshire PA3 2AW
Solicitors	Holmes McKillop 109 Douglas Street Glasgow G2 4HB

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STRATEGIC REPORT AND REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Chief Executive's Annual Report 2022

The Kibble Group has marked many positive and significant milestones in the last year, and we are looking to the future with momentum and optimism. This is due to the resilience and strength of spirit shown by all at Kibble, none more so than the children and young people we proudly support. As I reflect on the past year, I do so with immense pride in what we have achieved in the face of adversity. We have banded together to not only impact change across the Kibble Group, but across the wider sector.

We remain true to our values, with ambitious plans afoot to develop sector-leading mental health and wellbeing services for young people, combined with the development and re-design of children's houses, and an expansion of educational and employability opportunities. All of which combine to create a child-centred environment which fosters belonging, and where young people are safe, loved and respected.

With the current crisis in young people's mental health, exacerbated by the pandemic and social factors attributing to rising poverty, we are currently expanding our mental health and wellbeing provision. The first phase of this was the opening of Bute last year, providing specialist support to young people with complex mental health and self-harm behaviours. Following this, plans are progressing for a brand new, state-of-the art wellbeing service to support vulnerable young people using a therapeutic model.

Within the community, plans are underway to extend our community-based children's houses in the coming year. At Forest View in Lochwinnoch, we have established new sustainable cabins where children can access therapeutic support as they need. Work has also commenced to expand our primary school at Forest View with the addition of four new classrooms to help more young people access learning.

As we continue to embed our therapeutic, trauma-informed care model, we have initiated plans for new, smaller children's houses at our Paisley campus. As part of this, we are building an Education Day Hub within our grounds for young people to spend time outside of the classroom. Our Skills Academy has also seen significant growth, with an investment in education, partnerships and employability opportunities at St Mirren and Hillington. Through our partnership with St Mirren, we have developed dedicated classrooms and training facilities where young people can gain skills, qualifications and real-life work experience in a Premiership football club. The partnership is also addressing local deprivation and exclusion through youth employment, tackling food poverty and community initiatives.

Due to the success of our new early learning and childcare centre, Puddle Lane, we are in the process of expanding the nursery and are now registered with the local authority to provide funded ELC places to children aged 3 to 4 years. This is a significant step which helps us to provide exceptional childcare to more local families and all those working across Kibble.

Ongoing Scottish Government funding ensured that we continued the Interventions for Vulnerable Youth (IVY) service, providing vital specialist support for vulnerable young people, families and those working around the young person. We also recently extended this support to young people from the age of 12, placing an emphasis on early intervention and enabling us to reach more young people.

At Kibble, staff are the backbone of our organisation, always going above and beyond for our young people. The value we place in our staff is reflected through ongoing investment in staff development programmes, with over 4,500 courses completed in the last year. We have enhanced our staff wellbeing benefits which includes free gym membership, free meals, physio, a health cashback scheme and other benefits. The introduction of a new care staff rota has been designed to meet the needs of young people

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and staff, providing an improved work-life balance that sees staff working fewer hours for improved terms and conditions.

The pace at which we have evolved over the past year, despite the challenges, demonstrates our commitment to delivering excellence and giving young people a chance at life. The landscape may have changed, but our dedication and commitment to support young people that need our help the most, remains as strong as our charity's roots.

It is with thanks to our staff, Board, Trustees and partners that we can continue to provide the highest level of care and support to young people. By prioritising the voices and rights of our young people, and in line with The Promise, we look forward to a positive future.

James G Gillespie
Chief Executive
25th October 2022

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The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2022. The legal and administrative information on page one and the Chief Executive's Report on page two form 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 Directors.

The Directors, who served during the year and since the year end, unless otherwise stated, were as follows:

James Dickie Cochrane (resigned 30th June 2022)
Mary Alexandria Hackett
Marion Hunter Jackson (resigned 26th October 2021)
Arthur Paul Allen
Graham Connelly
Duncan Elliott Sloan
James Glen Gillespie
Brendan Patrick Harris
Sinclair Hamilton Soutar
Audrey Baird
— Edith Fiona Dow Forrest (resigned 27th September 2021)
Thomas McDade Armstrong
Neil McMillan
James Stuart McNeill
William Anthony McFadyen (resigned 15th July 2022)
David Hamilton Nairn (appointed 26th October 2021)
Margaret Ralston McCartney (appointed 26th April 2022)
Alexander Patrick Brown (appointed 26th April 2022)

Structure, Governance and Management

The company

Miss Elizabeth Kibble provided in the trust deed made by her in 1840 for the foundation of an institution in Paisley, subsequently known as The Kibble School, and for its governance by the trustees appointed by her, and their successors in office. The school opened its doors in 1859 and has operated continuously since then. The trustees were granted extensive powers in the trust deed in connection with their governance, including powers to employ professional staff to carry out the day-to-day operation of the school, and to do everything they found to be expedient in carrying out the objects of their trust.

In 1995, when the need was foreseen to run the school in a commercially focused manner following on the imminent withdrawal of all governmental support for independent schools, the trustees formed the company under the name of Kibble Education and Care Centre, with objects similar to those of the trust, in order to take the responsibility for the commercial risks inherent in the operation of the school, while retaining their overall role as owners of the property and, as the members of the company, policy makers for the Centre. Membership of the company is confined to the trustees of Miss Elizabeth Kibble's Trust.

The charitable company is limited by guarantee, governed by a memorandum and articles of association, and having its registered office at Abercorn House, 79 Renfrew Road, Paisley, PA3 4DA. The company is registered in Scotland, its registered number being SC158220. It is also recognised as a Scottish Charity, its registered number being SC026917.

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The board of directors

The company is committed to integrity and professionalism in all its activities. As an essential part of this commitment the company's Board of Directors pursues the highest standards in corporate governance. The directors are in receipt of comprehensive guidance on their role as directors, both individually and as members of the Board, including the powers, duties and responsibilities involved therein generally and under company and charity law in particular.

The company's articles of association provide that the Board of Directors must have a majority of directors who are non-executive. The articles also provide that, to constitute a quorum at meetings, there must always be a majority of non-executive directors. There are currently ten non-executive directors and four executive directors on the board, the non-executive directors being trustees with an appropriate mix of skills elected by the trustees of Miss Elizabeth Kibble's Trust, as members of the company, from their own number. The executive directors are the senior professional managers of the Centre. This balance of the Board in favour of the trustee/non-executive directors confirms the responsibility of the trustees for pursuing the Centre's charitable objects, as well as being a protection for the executive directors against any allegation of self-interest in their management of the charitable company by visibly barring their ability to make unconstrained strategic or financial decisions.

All directors must retire and seek re-election at the first annual general meeting following appointment. The company's articles of association require a third of the non-executive directors to retire by rotation at each annual general meeting and to submit themselves for re-election. After their re-election at the first annual general meeting following their appointment, the directors holding executive office are not subject to retirement by rotation while they continue to hold their executive offices.

Where there is a requirement for new Trustees of Miss Elizabeth Kibble's Trust, they are identified and appointed by the remaining Trustees. The Chairman of Trustees is responsible for the induction of any new Trustee which involves awareness of a Trustee's responsibilities, the governing document, administrative procedures, the history and philosophical approach of the charity. New trustees are appointed as directors of subsidiary companies including Kibble Education and Care Centre. We also identify any training needs for new Trustees. We work with them on an individual plan to meet these needs over as short a time as is practical.

The company's articles of association provide that the directors shall not be entitled to any remuneration in respect of their services as directors. In terms of and as authorised by the company's memorandum of association the executive directors are remunerated for their professional services in managing the Centre's affairs. The terms of service of the executive directors in their executive offices are in line with those of other staff, and it is required that they relinquish their directorships on retirement from office or on leaving service.

The Board of Directors decides organisational strategy and has a formal schedule of matters reserved for its decision. Authority is delegated to the chief executive and the other executive directors for implementing strategy and for managing the Centre. In discharging this responsibility, the senior executives work with general management teams, consisting of senior staff devoted to the provision of direct services to the young people in the Centre's care, and, on the social business and charity management side, senior staff devoted to the administration of the Centre, its finances and the management of its property and facilities. The executive directors report to the Board on a regular basis on their respective areas of responsibility.

The organisational senior management team comprises the Chief Executive, the Chief Operating Officer and five directors. They are responsible for overseeing the day to day management of their respective services. They also attend weekly director and senior leadership team meetings.

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The remuneration of the Trust's key management personnel is set by its Remuneration Committee. Its membership is made up of non-executive directors on the board.

The key management personnel are as follows:

James Glen Gillespie – Chief Executive
Sinclair Hamilton Soutar – Chief Operating Officer
Audrey Baird – Executive Director
Neil McMillan – Executive Director
David Robert Reid Biggart – Director
Mark James Macmillan – Director
William Anthony McFadyen – Executive Director (Resigned 15/07/2022)
William Alexander Mayhew – Acting Director

Eight standing directors or director led committees oversee in detail important aspects of the company's financial administration, business management and the delivery of the services provided by the company, all as per terms of reference issued by the board, and report to the board.

Finance Committee

The Finance committee meets monthly, and in summary its main functions are: -

- ☐ to have an overview of all financial matters and consider financial strategy;
- ☐ to carry out Project Appraisal/Analysis and consider the financial implications of projects and initiatives prior to the commencement thereof;
- ☐ to monitor monthly management accounts;
- ☐ to monitor budget control reports;
- ☐ to approve budget variations and recommend as appropriate to the board;
- ☐ to examine and make recommendations regarding investments;
- ☐ to make recommendations regarding bank or other borrowings;
- ☐ to approve non-budgeted revenue expenditure of between £50,000 plus VAT and £100,000 plus VAT;
- ☐ to approve and make recommendations to the board of the annual operating budget;
- ☐ to scrutinise income and expenditure in relation to cost centres and make recommendations with regard to profits arising or losses incurred;
- ☐ to consider and make recommendations with regard to charitable donations.

Audit Committee

The Audit Committee meets at least quarterly, and in summary its main functions are: -

- ☐ to provide the Board of Directors with advice on the Internal and External Auditors assessment of the effectiveness of the Company's financial and other internal control systems, including controls specifically to prevent and detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness;
- ☐ to advise the Board on its compliance with corporate governance requirements and good practice guidance and to review the company's Statement of Corporate Governance;
- ☐ to examine and report on any matters referred to it by the Board, making recommendations as may be appropriate;
- ☐ to review reported serious cases of financial impropriety to establish whether they have been appropriately handled;
- ☐ to review the effectiveness of risk management and to ensure that the risk register is regularly updated and reported upon;
- ☐ to ensure procedures are in place to consider the risk implications of any new venture;
- ☐ to monitor the implementation of agreed audit based recommendations from whatever source;
- ☐ to satisfy itself that suitable arrangements are in place to promote economy, efficiency and effectiveness;
- ☐ to consider the effectiveness of systems to detect fraud;

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- ☐ to consider the effectiveness of whistle blowing policy;
- ☐ to approve significant changes to the key financial control systems or levels of delegated authority;
- ☐ to ensure adequate Data Protection procedures are in place to safeguard any information on individuals held by the company.

