



THE SCOTTISH ASSOCIATION OF CITIZENS ADVICE BUREAUX

**Financial Statements
For the year ended 31 March 2022**

Companies House Registration Number SC089892

Financial Statements

For the year ended 31 March 2022

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Trustees during the year ended 31 March 2022 and up to signing of Accounts.

Rory Mair	Appointed Chair 28 March 2017 Re-elected Chair 20 February 2020
Graeme Bissett *	Appointed 28 March 2017 and Vice Chair 28 April 2018 Re-elected Vice Chair 20 February 2020
David Dunn *	Appointed 6 March 2019
Nicholas Grier #	Appointed 28 March 2017 and re-elected 20 February 2020
Lindsay Hall #	Appointed 28 March 2017 and re-elected 20 February 2020 Resigned 18 May 2022
Sandra Heidinger *	Appointed 6 March 2019
Gil Long #	Co-opted 16 August 2018 and appointed 6 March 2019
Valerie Maehle #	Appointed 20 February 2020
Karen Nailen #	Appointed 3 December 2015 and re-elected 20 February 2020
Simon Rennie *	Appointed 20 February 2020
Stephen Rowan #	Co-opted 7 June 2019 and elected 20 February 2020
Callum Thomson *	Appointed 28 March 2017 and re-elected 20 February 2020 Resigned 29 April 2022
Anna Evans *	Appointed 13 May 2021

* denotes External Trustee

denotes Bureau Trustee

Senior Leadership Team:

Derek Mitchell	Chief Executive Officer
Anne Lavery	Deputy Chief Executive Officer
George Eckton	Director of Advice Services
Polly Tolley	Director of Impact
David Brownlee	Head of Bureaux Services, resigned 24 September 2021
Frances Donnelly	Head of Finance
Iain Forrester	Head of Information Technology, resigned 28 January 2022
Kieron Higgins	Head of Communications
Natasha Gilmour	Head of Extra Help Unit
Vikki Shelton	Head of Human Resources
Gillian Fyfe	Strategic Lead, Strong Communities
Kate Morrison	Strategic Lead, Markets
Mhoraig Green	Strategic Lead, Strategy and Governance
Nina Ballantyne	Temporary Strategic Lead, Social Justice Team, appointed 30 November 2020, resigned 8 October 2021
Myles Fitt	Strategic Lead, Financial Health
Jonathan Watt	Programme Manager

Auditors:

Saffery Champness LLP
Edinburgh Quay, 133 Fountainbridge, Edinburgh, EH3 9BA

Bankers:

Bank of Scotland, 51 South Clerk Street, Newington, Edinburgh EH8 9PP

Legal Advisors:

Burness Paul, 50 Lothian Road, Festival Square, Edinburgh EH3 9WJ

Registered at Companies House number SC089892
Citizens Advice Scotland is a Registered Scottish Charity number SC016637
Registered and Principal Office: First Floor, Broadside, 2 Powderhall Road,
Edinburgh, EH7 4GB

Trustees Report including Strategic Report

Strategic Report

The Scottish Association of Citizens Advice Bureaux is a company limited by guarantee and a registered charity and is governed by its Memorandum and Articles of Association which set out the objects and powers of the charitable company. In the event of the company being wound up the liability of the members is limited to £1.

The Association is also known as Citizens Advice Scotland (CAS).

Who we are

Scotland's Citizens Advice network is an essential community service that empowers people in every corner of Scotland through our local bureaux and national services by providing free, confidential, and impartial advice. We use people's real-life experiences to influence policy and drive positive change. We are on the side of people in Scotland who need help, and we change lives for the better.

At the heart of the network there are 59 individual Citizens Advice Bureaux across Scotland, all operating as independent charities in their own right and generally focusing on providing support directly to citizens. Each of these organisations is a member of the Scottish Association of Citizens Advice Bureaux (SACAB).

As the national component of the network, Citizens Advice Scotland provides training and information to bureau teams, as well as a rigorous quality assurance and monitoring programme, ensuring that the same high quality of advice is available across Scotland. We also provide support services such as IT, Human Resources and Finance where doing so nationally is more efficient and effective. We work to secure national programmes and projects that provide support to individuals on specific issues, in Scotland and across Great Britain, delivered through bureaux wherever possible and directly where that is most appropriate. We also carry out research, policy work and campaigning on key issues - based on a statistical analysis of the advice sought by clients from across the network. In addition to this, our work in supporting energy and post users continues to evolve and grow as does our ongoing training programme for debt advisors across Scotland.