Remuneration Committee

The Remuneration Committee, whose membership is made up of the non-executive directors on the board, meets annually to consider and recommend the remuneration for each of the executive directors including any additional benefits and compensation payments. In summary the committee has regard to the following guidelines:

- ☐ to the packages needed to attract, retain and motivate executives of the quality required to run the Centre successfully, and with imagination and foresight.
- ☐ to the salaries paid by similar institutions;
- ☐ to national and local government salary scales;
- ☐ to the wider scene, including pay and employment conditions generally, and elsewhere within the company;
- ☐ to the company's financial position.

Service Committees

Specialised Residential Services including Safe Centre, Education, Employment and Training, Social Work and Community.

In general, these three committees, which meet quarterly, oversee and monitor the delivery of the company's services. In summary, their main functions are as follows:

- ☐ to oversee and monitor the delivery of the services remitted to the committee by the Board of Directors for consideration;
- ☐ to ensure that the service delivery complies with and implements the policies and procedures of the organisation as determined by the Board;
- ☐ to consider the composition, adequacy, qualifications and training of the staff required for the proper delivery of the services;
- ☐ to consider the adequacy of the environment and physical resources devoted to the delivery of the services;
- ☐ to consider any requirements and recommendations by inspection agencies and check on compliance;
- ☐ to ensure that all Health and Safety legal requirements, including fire safety procedures, are being complied with;
- ☐ to oversee that all aspects of the services comply with national standards;
- ☐ to ensure that the Finance Committee update the Board on the financial performance and viability of each of the services including any potential significant areas of upgrade required;
- ☐ to ensure that formal evaluation systems for the services are in place and that the services operate to current best practice, eg government and regulatory bodies' guidelines, etc. These systems are monitored through the Centre's Quality Assurance Programme;
- ☐ to invite the Quality Assurance (Practice) Manager to update the Sub-committee on any service developments which are the subject of concern or those where sharing good practice could enhance the performance of the organisation; and to ensure they keep the Sub-committee informed of proposed practice developments within the organisation which are introduced to enhance participation and awareness of both young people and staff;
- ☐ to invite the Quality Assurance (Practice) Manager to update the Sub-committee on any service developments which are the subject of concern or those where sharing good practice could enhance the performance of the organisation; and to ensure they keep the Sub-committee informed of proposed practice developments within the organisation which are introduced to enhance participation and awareness of both young people and staff;
- ☐ to invite managers and staff of the different services to update the Sub-committee on the performance of their section;

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- ☐ to facilitate visits to the different services by Board members;
- ☐ to ensure that the Board is kept up to date regarding the committee's deliberations;
- ☐ to reflect on and report back to the Board on any issues or concerns which the Board has raised.

Education Committee

The Education Committee meets at least quarterly and in summary its main functions are;

- ☐ to have oversight of all aspects of the provision of education;
- ☐ to oversee the operation of the services remitted to the committee by the Board of Directors for consideration;
- ☐ to review proposals for new areas of service development;
- ☐ to oversee that the service delivery complies with and implements the policies and procedures of the organisation as determined by the Board;
- ☐ to consider the adequacy of the environment and physical resources devoted to the delivery of the services;
- ☐ to review and consider any requirements and recommendations by inspection agencies regarding the services to ensure compliance;
- ☐ to oversee all Health and Safety legal requirements, including fire safety procedures, are being complied with;
- ☐ to invite managers, staff and trainees of the different services to update the Sub-committee on the performance of their section;
- ☐ to reflect on and report back to the Board on any issues or concerns which the Board has raised.

Organisational Resilience Committee

The Organisational Resilience Committee meets at least quarterly and in summary its main functions are:

- ☐ to assess Kibble's organisational resilience capability with the current Mission, Vision and Values;
- ☐ to provide strategic direction and board assurance in relation to all organisation resilience matters, including (but not limited to);
 - Enterprise Risk Management
 - Business Continuity
 - Critical Incidents
 - Security Management
 - Strategic Projects
- ☐ to make recommendations, as appropriate, on organisational resilience to the Board of Directors;
- ☐ to assess and identify risk within the organisation and escalating this as appropriate;
- ☐ to consider organisational development and strategy relating to organisational resilience;
- ☐ oversight and review of the organisations current strategic risk register;
- ☐ review the organisations Organisational Resilience policies and plans at least annually;
- ☐ review the organisations strategic projects with a focus on risk and resilience;
- ☐ review the organisation updates, incidents and controls in all areas relating to organisational resilience matters including (but not limited to);
 - Enterprise Risk Management
 - Business Continuity
 - Critical Incidents
 - Security Management
- ☐ the committee will review (at least annually) its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend to the Board of Directors for approval, any changes it considers necessary, including the future of the committee;
- ☐ the Committee will report to the Board of Directors on its proceedings after each meeting.

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Workforce Development Committee

The Workforce Development Committee meets at least quarterly and in summary its main functions are:

- ☐ To assess Kibbles workforce in line with the current Mission, Vision and Values;
- ☐ To providing strategic direction and board assurance in relation to all workforce matters, including (but not limited to);
 - Terms and Conditions
 - Health & Wellbeing
 - Learning & Development
 - Working Environment
- ☐ To make recommendations, as appropriate, on workforce matters to the Board of Directors;
- ☐ To assess and identifying risk within the workforce and escalating this as appropriate;
- ☐ To consider organisational development and strategy relating to organisational development and workforce;
- ☐ Review the organisations current workforce support and provision in line with the organisation's current Mission, Vision and Values;
- ☐ Review the organisations workforce in line with current legislation and best practice, including (but not limited to);
 - Scottish Government National Performance Framework
 - United Nations Sustainable Development Goals
 - Registration Requirements
 - Equalities and Diversity Act
- ☐ Review and agree actions on assessments and reports relating to workforce matters including, "Investors In People" and "Investors In Young People";
- ☐ The committee will review (at least annually) its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend to the Board of Directors for approval, any changes it considers necessary, including the future of the Committee;
- ☐ The Committee will report to the Board of Directors on its proceedings after each meeting.
- ☐ A fit for purpose workforce that both meets, exceeds and is compatible with the organisation's Mission, Vision and Values
- ☐ Fair and equal terms and conditions to all members of the workforce
- ☐ Improved health and wellbeing outcomes for all members of the workforce
- ☐ Assurance to the board on workforce matters
- ☐ Clear strategic focus on workforce matters

Strategic Projects Committee

The Strategic Projects Committee meets at least quarterly and in summary its main functions are;

- ☐ to work with Kibbles Projects Team to identify and prioritise repairs and improvements including energy usage and sustainability;
- ☐ to consider and comment on proposed changes of use of existing buildings, future new build and other capital expenditure on infrastructure;
- ☐ to monitor expenditure on buildings and reconcile with budgets agreed with/by the Project Team and Finance Committee;
- ☐ to apply similar systems to the IT infrastructure.

The directors who served during the year and up to the date of approval of the financial statements are disclosed on page 4.

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Related Parties

Certain of the properties occupied by the Centre are owned by Miss Elizabeth Kibble's Trust and leased to the company.

The company has controlling influence over KibbleWorks, which in turn owns 100% of the share capital of Kibble Campus Developments Limited, Kibble Construction Limited and Kibble Trading Limited.

The following directors of the company are also trustees of Miss Elizabeth Kibble's Trust, and directors of Kibble Campus Developments Limited, Kibble Trading Limited, KibbleWorks and Kibble Construction Limited, namely, Mrs M A Hackett, Mr A P Allen, Mr G Connelly, Mr D E Sloan, Mr B P Harris, Mr T Armstrong, Mr J S McNeill, Mr D H Nairn, Mr A P Brown and Mrs M R McCartney.

The following directors of the company are also directors of Kibble Campus Developments Limited, Kibble Trading Limited, KibbleWorks and Kibble Construction Limited, namely Mr J G Gillespie, Mr S Soutar, Mr N McMillan and Ms A Baird.

STRATEGIC REPORT

Risk Management

The group maintains a Risk Management Register, and this is reviewed annually by the Board of Kibble Education and Care Centre. However, risk analysis and identification are carried out on a regular ongoing basis. The executive directors of the principal operating company (Kibble Education and Care Centre) are charged with the responsibility of ensuring that policies and procedures are in place to minimise exposure to risk and that scenario and contingency planning is in place to deal with major risks involved.

Key risk areas highlighted in the Risk Management Register for the whole Kibble group are as follows:

- Reputational risk - we aim to mitigate reputational risk in a number of ways. These include allocating additional resources to developing and strengthening both internal and external communication systems; ensuring that clear policies are put in place and are checked for compliance by our dedicated Internal Audit function; strengthening our Quality Assurance team; and investing heavily in training our staff;
- Business continuity - we initiated an extensive review of our business continuity plan during the 2016/17 financial year, and work has continued since then. We test the plan's robustness as each stage is completed; and
- Continued demand for the work that we do - this is influenced, amongst other things, by public policy, including legislation and regulatory bodies; societal trends; and cost pressures at both the Scottish and local government levels. We aim to mitigate this risk by carrying out extensive research on how best to meet the needs of our young people; by scrutinising all costs to ensure that our charges are as low as possible; by steadily strengthening our expertise and leadership across the organisation; and by ensuring that staff are trained, qualified and skilled to properly fulfil the responsibilities of their positions.

All of these efforts are overseen and supported not just by an effective Board but also by a wide range of sub-committees covering every aspect of Kibble's work.

Objectives and Activities

The company's principal objective, as set out in its memorandum of association, is to carry on in Paisley or elsewhere an institution to provide for the education and care of young people in need thereof and the reclamation of youthful offenders against the law. Its principal place of operation is at Goudie Street, Paisley, PA3 2LG. Its mission is to provide a stable, purposeful, safe and happy environment for young people in trouble. It aims to be a place where pupils and staff work together in a spirit of trust, mutual respect and co-operation, and, by investing in people and setting high standards of work and behaviour, individuals and teams develop their full potential in learning, changing and growing.

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To that end the Centre provides a full special secondary education, including education support, for the young people in its care, residential units with a range of approaches to individual problems, day centres and sports, leisure and recreational facilities, pre-vocational training, enterprise and employment opportunities for young people preparing to leave care, community houses for care leavers, community services providing alternatives to residential care, mainstream school support programmes and training and weekend group work with "at risk" young people, not forgetting an intensive fostering service.

The company's aim is to ensure that the young people in its care are given the support that they need to lead sustained, healthy, and fulfilled lives. It helps young people, aged 5 to 25, via a range of integrated services. Many of these young people have complex social, emotional, behavioural and educational issues.

To make sure its services produce the best outcomes, young people take part in Kibble's Outcome Framework. This maps the individual outcomes for children and young people to the wellbeing indicators from the Getting It Right For Every Child (GIRFEC) framework and Curriculum for Excellence.

During 2018 the Children and Young People (Scotland) Act 2014 placed aspects of GIRFEC on a statutory footing. Kibble already has robust procedures in place to ensure the framework is applied appropriately and consistently throughout the organisation.

Within the framework, each young person has their own individual 'outcomes journey'. It is our belief that for a young person's outcomes journey to be meaningful, all significant others should be encouraged to participate in the process.

The company measures its success via outcomes for young people, its continued provision of relevant services, and its ability to adapt to the changing needs of the care and educational environment in which it operates.

The company's long-term aim is to continue to remain focussed on providing the best outcomes possible for young people at risk. This year, and every year, our work with young people increases our knowledge of the issues that young people at risk have to deal with, increases the experience of our staff, and also enhances our ability to help these young people to have better lives.

Strategy

Kibble utilises a number of strategic planning tools to ensure that its social and business objectives are met. Overall strategic direction is the primary responsibility of the trustees and directors who constantly strive to interpret and adapt the original mission and purpose to contemporary social need and the provision of efficient and effective services for young people at risk. The executive directors have clear remits, including the continuous scanning of a very wide business and social environment and the opportunities offered to create clear and sustainable competitive advantage for the organisation. A particular emphasis has been placed on developing innovative responses to long-standing problems where traditional approaches within educational and social service contexts are failing. This has resulted in a significant rise in the company's profile and prospects for new social business opportunities. At the same time, more traditional services need to be of high quality and subject to the disciplines of continuous improvement. Consequently, as opportunities are developed into new services provided by the company, strategic execution is becoming an increasingly important element of Kibble's business toolbox. The company's strategic focus is the introduction of new services, improve processes and helping more young people. All matters of strategy are ultimately driven by our three corporate values. Our three main values are respect, belonging and ambition.

Achievements and Performance

Kibble offers a very wide array of services, including 24 different residential units, day placement and outreach, intensive fostering, shared living fostering, adult placement, primary and secondary

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education, and young workforce development. The residential units vary in size and function, across our secure, campus and community locations.

All of our services work to the highest care and education standards while providing safety, structure, stability and support to young people at risk. We can accommodate children from the age of five in our primary age services, through to our range of services for young people of secondary school age and up to 18. These secure and residential units form part of our uniquely integrated array of services that aims to be both preventative and rehabilitative and can be accessed at the point of greatest need.

Kibble offers education to young people where mainstream schooling, for whatever reason, has not worked. We encourage young people to re-engage with learning and achieve a positive destination. Garnock Lodge Primary School closed in June 2019 and a Forest View Primary School opened in August 2019 to increase the amount of young people we were able to offer a placement to. Forest View continues to strengthen the provision available. Our curriculum covers the four contexts of learning, being the ethos and life of the school, curriculum areas and subjects, wider achievement, and interdisciplinary learning.

Measuring achievements and performance is not easy, however we have designed our own method of assessing outcomes for each and every young person that comes under the Kibble umbrella. Within Kibble's Outcome Framework each young person has their own individual "My Outcomes Journey". It is our belief that for a young person's outcomes journey to be meaningful, all significant others are encouraged to participate in the process. The individual outcomes are graded using a six-point scale based on the young person's level of need and support. The outcomes indicators that we measure are wellbeing and educational ones. The wellbeing indicators are commonly referred to by their initial letters – SHANARRI. They come under the following headings – Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, and Included. The educational indicators are successful learner, confident individual, responsible citizen, and effective contributor. Whilst on the subject of education, the Education Scotland inspection in September 2016 highlighted six key strengths in the school:

1. the extensive range of children's and young people's personal achievements;
2. strong, trusting relationships between all staff and young people;
3. the impact of the Specialist Intervention Services in identifying and meeting the needs of young people and in facilitating learning;
4. the enrichment and extension of the curriculum through highly effective partnership working;
5. innovative, high-quality vocational education and training for young people at KibbleWorks and The Experience; and
6. the inspirational leadership provided by the governing body and senior leader.

Their report also highlighted that: *"The school is very successful at engaging children and young people in learning and helping them to achieve."*

Intensive Fostering Services (IFS) and Adult Placement Services (APS) provide care placements to vulnerable children and young people. The services work with young people aged 5 – 25, who have complex social, emotional and educational needs. December 2018 saw the introduction of a new service Shared Living Foster Care (SLFC) also working with young people aged 5 – 25 but have additional support needs within the Foster Carers home.

2021/22 has been another positive year for the service. IFS, Shared Living and APS have successfully recruited, trained and supported a number of new foster and respite carers, many of whom have now welcomed young people into their lives and homes. This was the result of our continuing campaign inviting people to 'Join our Fostering Family'. A number of young adults in APS also secured work in retail and social care.

The dedication, hard work and on-going commitment of both young people and staff, means more young people than ever before are now attending mainstream schools. This is an extremely positive step forward and the young people are thriving in their education.

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Moving on to Employability, in line with Scotland's Youth Employment Strategy, our range of young workforce development (YWD) programmes gives young people the opportunity to gain qualifications and real-life work experience through tailored education and supported employment. At present we offer 12 YWD programmes aimed at young people in Kibble's care, young people from the community facing barriers to employment, students and more.

Kibble operates a flexible and bespoke system based on the needs and strengths of each young person. Opportunities are individually tailored to each young person, and the challenges they face are taken into account when planning a placement. In addition there is an ongoing process of tracking, mentoring and support. All employability programmes are characterised by a real work placement in a social enterprise, vocational SQA and City & Guilds qualifications, plus access to literacy and numeracy education. Personal support is given from qualified staff trained to equip young people with the skills and knowledge required to sustain employment, training or further education.

KibbleWorks is a collective of youth training and employment enterprises aimed at giving trainees at the start of the employability pipeline the opportunity to gain real life work experience. Our work placements are both rewarding and varied, and include catering, motor vehicle mechanics, gardening, landscaping, construction, customer service, and office administration.

Young Workforce Development Services work in partnership with many businesses and organisations such as Skills Development Scotland and CITB. We offer employability certification including Steps to Work and the Certificate of Work Readiness. During the recent Education Scotland inspection "innovative, high-quality vocational education and training for young people at KibbleWorks and The Experience" was highlighted as one of the key strengths of the Education Services at Kibble.

Looking at the wider benefits to society as a whole, our use of a social enterprise model provides services for public benefit. In addition, as a national specialist service working with young people who have chronic, complex and often acute behavioural issues, Kibble aims to bring compassion and care alongside a comprehensive understanding of the supporting research and evidence of what we do and how we do it. As new research and understanding emerge, especially in our understanding of childhood trauma, we have adapted the way that our services are operated and delivered. Inevitably this brings its own pressures, tensions and challenges but with the ongoing commitment of staff, this has resulted in services which remain at the front end of national and international practice. We believe that this approach helps to benefit society now and will continue to do so in the future.

Direct benefits to the local community have arisen since The Gannochy Trust Centre for Expressive Arts opened its doors on campus over eleven years ago. It has been a hub of creativity ever since. It offers the perfect venue for young people to develop and display their talents, whilst enjoying other benefits such as increased confidence and improved self-esteem.

The Centre was busy throughout the year and was used for a plethora of different projects and events including:

- Rainbow Yoga sessions with the LGBT Group
- Screening of 'Everyone's talking about Jamie' – LGBT Group
- Kibble Cinema Club
- Class of 2022 leavers ceremony.
- COP26 Event.
- Achievement Ceremony
- Number of staff training events
- National 5 Prelims/Exams
- Duke of Edinburgh preparation and team building
- Yoga and Mindfulness with pupils
- Awaken Dance Company
- Dirty Feet Dance Company
- Ballroom Dance Group
- YPI final

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- Sense of Sectarianism workshops

Kibble recognises the importance of dealing fairly and equitably with its business relationship with its customers, suppliers & key stakeholders. Kibble aims to pay all suppliers within 30 days of their invoice date. Kibble prioritises payments for local smaller suppliers. (This statement is required for S172 UK companies act).

The wider community is kept informed of any developments within our services.

Staff matters

Employment of disabled persons

The company subscribes to the "Positive about Disability" initiative and accordingly gives full and fair consideration to applications for employment made by disabled persons. Employees becoming disabled while employed by the company will receive appropriate training with a view to their continuing employment, and all disabled persons employed by the group are entitled to the training, career development and consideration for promotion available to all employees.

Employee involvement

It is the Centre's belief that efficiency, high productivity and a harmonious working environment are best achieved where effective communications exist between management and employees. A number of systems exist to facilitate the flow of information throughout the organisation both from management to employees and vice versa. The employees' representatives, including Trades Unions representatives, are consulted so that their views can be taken into account in taking decisions likely to affect employees' interests. This is also done formally through the quarterly Partnership Forum.

Regular management meetings are held where the executive directors brief departmental heads on the Centre's current position, future prospects and matters concerning employment at the Centre. In turn, departmental heads pass appropriate information to their subordinates through departmental meetings and team briefings. Employees are encouraged to make suggestions they believe may assist in improving efficiency and promoting job satisfaction. Notice boards are placed at strategic positions at the Centre, and these boards carry information about the Centre's activities, promotions and appointments. In addition, the communications department informs employees through a regular newsletter of these and other matters affecting the Centre's business performance and future direction.

The employees' involvement in the Centre's affairs is further encouraged through comprehensive career enhancing training, participation in teaching and learning seminars, and fact-finding and learning visits at home and abroad to establishments concerned with the care, education and training of troubled young persons.

The success of the very varied work that Kibble Education and Care Centre performs, as detailed in the Objectives and Activities section above, can be measured partly by the scores that we achieve when we are assessed by our various Regulators. These scores are available online, and show that, across all disciplines, we are very much at the upper end of the spectrum. The other measure of success is the level of outcomes that Young People in our services achieve. There is currently no universal tool for measuring these outcomes, however we have developed a system in house for achieving this goal. It has been well received by both staff and external organisations, however it is constantly being worked on to fine tune both its accuracy and usefulness.

The vast majority of the company's income is earned via a spot purchase model, so specific fundraising is focussed on employment and training support grants, which were on budget for this financial year.

There are many factors external to Kibble that help to determine whether or not we achieve our objectives, however we believe that the work that we do with our young people is the most important factor of all. We discuss external factors regularly, but it does not detract us from doing everything possible to help our young people.

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During 2021/22, Kibble engaged with employees on a regular basis. This mainly involved Covid-19 and the impact on all staff and our services in line with Government guidance.

Financial Review

The company's accounts for the year ended 31 March 2022 are annexed to this report and are considered by the directors to reflect a healthy financial position. Notwithstanding the fact that we operate in the "not for profit" sector, we aim to achieve a surplus each year to enable us to develop the campus and facilities to provide state of the art resources for the benefit of the young people in our care.

Our Secure Care facility operated at a high occupancy rate during most of this financial year. The closure of another such facility a few years ago reduced the number of beds in this sector in Scotland as a whole. The higher occupancy did generate more income than we had budgeted for, however it did lead to substantially higher costs as well. We continue to invest in the long-term maintenance of the property that this service occupies.

Our Intensive Fostering Services sales have increased in 2021/22 compared to their 2020/21 level, this is due to a slight increase in the number of fostered young people. Our Shared Living service is charged at a slightly higher rate than the Intensive Fostering Service. The price that we charge for this service has remained the same for twelve years. We have continued to absorb additional annual costs during this period.

Our Residential Secondary age services continued to be in demand.

Our Residential Primary age service was open for its sixth full year in 2021/22. Sales increased this year with the opening of our new house in Lochwinnoch. The substantial set up costs for this service continue to be a factor in its financial performance.

Community – the residential services that we operate away from our main Campus, for young people transitioning out of care, continued to be in demand. Occupancy levels for these services have historically been set below those of our Campus ones, and our actual performance in this financial year was consistent with that. These are particularly expensive services to operate, however they provide an essential path for our young people to leave residential care in the most beneficial way. We plan to continue to invest in the expansion of these services for that very reason.

Education Support and Outreach Services (ESOS): Secondary age - sales of this service were below their expected budget this financial year. There was another slight decrease in occupancy this year. We still consider this service to be an important part of Kibble's work. Helping young people to overcome obstacles to learning is vital.

Education Support and Outreach Services (ESOS): Primary age –this service was open for its seventh full year in 2021/22. Income continues to increase due to our new Primary School in Lochwinnoch opening in August 2019. Occupancy for this service has increased this year.

Housing Support – this service continues to support young people who have recently moved from residential care into their own tenancy. It provides individual support packages which help young people to sustain their own accommodation in the Renfrewshire area. It is still early days financially, and there are still some set up costs to be covered, however the early signs are encouraging from both a demand and quality perspective.

Occupancy levels for the company overall meant that our overtime costs were much higher than we budgeted for, however these costs were covered by the incremental income generated by this additional occupancy.

We continued to invest heavily in staff training and development this year, as frankly we do every year. This is very necessary expenditure and one which benefits the staff, the young people, the company, and the community as a whole.

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During the year all of our services absorbed the extra staff costs arising from the agreed pay increase for non-teaching staff and similarly the agreed pay increase for teaching staff; any point scale increases;

and increments derived from any promotions. The respective pay increases were awarded following the agreement between Unison and Local Government, and via the SNCT for teachers.

Living wage – the company is committed to paying the Scottish Living Wage as a minimum to all employees.

The KibbleWorks' quality service will be provided to both the general public, and the young people who gain fundamental education, qualifications and work experience from the new provision. The updated model, which has been shaped based on research, current and future trends in the tertiary education and job market, will allow us to manage KibbleWorks under one roof and create a new training academy where young people can collaboratively and collectively gain experience and learn.

Our partnership with St Mirren Football Club will offer further opportunity for young people and enhance our KibbleWorks offerings.

St Mirren Football Club – in February 2020 we purchased 27.5% of the shares of the St Mirren Football Club. We consider this to be a programme related investment, the purpose of which is to improve Kibble's young workforce development (YWD) programme, including employability options, skills and qualifications for our young people. The new YWD model will streamline costs and create necessary efficiencies, whilst offering much improved and more contemporary opportunities for our young people, and better outcomes too. More importantly, the new model will ensure that we realise our curriculum's focus on employability, skills and qualifications, allowing a continuation of education through the senior phase and into further education. The focus will be on well established research areas such as Hospitality and Leisure, including Health and Wellbeing.

The new facilities will allow young people to gain relevant employment and training opportunities in:

- Catering
- Hospitality
- Ground Keeping (apprenticeships)
- Stadium Maintenance (apprenticeships)
- Club shop
- Match day activities

The use of the stadium for Kibble provides opportunities in:

- Learning and development
- Hospitality
- Accessing office space
- Accessing meeting space
- Kibble catering
- Kibble marketing

Covid- 19 Response - During 2021, Kibble also continued with the following measures:

- working from home rotas for staff who could do so;
- limited the movements of young people;
- managed access of all external visitors;
- increased cleaning of all areas by our own Domestic staff and by specialist external cleaning companies;
- issued necessary PPE;
- accessed priority testing facilities;

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- held daily Covid-19 business continuity meetings attended by executive directors and selected senior managers – focus on young people, staff attendance, testing, occupancy, and cashflow.
- active debtor collection;
- opening of a childcare hub to help our staff;
- limited staff annual leave;
- set up a staff counselling telephone service;
- thermal screening of all staff and visitors.

Kibble also introduced the following measures:

- priority vaccination for all staff;
- rigorous testing procedures for all staff

Covid-19 has continued to have a dramatic impact on operations. We have incurred some incremental costs due to Covid-19 but Kibble remain confident that we are on a firm financial footing and will continue as a going concern.

Principal Funding Sources

The principal funding source is fee income received from Local Authorities in respect of young people in our care. We operate on a fee for services basis. The fees for each service are set at a level designed to cover that service's costs.

Investment Policy

The members of Kibble Education and Care Centre have a controlling influence over KibbleWorks, a company limited by guarantee.

Reserves Policy

Our policy is to have sufficient funds to meet our financial obligations timeously and to provide the best possible service to our clients at a reasonable cost. There is no policy to build reserves in excess of an amount equal to six months running costs, which would amount to £17.90m based on current expenditure levels. At March 2022 the group had free reserves of £8.46m (excluding amounts tied up in fixed assets, net of borrowings and designated reserves).

Factors Likely to Affect Future Financial Performance

The main factors are:

- demand for services; and
- Covid-19

Principal financial management policies

The company has in place a number of financial management policies, the main ones being:

1. keeping a strict control over expenditure via prescribed levels of authorisation and procurement, with the Board of Directors, a majority of whom need to be non-executives, required to authorise any significant amounts;
2. monitoring cashflows very closely;
3. communicating results to all levels of management;
4. maintaining assets to a high standard; and
5. employing a dedicated Internal Auditor to perform regular checks on all finance related systems and policies.

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STRATEGIC REPORT AND REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Streamline Energy and Carbon Reporting

Financial year and reporting period	Current reporting year 01/04/21 – 31/03/22
Geographical region	UK (No offshore assets)
Turnover £	39,343,299
Average number of young people looked after	153.8
Energy and Carbon emissions reported	Scope 1 & Scope 2
Total Energy consumption kWh	6,367,016
Scope 1 emissions Natural Gas combustion, tCO ₂ e	728.647
Scope 1 emissions Kerosene combustion, tCO ₂ e	12.190
Scope 1 emissions Transport (fuel used in company vehicles, and hire cars), tCO ₂ e	213.137
Total Scope 1 emissions Natural Gas, Kerosene and Transport, tCO₂e	953.974
Total Scope 2 emissions Purchased Electricity, tCO₂e	316.448
Total CO₂e emissions tCO₂e	1,270.422
Intensity ratio 1 carbon emissions tCO₂e per £million turnover	32.290
Intensity ratio 2 – carbon emissions tCO₂e/young person in care	8.260
Methodology	Climate Disclosure Standards Board & UK Government GHG Conversion Factors for Company Reporting 2019

Group Reporting

This report identifies the energy used and the associated carbon emissions for all activities within the Kibble Education and Care Centre, SC158220.

KIBBLE EDUCATION AND CARE CENTRE **(A company limited by guarantee)**

STRATEGIC REPORT AND REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Reporting Boundary

Kibble Education and Care Centre has a number of sites in addition to the main campus in Paisley, including three houses at Love Street and the Forest View school campus and accommodation. All properties for which Kibble pays for energy are included in this SECR assessment. All transport costs for Kibble vehicles, staff using their own vehicles on business and hire cars are also within the reporting boundary.

Energy Consumption and KPIs Reported

All energy consumption and carbon emissions are reported:

- Scope 1 - natural gas and fuel used in company vehicles and in personal/hire cars on business use.
- Scope 2 – purchased electricity.

Turnover and the number of young people in care are the KPIs used for carbon intensity ratio. The number of young people in care comprises 118 residents and 30 day pupils.

Energy Efficiency Action Taken in the Reporting Year

- Kibble Education and Care Centre took the following action to improve energy efficiency in the 2021-22 financial year:
- Improved collection of data relating to electricity and gas use and cost.
- The walls of the Conference Centre were insulated.
- Some older white goods were replaced with energy-efficient models.

Plans for Future Periods

As Kibble looks toward an ambitious future, the directors at Kibble remain committed to their original and core charitable purpose of supporting young people affected by adversity. Since its establishment in the mid-19th century, Kibble has operated as a national provider of child and youth care services with a strong local footprint. This continues with the national specialist service provision, running in parallel with community programmes and partnerships to widen opportunities for young people, either in throughcare or aftercare, in custody, or impacted by wider societal issues. These programmes are delivered through our modern Skills Academy, which offers employability, education and training opportunities in a range of areas using a social enterprise approach.

The organisation continues to adapt and evolve its services in line with the needs of children and young people, shaped by the latest research, innovation and best practice in residential, secure, educational and community services. This investment in evidence led service development ensures Kibble is able to both respond to need and be a social innovation leader within its field. Income stream diversification runs alongside this, as the directors seek to ensure that the strategic direction is strong and stable, particularly within the context of local authority and central government public procurement. This also requires a robust support services infrastructure and investment that helps to ensure that the organisation is on a solid operational footing. At the same time the Board have reaffirmed the belief that the charity needs to be more than merely a public service contractor, centrally directed and only delivering to a narrow service specification. The requirement for needs-based innovation in the social sector remains as important as ever and Kibble is confident that it is well placed to meet its mission.

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STRATEGIC REPORT AND REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Trustees' responsibilities in relation to the financial statements

The charity trustees (who are also the directors of Kibble Education and Care Centre for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

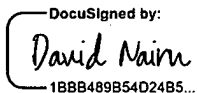
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of Disclosure to the Auditor

In so far as the trustees are aware:

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

This report was approved by the Trustees, including approval of the Strategic Report contained within the report, in their capacity as directors, and signed on their behalf by:

DocuSigned by:

1BBB489B54D24B5...

Name: DH Nairn

Date: 25th October 2022

KIBBLE EDUCATION AND CARE CENTRE
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INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF KIBBLE
EDUCATION AND CARE CENTRE FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of Kibble Education and Care Centre (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31st March 2022 which comprise the Group and Parent Charitable Company's Statement of Financial Activities (incorporating an income and expenditure account), the Group and Parent Charitable Company's Balance Sheets, the Group and Parent Charitable Company's Cash Flow Statements and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31st March 2022, and of the group's and the parent charitable company's incoming resources and application of resources, including the group's and the parent charitable company's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Report and Financial Statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF KIBBLE
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Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and Report of the Trustees, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Directors' Report and the Strategic Report, included within the Strategic Report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Strategic Report and Report of the Trustees.

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

- adequate accounting records have not been kept by the parent charitable company, 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 and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 20 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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.

KIBBLE EDUCATION AND CARE CENTRE
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INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF KIBBLE
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Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Extent to which the audit was considered capable of detecting irregularities including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures response to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing the risks or material misstatements in respect of irregularities, including fraud and non-compliance with laws and regulations we considered the following;

- The nature of the charity, the environment in which it operates and the control procedures implemented by management and the trustees; and
- Our enquiries of management and trustees about their identification and assessment of the risks of irregularities.

Based on our understanding of the charity and the sector we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- Regulations and legislation pertinent to the charity's operations.

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006. We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks were related to;

- Posting inappropriate journal entries.

Audit response to the risks identified;

Our procedures to respond to the risks identified included the following;

- Gaining an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management, the audit committee, the internal auditors and legal advisors concerning actual and potential litigation and claims;
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC;
- In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; evaluating rationale of any significant transactions that are unusual or outside the normal course of business;

KIBBLE EDUCATION AND CARE CENTRE
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**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF KIBBLE
EDUCATION AND CARE CENTRE FOR THE YEAR ENDED 31 MARCH 2022**

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006.

Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Wylie & Bisset (Audit) Limited.
3EBD29AABFF044E...

Jenny Simpson (Senior Statutory Auditor)

*168 Bath Street
Glasgow
G2 4TP*

For and on behalf of Wylie & Bisset (Audit) Limited, Statutory Auditor

Date: 25th October 2022

Wylie & Bisset (Audit) Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022
(Including an Income and Expenditure account)

	Note	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Income and endowments from:							
Donations and legacies	7	15,963	521,727	537,690	231	966,133	966,364
Charitable activities	8	38,739,463	-	38,739,463	33,995,127	-	33,995,127
Investments	9	59,303	-	59,303	28,813	-	28,813
Other incoming resources	10	10,687	247,183	257,870	4,533	204,499	209,032
Total Income		38,825,416	768,910	39,594,326	34,028,704	1,170,632	35,199,336
Expenditure on:							
Charitable activities	11	34,607,305	1,198,911	35,806,216	31,321,317	1,357,030	32,678,347
Total Expenditure		34,607,305	1,198,911	35,806,216	31,321,317	1,357,030	32,678,347
Net income/(expenditure) for the year		4,218,111	(430,001)	3,788,110	2,707,387	(186,398)	2,520,989
Transfers between funds		199,000	(199,000)	-	-	-	-
Net movement in funds		4,417,111	(629,001)	3,788,110	2,707,387	(186,398)	2,520,989
Funds reconciliation							
Total Funds brought forward	24, 25	16,745,392	1,983,174	18,728,566	14,038,005	2,169,572	16,207,577
Total Funds carried forward	24, 25	21,162,503	1,354,173	22,516,676	16,745,392	1,983,174	18,728,566

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

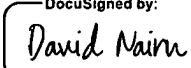
All income and expenditure derive from continuing activities.

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

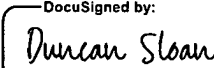
CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2022

	Note	£	2022 £	2021 £
Fixed assets:				
Tangible assets	16		8,455,854	9,389,292
Investments	17		400,389	400,389
			<u>8,856,243</u>	<u>9,789,681</u>
Current assets:				
Stock	18	7,221		8,292
Debtors	19	3,904,798		2,891,594
Cash at bank and in hand	29	13,427,648		9,720,692
Total current assets			<u>17,339,667</u>	<u>12,620,578</u>
Liabilities:				
Creditors falling due within one year	20		<u>(3,580,521)</u>	<u>(3,111,058)</u>
Net current assets			<u>13,759,146</u>	<u>9,509,520</u>
Total assets less current liabilities			22,615,389	19,299,201
Creditors: Amounts falling due after more than one year	22		<u>(98,713)</u>	<u>(570,635)</u>
Net assets			<u>22,516,676</u>	<u>18,728,566</u>
The funds of the charity:				
Restricted funds	24		1,354,173	1,983,174
Unrestricted funds	25		21,162,503	16,745,392
Total charity funds			<u>22,516,676</u>	<u>18,728,566</u>

Approved by the trustees and authorised for issue on 25th October 2022 and signed on their behalf by:

DocuSigned by:

 1B8B489B54D24B5...

Name: DH Nairn

DocuSigned by:

 20835BB7C9F440D...

Name: DE Sloan

Company Registration No. SC158220

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

CHARITY STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022
(Including an Income and Expenditure account)

	Note	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Income and endowments from:							
Donations and legacies	7	15,963	521,727	537,690	231	944,644	944,875
Charitable activities	8	38,571,141	-	38,571,141	33,924,828	-	33,924,828
Investments	9	59,303	-	59,303	28,813	-	28,813
Other incoming resources	10	-	175,165	175,165	-	163,736	163,736
Total Income		38,646,407	696,892	39,343,299	33,953,872	1,108,380	35,062,252
Expenditure on:							
Charitable activities		34,429,905	1,126,893	35,556,798	31,250,946	1,294,414	32,545,360
Total Expenditure		34,429,905	1,126,893	35,556,798	31,250,946	1,294,414	32,545,360
Net income/(expenditure) for the year		4,216,502	(430,001)	3,786,501	2,702,926	(186,034)	2,516,892
Transfers between funds		199,000	(199,000)	-	-	-	-
Net movement in funds		4,415,502	(629,001)	3,786,501	2,702,926	(186,034)	2,516,892
Funds reconciliation							
Total Funds brought forward		15,960,698	1,983,174	17,943,872	13,257,772	2,169,208	15,426,980
Total Funds carried forward		20,376,200	1,354,173	21,730,373	15,960,698	1,983,174	17,943,872

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

CHARITY BALANCE SHEET AS AT 31 MARCH 2022

	Note	£	2022 £	2021 £
Fixed assets:				
Tangible assets	16		7,691,396	8,526,089
Investments	17		400,089	400,089
			<u>8,091,485</u>	<u>8,926,178</u>
Current assets:				
Debtors	19	3,860,618		2,940,535
Cash at bank and in hand	29	13,373,558		9,671,594
Total current assets			<u>17,234,176</u>	<u>12,612,129</u>
Liabilities:				
Creditors falling due within one year	20		<u>(3,498,605)</u>	<u>(3,025,830)</u>
Net current assets			<u>13,735,571</u>	<u>9,586,299</u>
Total assets less current liabilities			21,827,056	18,512,477
Creditors: Amounts falling due after more than one year	22		<u>(96,683)</u>	<u>(568,605)</u>
Net assets			<u>21,730,373</u>	<u>17,943,872</u>
The funds of the charity:				
Restricted funds	24		1,354,173	1,983,174
Unrestricted funds			20,376,200	15,960,698
Total charity funds			<u>21,730,373</u>	<u>17,943,872</u>

Approved by the trustees and authorised for issue on 25th October 2022 and signed on their behalf by:

DocuSigned by:

 1888489854D2485...
 Name: DH Nairn

DocuSigned by:

 206358B7C9F440D...
 Name: DE Sloan

Company Registration No. SC158220

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	28	4,651,725	3,791,461
Cash flows from investing activities:			
Interest received		59,303	28,813
Interest payable		(11,411)	(28,051)
Purchase of tangible fixed assets		(555,685)	(1,893,075)
Proceeds from sale of tangible fixed assets		23,577	12,968
Net cash (used in) investing activities		(484,216)	(1,879,345)
Cash flows from financing activities:			
Loan repayments		(460,553)	(463,956)
Net cash (used in) financing activities		(460,553)	(463,956)
Change in cash and cash equivalents in the year		3,706,956	1,448,160
Cash and cash equivalents brought forward	29	9,720,692	8,272,532
Change in cash and cash equivalents		3,706,956	1,448,160
Cash and cash equivalents carried forward	29	13,427,648	9,720,692

Analysis of net debt - Group

	Note	1 st April 2021 £	Cashflow £	Other non cash changes £	31 st March 2022 £
Cash & cash equivalents	29	9,720,692	3,706,956	-	13,427,648
Borrowings					
Loans due within one year	20	(448,631)	460,553	(471,922)	(460,000)
Loans due after one year	22	(568,605)	-	471,922	(96,683)
Total net cash		8,703,456	4,167,509	-	12,870,965

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

CHARITY STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	28	4,627,275	3,676,585
Cash flows from investing activities:			
Interest received		59,303	28,813
Interest payable		(11,411)	(28,051)
Purchase of tangible fixed assets		(512,647)	(1,751,562)
Proceeds from sale of tangible fixed assets		-	8,435
Net cash (used in) investing activities		(464,755)	(1,742,365)
Cash flows from financing activities:			
Loan repayments		(460,553)	(463,956)
Net cash (used in) financing activities		(460,553)	(463,956)
Change in cash and cash equivalents in the year		3,701,964	1,470,264
Cash and cash equivalents brought forward	29	9,671,594	8,201,330
Change in cash and cash equivalents		3,701,964	1,470,264
Cash and cash equivalents carried forward	29	13,373,558	9,671,594

Analysis of net debt -
Charity

	Note	1 st April 2021 £	Cashflow £	Other non cash changes £	31 st March 2022 £
Cash & cash equivalents	28	9,671,594	3,701,964	-	13,373,558
Borrowings					
Loans due within one year	20	(448,631)	460,553	(471,922)	(460,000)
Loans due after one year	22	(568,605)	-	471,922	(96,683)
Total net cash		8,654,358	4,162,517	-	12,816,875

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies

(a) Basis of preparation and assessment of going concern

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

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements consolidate the results of the charity and its wholly owned subsidiary KibbleWorks on a line by line basis. The three dormant subsidiaries of KibbleWorks are excluded from the consolidation on the grounds of materiality.

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

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

(b) Funds structure

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created funds for specific purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed, or through the terms of an appeal.

Further details of each fund are disclosed in notes 24 and 25.

(c) Income recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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

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

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

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies (continued)

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met (see note 21).

(d) Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (e) below.

- Other trading activities comprise costs associated with generating trading income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure is incurred.

(e) Allocation of support and governance costs

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

The allocation of support and governance costs is analysed in note 12.

(f) Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised, including any incidental expenses of acquisition. Depreciation is charged as follows:

Freehold land and buildings	Over 20 years
Equipment	Over 3-5 years
Motor vehicles	Over 3 years

(g) Fixed asset investments

Investments in subsidiary undertakings are included at cost less provision for permanent diminution in value.

(h) Programme related investments

Programme related investments are investments made in order to further the group's charitable aims. Programme related investments are measured at fair value.

(i) Stock

Stock is included at the lower of cost or net realisable value.

(j) Debtors

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

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies (continued)

(k) Cash at bank and in hand

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

(l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(m) Financial instruments

The charity has financial assets and financial liabilities that qualify as both basic and other financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Other financial instruments are measured at fair value, with movements in fair value at each balance sheet date shown as a gain or loss in the Statement of Financial Activities.

(n) Pensions

The company is part of a defined benefit pension scheme. The regular cost of providing retirement pensions and related benefits for this scheme is charged to the profit and loss account over the employees' service lives on the basis of a constant percentage of earnings. Any difference between the charge to the profit and loss account and the contributions paid to the scheme is shown as an asset or liability in the balance sheet.

As the company's share of the underlying assets and liabilities cannot be identified on a consistent and reasonable basis, the scheme is treated as a defined contribution pension scheme. The pension costs charged in the financial statements in respect of this scheme represent the contributions payable by the company during the year.

(o) 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.

(p) Taxation

The charity is a charitable company within the meaning of Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity 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 Charitable Gains Act 1992 to the extent that such income or gains are applied for charitable purposes only.

(q) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

2. Judgements and key sources of estimation uncertainty

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

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

Fair Value of Programme Related Investment

The fair value of the programme related investment in St Mirren Football Club Limited is estimated based on a contractually binding future realisable value.

Depreciation of fixed assets

Fixed assets are depreciated over the useful life of the asset. The useful lives of fixed assets are based on the knowledge of senior management, with reference to assets expected life cycle.

3. Legal status

Kibble Education and Care Centre Limited is a registered Scottish charity.

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.

4. Financial activities of the subsidiary

KIBBLEWORKS

The members of Kibble Education and Care Centre have a controlling influence over KibbleWorks, a company limited by guarantee and a registered charity, which is incorporated in Scotland and whose principal activity is the training and employment of young people. A summary of the results are shown below:

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Incoming Resources				
Donations and legacies	1,405,000	-	1,405,000	1,656,488
Charitable activities	278,216	-	278,216	181,211
Other incoming resources	10,687	72,018	82,705	45,296
Total Incoming Resources	<u>1,693,903</u>	<u>72,018</u>	<u>1,765,921</u>	<u>1,882,995</u>
Resources expended				
Charitable activities	1,692,294	72,018	1,764,312	1,878,899
Total Resources Expended	<u>1,692,294</u>	<u>72,018</u>	<u>1,764,312</u>	<u>1,878,899</u>
Net income for the year	<u>1,609</u>	<u>-</u>	<u>1,609</u>	<u>4,096</u>

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

4. Financial activities of the subsidiary (continued)

At 31 March 2022 the assets and liabilities of the subsidiary were:

	2022	2021
	£	£
Fixed assets	778,879	877,624
Current assets	133,073	116,465
Current liabilities	(109,498)	(85,228)
Long term liabilities	(2,030)	(110,046)
Total net assets	800,424	798,815
Restricted funds	-	-
Unrestricted funds	800,424	798,815
Total funds	800,424	798,815

5. Ultimate parent

Kibble Education and Care Centre is ultimately governed by Miss Elizabeth Kibble's Trust, Scottish Charity Number SC010048. Copies of their accounts can be obtained from Abercorn House, 79 Renfrew Road, Paisley.

6. Related party transactions and trustees' expenses and remuneration

Six trustees are also employees of the charity. Details of their salaries are included below:

	Salary	ER NIC	Pension	Total
	£	£	£	£
S Soutar	115,329	1,464	18,162	134,955
A Baird	94,988	11,888	-	106,876
W McFadyen	57,850	7,271	2,421	67,542
N McMillan	91,763	11,442	15,272	118,477
J Gillespie	179,708	23,579	26,038	229,325
J Crawford	45,071	5,711	6,581	57,363
	584,709	61,355	68,474	714,538

Two other trustees (2021 – 1) were reimbursed a total of £262 (2021 - £30) expenses in the year. No Trustees waived expenses.

No donations were made to the group by trustees during the year (2021: Nil)

During the year, father of trustee Jim Gillespie, James Gillespie, received £nil (2021: £4,016) for services rendered to KibbleWorks.

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

6. Related party transactions and trustees' expenses and remuneration (continued)

During the year, Kibble Education and Care Centre paid £41,460 to Milne Craig for secretarial and tax services, of which Trustee David Nairn is a director.

During the year, £9,165 (2021: £9,760) was paid to The St Mirren Football Club Ltd, a company in which Kibble Education and Care Centre holds a 27.5% shareholding. At the year end, a balance of £Nil was due to The St Mirren Football Club Ltd (2021: £nil).

During the year, £Nil (2021: £Nil) was paid to The St Mirren Football Club Ltd and £114,166 (2021: £20,871) sales were made to The St Mirren Football Club Ltd by subsidiary company Kibbleworks. At the year end, a balance of £14,337 (2021: £1,757) was due from The St Mirren Football Club Ltd.

7. Income from donations and legacies

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Donations	6,677	12,231	6,677	12,231
UK Grants	411,400	663,325	411,400	641,836
COVID Support Grants	119,613	290,808	119,613	290,808
	<u>537,690</u>	<u>966,364</u>	<u>537,690</u>	<u>944,875</u>

8. Income from charitable activities

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Self-Funded	38,571,141	33,924,828	38,571,141	33,924,828
Enterprise Activities	168,322	70,299	-	-
	<u>38,739,463</u>	<u>33,995,127</u>	<u>38,571,141</u>	<u>33,924,828</u>

9. Income from investments

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank interest	59,303	28,813	59,303	28,813
	<u>59,303</u>	<u>28,813</u>	<u>59,303</u>	<u>28,813</u>

10. Other incoming resources

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Gain on sale of fixed asset	10,687	4,533	-	-
Coronavirus Job Retention Scheme	247,183	204,499	175,165	163,736
	<u>257,870</u>	<u>209,032</u>	<u>175,165</u>	<u>163,736</u>

KIBBLE EDUCATION AND CARE CENTRE
(A company limited by guarantee)

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

11. Analysis of expenditure on charitable activities - Group

	Self Funded £	Grant Funded £	Enterprise Activities £	2022 Total £
Staff and care costs	27,440,729	706,178	1,097,691	29,244,598
Trading expenditure	-	-	120,405	120,405
Property & communication costs	2,830,196	-	334,667	3,164,863
Depreciation	927,292	420,048	128,893	1,476,233
Interest payable	11,411	-	-	11,411
Administration & ICT	1,257,473	-	50,918	1,308,391
Training & development	-	-	7,864	7,864
Travel & subsistence	-	-	15,108	15,108
Support costs (note 12)	240,555	-	-	240,555
Governance costs (note 12)	201,349	6,673	8,766	216,788
	<u>32,909,005</u>	<u>1,132,899</u>	<u>1,764,312</u>	<u>35,806,216</u>

	Self Funded £	Grant Funded £	Enterprise Activities £	2021 Total £
Staff and care costs	24,923,542	1,096,381	1,302,180	27,322,103
Trading expenditure	-	-	78,884	78,884
Property & communication costs	1,829,181	-	298,235	2,127,416
Depreciation	883,619	405,842	127,202	1,416,663
Interest payable	28,051	-	-	28,051
Administration & ICT	1,139,434	-	65,488	1,204,922
Support costs (note 12)	293,173	-	-	293,173
Governance costs (note 12)	190,838	9,384	6,913	207,135
	<u>29,287,838</u>	<u>1,511,607</u>	<u>1,878,902</u>	<u>32,678,347</u>

12. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

Cost type	Total allocated 2022 £	Self Funded £	Governance related £	Basis of apportionment
Staff costs	354,942	240,555	114,387	Staff time
Total	<u>354,942</u>	<u>240,555</u>	<u>114,387</u>	

Cost type	Total Allocated 2021 £	Self Funded £	Governance related £	Basis of apportionment
Staff costs	398,418	293,173	105,245	Staff time
Total	<u>398,418</u>	<u>293,173</u>	<u>105,245</u>	

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

12. Allocation of governance and support costs (continued)

Governance costs:	2022	2021
	£	£
Secretarial fee	40,800	42,300
Auditors remuneration	24,900	22,528
Internal audit costs	36,701	37,062
Support costs (see above)	114,387	105,245
	216,788	207,135

Breakdown of governance and support costs by activity;

	Support costs	Governance	2022
	£	£	£
Self Funded	240,555	201,349	441,904
Grant Funded	-	6,673	6,673
Enterprise Activities	-	8,766	8,766
	240,555	216,788	457,343

	Support costs	Governance	2021
	£	£	£
Self Funded	293,173	190,838	484,011
Grant Funded	-	9,384	9,384
Enterprise Activities	-	6,913	6,913
	293,173	207,135	500,308

13. Analysis of staff costs and remuneration of key management personnel

	Group	Charity	Group	Charity
	2022	2022	2021	2021
	£	£	£	£
Wages and salaries	20,704,109	19,784,542	19,971,241	18,900,989
Social security costs	2,130,779	2,047,665	1,990,450	1,897,214
Pension costs	2,445,687	2,404,716	2,416,874	2,372,878
	25,280,575	24,236,923	24,378,565	23,171,081

	Group	Charity	Group	Charity
	2022	2022	2021	2021
	No.	No.	No.	No.
The average weekly number of persons, by headcount, employed during the year was:	674	634	651	605

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

13. Analysis of staff costs and remuneration of key management personnel (continued)

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

	2022 No.	2021 No.
£80,000 - £89,999	-	1
£90,000 - £99,999	-	2
£100,000 - £109,999	1	2
£130,000 - £139,999	1	-
£170,000 - £179,999	1	-
£190,000- £199,999	1	1

Total remuneration of the key management personnel of the charity and group was £919,880 (2021: £921,436).

During the year the charity made redundancy and settlement payments of £89,665 (2021: £688). KibbleWorks made redundancy and settlement payments totalling £9,011 (2021: £6,321)

14. Net income/(expenditure) for the year - Group

This is stated after charging:	2022 £	2021 £
Auditors remuneration:		
- Kibble Education and Care Centre	16,134	15,615
- Subsidiaries	8,766	6,913
Depreciation	1,476,233	1,416,663
Interest payable	11,411	28,051
Net (Gain) on disposal of fixed assets	(10,687)	(3,121)
Operating lease rentals	110,398	71,243

15. Government grants – Group

Included within income from charitable activities are the following government grants:

Scottish Government - £200,532 (2021: £182,602) - Funding for Interventions for Vulnerable Youth project.

Scottish Government Social Care Staff Payment - £19,613 (2021: £312,296) – Funding for the payment to social care staff during COVID-19.

Scottish Government - £40,026 (2021: £33,921) - Funding for the Survivors of Childhood Abuse Fund to increase the capacity of to improve outcomes for care experienced young people who are survivors of childhood abuse.

Scottish Government - £nil (2021: £24,219) – Funding for the Shared Living Project supporting development of a new shared living model of care

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

15. Government grants – Group (continued)

Scottish Government - £nil (2021: £199,000) – Funding for the Winter Plan Bute project, providing continued support to young people in secure care during the Covid-19 pandemic; and prepare for/implementing the Promise.

Scottish Government - COVID related grant - £100,000 (2021: £nil) – Support while operations affected by coronavirus (COVID-19)

UK Government - £247,183 (2021: £204,499). – Funding from the Coronavirus Job Retention Scheme.

National Lottery Community Fund – £Nil (2021: £79,792) – Funds for supporting care experienced young people disproportionately affected by COVID-19.

National Lottery Community Fund - £36,682 (2021: £46,646) - Funding for the Nurturing Young Lives project at Forest View primary.

National Lottery Community Fund – £2,663 (2021: £32,211) – Provision of extracurricular activity at Kibble's Safe Centre enabling young people to access new skills and training.

There were no unfulfilled conditions or conditions attached to these grants.

16. Tangible Fixed Assets

Group	Freehold Land and Buildings	Motor Vehicles	Fixtures, Fittings & Equipment	Assets Under Construction	Total
Cost or valuation	£	£	£	£	£
At 1 April 2021	24,122,500	812,580	3,266,887	255,989	28,457,956
Additions	242,962	62,342	225,994	24,387	555,685
Disposals	(6,793)	(56,279)	(4,500)	-	(67,572)
Transfers	156,842	-	93,376	(250,218)	-
At 31 March 2022	24,515,511	818,643	3,581,757	30,158	28,946,069
At 1 April 2021	15,781,066	732,356	2,555,242	-	19,068,664
Charge for the year	1,101,691	74,815	299,727	-	1,476,233
Eliminated on disposals	-	(50,182)	(4,500)	-	(54,682)
At 31 March 2022	16,882,757	756,989	2,850,469	-	20,490,215
At 31 March 2022	7,632,754	61,654	731,288	30,158	8,455,854
At 31 March 2021	8,341,434	80,224	711,645	255,989	9,389,292

At 31 March 2022 all fixed assets were used for charitable purposes.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

16. Tangible Fixed Assets (continued)

Charity	Freehold Land and Buildings	Motor Vehicles	Fixtures, Fittings & Equipment	Assets Under Construction	Total
Cost or valuation	£	£	£	£	£
At 1 April 2021	20,268,507	698,771	2,051,374	187,000	23,205,652
Additions	242,962	46,442	223,243	-	512,647
Disposals	-	(39,084)	-	-	(39,084)
Transfers	156,842	-	-	(156,842)	-
At 31 March 2022	20,668,311	706,129	2,274,617	30,158	23,679,215
At 1 April 2021	12,596,687	627,897	1,454,979	-	14,679,563
Charge for the year	1,053,972	69,354	224,014	-	1,347,340
Eliminated on disposals	-	(39,084)	-	-	(39,084)
At 31 March 2022	13,650,659	658,167	1,678,993	-	15,987,819
At 31 March 2022	7,017,652	47,962	595,624	30,158	7,691,396
At 31 March 2021	7,671,820	70,874	596,395	187,000	8,526,089

At 31 March 2022 all fixed assets were used for charitable purposes.

17. Investments

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Investments in Subsidiaries	300	300	-	-
Programme related investments	400,089	400,089	400,089	400,089
	<u>400,389</u>	<u>400,389</u>	<u>400,089</u>	<u>400,089</u>

The members of Kibble Education and Care Centre have a controlling influence over KibbleWorks, a registered Scottish charity. In turn, KibbleWorks owns the entire ordinary share capital, 100 shares of £1 each, of three subsidiaries; Kibble Construction Limited, Kibble Campus Developments Limited and Kibble Trading Limited. All three were dormant throughout this year and last. Full details of KibbleWorks are given in note 4.

Kibble Education and Care Centre hold a 27.5% shareholding in The St Mirren Football Club Ltd. This furthers the group's charitable aims by enhancing education, training and employment opportunities for our young people. This investment brings multiple benefits to the charity, including addressing local deprivation and exclusion through youth employment, community engagement, initiatives and activities.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

18. Stock - Group

	2022	2021
	£	£
Stock	7,221	8,292
	<u>7,221</u>	<u>8,292</u>

19. Debtors

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	2,576,750	1,870,451	2,576,647	1,870,390
Other debtors and prepayments	292,752	467,674	263,012	410,417
Due from group undertakings	14,337	1,757	-	108,016
Due from parent undertaking	1,020,959	551,712	1,020,959	551,712
	<u>3,904,798</u>	<u>2,891,594</u>	<u>3,860,618</u>	<u>2,940,535</u>

20. Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	522,441	340,365	502,558	306,592
Other taxes and social security	763,091	678,165	736,651	655,315
Other creditors and accruals	1,650,129	1,493,868	1,586,953	1,465,263
Due to group undertakings	-	-	27,582	-
Deferred income (Note 21)	184,860	150,029	184,860	150,029
Bank loans	460,000	448,631	460,000	448,631
	<u>3,580,521</u>	<u>3,111,058</u>	<u>3,498,605</u>	<u>3,025,830</u>

21. Deferred income

	Group	Charity
	£	£
Balance as at 1 April 2021	150,029	150,029
Amount released to income earned from charitable activities	(150,029)	(150,029)
Amount deferred in year	184,860	184,860
Balance as at 31 March 2022	<u>184,860</u>	<u>184,860</u>

Deferred income comprises £184,860 fee income received in advance for the year to 31 March 2023.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

22. Creditors: amounts falling due after more than one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Group balances	2,030	2,030	-	-
Bank loans	96,683	568,605	96,683	568,605
	<u>98,713</u>	<u>570,635</u>	<u>96,683</u>	<u>568,605</u>
Analysed as:	£	£	£	£
Within 1-2 years	96,683	450,661	96,683	448,631
Within 2-5 years	2,030	119,974	-	119,974
	<u>98,713</u>	<u>570,635</u>	<u>96,683</u>	<u>568,605</u>

23. Secured Debt

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	556,683	1,017,236	556,683	1,017,236
	<u>556,683</u>	<u>1,017,236</u>	<u>556,683</u>	<u>1,017,236</u>

The company has a cross guarantee supported by a bond and a floating charge, and group facility with KibbleWorks, Kibble Construction Limited and Kibble Campus Developments Limited in favour of the Royal Bank of Scotland plc in respect of all borrowings of the group. Group borrowings comprise a £0.56 million loan balance within Kibble Education and Care Centre.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

24. Analysis of restricted funds – Group and Charity

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
Kibble Education and Care Centre					
Aby Resources	150	-	-	-	150
AMW Charitable Trust	2,500	-	(1,549)	-	951
Fairlie Parish Church	343	-	-	-	343
Fixed Assets	1,748,755	-	(418,381)	-	1,330,374
Merchants House of Glasgow	1,000	-	(1,000)	-	-
The National Lottery Community Fund – Early Action System Change					
Renfrewshire Collaborative Project	3,000	-	-	-	3,000
Elizabeth Frankland Moore and Star Foundation - Creative Connections Project	3,670	-	-	-	3,670
Peter Brough Bequest Fund	1,000	-	-	-	1,000
Scottish Government – Social Care Staff Payment	-	19,613	(19,613)	-	-
Scottish Government - COVID related grant	-	100,000	(100,000)	-	-
Scottish Government - IVY	-	200,532	(200,532)	-	-
Scottish Government – Winter Plan Bute	199,000	-	-	(199,000)	-
The National Lottery Community Fund – NYL	-	36,682	(36,682)	-	-
The Robertson Trust	-	19,500	(19,500)	-	-
The National Lottery Community Fund - Project Connect-19	-	6,191	(6,191)	-	-
Scottish Government/ Inspiring Scotland - Survivors of Childhood Abuse Support Fund	-	40,026	(40,026)	-	-
The National Lottery Community Fund - Young Start - POWER Project	-	2,663	(2,663)	-	-
The National Lottery Community Fund - Early Action System Change (Phase II) Renfrewshire Collaborative Project	-	16,743	(16,743)	-	-
Schuh Trust – Creative Connections	521	-	-	-	521
Cignost Diagnostics	10,000	-	(9,335)	-	665
Creative Scotland - Youth Arts Access Fund	13,235	-	(13,235)	-	-
The Gannochy Fund – Creative Connections	-	17,500	(7,500)	-	10,000
Renderworks	-	500	-	-	500
Health Improvement Scotland - Bairns' Hoose	-	4,998	(1,999)	-	2,999
Scottish Government/Corra Foundation -The Promise	-	18,123	(18,123)	-	-
UK Government - Kickstart Fund	-	12,711	(12,711)	-	-
Scottish Government/ Inspiring Scotland - Delivering Equally Safe Fund	-	10,305	(10,305)	-	-
Scottish Government – Teachers Payment	-	5,761	(5,761)	-	-
Youth Link Scotland – Summer Play Fund	-	4,940	(4,940)	-	-
RHIT - Tobacco Prevention & Education Small Bids	-	4,939	(4,939)	-	-
Coronavirus Job Retention Scheme	-	175,165	(175,165)	-	-
Total Charity restricted funds	1,983,174	696,892	(1,126,893)	(199,000)	1,354,173
KibbleWorks					
Coronavirus Job Retention Scheme	-	72,018	(72,018)	-	-
Total Group restricted funds	1,983,174	768,910	(1,198,911)	(199,000)	1,354,173

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

24. Analysis of restricted funds – Group and Charity (continued)

	As at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
Kibble Education and Care Centre					
Abyl Resources	150	-	-	-	150
AMW Charitable Trust	2,500	-	-	-	2,500
Fairlie Parish Church	343	-	-	-	343
Fixed Assets	2,149,184	-	(400,429)	-	1,748,755
Merchants House of Glasgow	2,000	-	(1,000)	-	1,000
The National Lottery					
Community Fund – Early Action					
System Change Renfrewshire					
Collaborative Project	3,000	-	-	-	3,000
Elizabeth Frankland Moore and					
Star Foundation - Creative					
Connections Project	5,000	-	(1,330)	-	3,670
National Lottery Awards for All	6,531	-	(6,531)	-	-
Peter Brough Bequest Fund	500	1,000	(500)	-	1,000
Scottish Government – Social					
Care Staff Payment	-	290,808	(290,808)	-	-
Scottish Government - IVY	-	182,602	(182,602)	-	-
Scottish Government – Winter					
Plan Bute	-	199,000	-	-	199,000
The National Lottery					
Community Fund – NYL	-	46,646	(46,646)	-	-
The Robertson Trust	-	19,500	(19,500)	-	-
The National Lottery					
Community Fund - Project					
Connect-19	-	79,792	(79,792)	-	-
Scottish Government/ Inspiring					
Scotland - Survivors of					
Childhood Abuse Support Fund	-	33,921	(33,921)	-	-
The National Lottery					
Community Fund - Young Start					
- POWER Project	-	32,211	(32,211)	-	-
Shared Living	-	24,219	(24,219)	-	-
The National Lottery					
Community Fund - Early Action					
System Change (Phase II)					
Renfrewshire Collaborative					
Project	-	7,710	(7,710)	-	-
Card Factory – Creative					
Connections	-	1,000	(1,000)	-	-
Schuh Trust – Creative					
Connections	-	3,000	(2,479)	-	521
Cignost Diagnostics	-	10,000	-	-	10,000
Creative Scotland - Youth Arts					
Access Fund	-	13,235	-	-	13,235
Coronavirus Job Retention					
Scheme	-	163,736	(163,736)	-	-
Total Charity restricted funds	2,169,208	1,108,380	(1,294,414)	-	1,983,174
KibbleWorks					
Bruce Wake Trust	364	-	(364)	-	-
Coronavirus Job Retention					
Scheme	-	40,764	(40,764)	-	-
Social Care Staff Payment	-	21,488	(21,488)	-	-
Total Group restricted funds	2,169,572	1,170,632	(1,357,030)	-	1,983,174

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

24. Analysis of restricted funds – Group and Charity (continued)

Restricted funds comprise:

Ably Resources – Donation to be used within Arran Villa

AMW Charitable Trust – Donation to be used for Expressive Arts activities

Fairlie Parish Church – Donation to be used within Arran Villa

Fixed Assets – Represents the Net Book Value of the charity's tangible fixed assets which have a continuing restriction

Merchants House of Glasgow – To assist in the upgrade of the current technology department within education by purchasing a Laser Cutting Machine to create a design studio

The National Lottery Community Fund – Early Action System Change Renfrewshire Collaborative Project - Supporting fundamental shifts that work towards an effective early action approach

Elizabeth Frankland Moore and Star Foundation - Creative Connections Project - Funding for expressive arts activities - open campus

National Lottery Awards for All - Project which uses hens, art and intergenerational activities to promote health and wellbeing and reduce loneliness

Peter Brough Bequest Fund - Funding for Safe Centre school music equipment

Scottish Government – Social Care Staff Payment - payment to social care staff during COVID-19

Scottish Government – Support while operations affected by coronavirus (COVID-19)

Scottish Government - IVY - Supporting a multi-disciplinary, tiered therapeutic approach for high-risk young people (aged 12-18) with complex needs

Scottish Government – Winter Plan Bute – Providing continued support to young people in secure care during the Covid-19 pandemic; and prepare for/implanting the Promise. A transfer to general funds was recorded in the year as the funds were spent on capital refurbishments

The National Lottery Community Fund – NYL - Funding for the Nurturing Young Lives project at Forest View Primary

The Robertson Trust - Funding for therapeutic support for children at Forest View primary

Scottish Government/ Inspiring Scotland - Survivors of Childhood Abuse Support Fund – To increase the capacity of to improve outcomes for care experienced young people who are survivors of childhood abuse

The Gannochy Trust - Funding towards the salary of an arts development officer

The National Lottery Community Fund - Project Connect-19 – Supporting care experienced young people disproportionately affected by COVID-19

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

24. Analysis of restricted funds – Group and Charity (continued)

The National Lottery Community Fund - Young Start - POWER Project – Provision of extracurricular activity at Kibble's Safe Centre enabling young people to access new skills and training

Shared Living – Supporting development of a new shared living model of care

The National Lottery Community Fund - Early Action System Change (Phase II) Renfrewshire Collaborative Project – Co-designed project with young people aimed at improving emotional wellbeing and prevention of coercive control

Card Factory – Creative Connections – Donation received towards the Creative Connections Project

Schuh Trust – Creative Connections – Facilitating the delivery of digital arts activities

Cignost Diagnostics – Donation received towards the costs of testing staff for COVID-19

Creative Scotland - Youth Arts Access Fund - Supporting delivery of music-making sessions through the Tuned-In project.

Renderworks – To fund football tops for our young people

Coronavirus Job Retention Scheme – Support to maintain workforce while operations affected by coronavirus (COVID-19)

Health Improvement Scotland - Bairns' Hoose – Supporting children/ young peoples participation in standards development group meetings

Scottish Government/Corra Foundation -The Promise – Supporting Kibbles commitment to KeepThePromise

UK Government - Kickstart Fund – Work placements for young people

Scottish Government/ Inspiring Scotland - Delivering Equally Safe Fund – Supporting priorities of the Equally safe strategy

Scottish Government – Teachers Payment – One off payment for teachers in supporting the delivery of the Alternative Certification Model for National 5, Higher and Advanced

Youth Link Scotland – Summer Play Fund – Supporting young people to participate in activities to mitigate the impact of COVID-19

Renfrewshire Health Improvement Team- Tobacco Prevention & Education Small Bids – Encouraging young people to make positive, informed choices.

Bruce Wake Trust – supported the cost of installing a hoist for the disabled to access the karting programme at The Experience

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

25. Analysis of unrestricted funds – Group

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
Designated funds					
Tangible Fixed Assets	5,760,098	-	(928,946)	973,187	5,804,339
Community property	500,000	-	(100,000)	-	400,000
Campus Property	500,000	-	-	500,000	1,000,000
Campus New Houses	-	-	-	-	-
Wellbeing Centre	1,000,000	-	(500,000)	-	500,000
Investment	-	-	-	4,000,000	4,000,000
New Service Provision	1,000,000	-	(500,000)	-	500,000
Digitalisation	500,000	-	-	-	500,000
	9,260,098	-	(2,028,946)	5,473,187	12,704,339
General charitable funds	7,485,294	38,825,416	(32,578,359)	(5,274,187)	8,458,164
	16,745,392	38,825,416	(34,607,305)	199,000	21,162,503

	As at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
Designated funds					
Tangible Fixed Assets	4,443,461	-	(885,284)	2,201,921	5,760,098
Community Property	400,000	-	-	100,000	500,000
Primary Campus	900,000	-	-	(900,000)	-
Campus Property	500,000	-	-	-	500,000
Campus New Houses	1,000,000	-	-	(1,000,000)	-
Wellbeing Centre	500,000	-	-	500,000	1,000,000
COVID / Staff Wellbeing	300,000	-	-	(300,000)	-
New Service Provision	-	-	-	1,000,000	1,000,000
Digitalisation	-	-	-	500,000	500,000
	8,043,461	-	(885,284)	2,101,921	9,260,098
General charitable funds	5,994,544	34,028,704	(30,436,033)	(2,101,921)	7,485,294
	14,038,005	34,028,704	(31,321,317)	-	16,745,392

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

25. Analysis of unrestricted funds – Group

The trustees have designated the following:

Tangible Fixed Assets – Represents the net book value of the charity's unrestricted assets less applicable loans. The transfer made in the year represents the net movement in the tangible fixed assets and loan balances, net of depreciation

Community property – We are planning to develop a community care facility within 6 months of this financial year end

Primary Campus – For the development of the Primary Campus at our Lochwinnoch site

Campus Property – We are converting a building on campus into a new residential house

Campus New Houses – We are planning to build two new houses on campus

Wellbeing Centre – This fund will be for the development of a Wellbeing Centre

COVID / Staff Wellbeing – This will be used to support staff through the Covid-19

New Service Provision – This fund will be for setting up new services with the Kibble Group

Digitalisation – This will be used for the upgrading of ICT systems

Investment – This Fund will be used for the longer-term income and but also diversification/protection of funds

26. Net assets over funds - Group

	Unrestricted Funds	Restricted Funds	Total 2022
	£	£	£
Fixed assets	7,125,480	1,330,374	8,455,854
Investments	400,389	-	400,389
Stocks	7,221	-	7,221
Debtors	3,804,798	100,000	3,904,798
Cash at Bank and in hand	13,503,849	(76,201)	13,427,648
Creditors due in less than one year	(3,580,521)	-	(3,580,521)
Creditors due in more than one year	(98,713)	-	(98,713)
	<u>21,162,503</u>	<u>1,354,173</u>	<u>22,516,676</u>

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

26. Net assets over funds – Group (continued)

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Fixed assets	7,640,537	1,748,755	9,389,292
Investments	400,389	-	400,389
Stocks	8,292	-	8,292
Debtors	2,600,787	290,807	2,891,594
Cash at Bank and in hand	9,777,080	(56,388)	9,720,692
Creditors due in less than one year	(3,111,058)	-	(3,111,058)
Creditors due in more than one year	(570,635)	-	(570,635)
	<u>16,745,392</u>	<u>1,983,174</u>	<u>18,728,566</u>

27. Operating lease commitments

The group had annual commitments under non-cancellable leases in respect of land & buildings as set out below:

	2022 £	2021 £
Operating leases which expire:		
Within one year	154,737	150,398
In the second to fifth years inclusive	274,976	418,019
	<u>429,713</u>	<u>568,417</u>

28. Reconciliation of net movement in funds to net cash flow from operating activities

Group	2022 £	2021 £
Net income for the year (as per the Statement of Financial Activities)	3,788,110	2,520,989
Adjustments for:		
Depreciation charges	1,476,233	1,416,663
Net (Gain) on disposal of fixed assets	(10,687)	(3,121)
Decrease in stocks	1,071	10,160
(Increase) in debtors	(1,013,204)	(13,219)
Increase/(decrease) in creditors	458,094	(139,249)
Interest payable	11,411	28,051
Interest receivable	(59,303)	(28,813)
Net cash provided by operating activities	<u>4,651,725</u>	<u>3,791,461</u>

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

28. Reconciliation of net movement in funds to net cash flow from operating activities (continued)

Charity	2022	2021
	£	£
Net income for the year (as per the Statement of Financial Activities)	3,786,501	2,516,892
Adjustments for:		
Depreciation charges	1,347,340	1,289,463
Loss on disposal of fixed assets	-	1,412
(Increase) in debtors	(920,083)	(101,357)
Increase/(Decrease) in creditors	461,406	(29,063)
Interest payable	11,411	28,051
Interest receivable	(59,303)	(28,813)
Net cash provided by operating activities	4,627,272	3,676,585

29. Analysis of cash and cash equivalents

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Cash at in hand	13,427,648	9,720,692	13,373,558	9,671,594
Total cash and cash equivalents	13,427,648	9,720,692	13,373,558	9,671,594

30. Pension Schemes

Kibble Education and Care Centre participates in the Strathclyde Pension Fund, which is a career revalued actual pension scheme.

The most recent full actuarial valuation of the whole SPF scheme was at 31 March 2018. This revealed a shortfall of assets compared with a value of liabilities for the whole SPF scheme of approximately £38 million, on a fund value of £20.8 billion, using the following assumptions:

	% per annum
Expected return on assets	2.8
Salary increases	2.0
Pension increases	2.7
Discount rate	2.05

The pension cost is assessed every three years in accordance with the advice of a qualified independent actuary. Liabilities are valued on an actuarial basis using the projected unit method, which assesses the future liabilities discounted to their present value.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

30. Pension Schemes (continued)

Under the definitions set out in Financial Reporting Standard 102, the Strathclyde Pension Fund is a multi-employer pension scheme. The scheme's actuaries had previously stated that it had been possible to identify each employer's share of the underlying assets and liabilities on a consistent and reasonable basis however subsequent enquiry has revealed that whilst liabilities can be specifically allocated, the share of assets has been attributed on a pro-rata basis. The Charity has therefore decided to take advantage of the exemption afforded by FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme.

The level of contributions paid in the year ended 31 March 2022 is 17.6% and the pension costs to the company were £1,572,000 (2021: £1,577,000).

31. Capital Commitments

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Construction project	-	47,000	-	47,000
	-	47,000	-	47,000