In 2021/22 the network continued to deal with the fallout from the Covid-19 pandemic, with the easing of restrictions allowing CABs to deliver more in person advice. The network continued to diversify and expand how it delivers advice to citizens across Scotland through different channels and continued to campaign for better support for people as the cost of living crisis grew.

Our vision and purpose

Our work is two-fold; advice and advocacy. We hold the largest data set on societal issues in Scotland outside the public sector and because we are wholly independent from government, we can and do use our insight, evidence and influence to provide a genuine voice for people.

The Scottish Citizens Advice network has a footprint in every community in Scotland and by linking this local offering with our national expertise in advice provision we can ensure that people can access advice where and how they want, regardless of where they live in Scotland.

Our advocacy work spans working with governments, regulators and business at a UK and Scottish level on improving areas of particular detriment, undertaking research and delivering awareness and education campaigns.

We combine high-quality research, first-hand citizens' case studies from across the Citizens Advice network and industry monitoring to identify and analyse existing and potential consumer issues. This work allows us to engage with decision-makers in government, companies and regulators and achieve changes that will benefit consumers and citizens in Scotland. This virtuous circle of advice and advocacy delivers results for communities across Scotland. We believe that every citizen in Scotland should have access to free, impartial and confidential advice that helps them make informed decisions whenever they need it and however they choose to access it.

Strategic framework

We aim to build a fairer society by enhancing and adding value for the Citizens Advice network, which provides free access to quality information and advice for all, and by influencing for positive change.

In 2017-18 we created a strategic framework following an extensive programme of consultation and discussion.

This framework comprised four strategic focus areas:

1. Funding and income. Appropriate funding and income are critical to the Citizens Advice network and we have a key role to play in securing it.
2. Enabling service delivery. High quality advice and information should be available for all who need it – and to make that a reality we must work together effectively across the network.
3. Building brand. The brand of Citizens Advice Scotland is a valuable asset. We believe it should be protected and that by building it we can provide greater support to the network and to citizens.
4. Advocacy and influence. Citizens Advice Scotland acts as a voice for the network in Scotland, influencing decision-makers in the interests of the network as a whole and of citizens.

In 2022 CAS agreed a new strategic framework for 2022-2025 which comprises new elements, such as a fifth strategic delivery area called network. This new area focuses on the greater synergies that can be made when every part of the Citizens Advice Service works together for the benefit of all citizens across Scotland.

Citizen Advice Scotland's Role in the Network	<p>Citizens Advice Scotland is a national organisation which is part of the Citizens Advice Network in Scotland:</p> <p>CAS's primary role is to make sure the Citizens Advice Bureaux in Scotland have the support they need to deliver on the network's collective mission</p> <p>CAS respects the local autonomy of bureaux and will increasingly involve them in priority setting, including through co-design and co-production</p> <p>CAS delivers national services when appropriate within the locally led model</p> <p>CAS works with government, industry, regulators and national organisations to advocate on behalf of the people who use our network's services at a national level</p>				
Citizens Advice Scotland's Priorities	<p>We will support our network to provide high-quality advice on a wide range of issues, including through training, online advice and quality assurance</p> <p>We will work with bureaux to help them develop and to build their resilience to ensure that advice is available in local communities across Scotland</p> <p>We will work with our network to offer multi-channel advice, including face-to-face so that people can access advice in a way that suits their needs</p> <p>We will innovate to ensure that people receiving remote advice benefit from local knowledge on a breadth of issues, including through better integration of the Extra Help Unit</p> <p>We will raise awareness of people's rights and ensure that people can access those rights and have access to channels of redress when necessary</p> <p>We will work as a network to speak out on behalf of people at a local and national level who do not otherwise have a voice, and will use our evidence base to challenge policy and practice that works against people</p> <p>We will work to strengthen the Citizens Advice Network in Scotland, promoting reciprocal relationships between bureaux and protecting our footprint in communities across Scotland</p> <p>We will commit to action to tackle climate change that makes Scotland a fairer, greener and more equal society, and we will advocate on behalf of individuals most affected by climate change and the net zero transition</p>				
Strategic Delivery Areas	Funding and Income	Service Delivery	Building Brand	Advocacy and Influence	Network

Handling the fallout of Covid-19 and the cost of living crisis

Scotland was still dealing with the impact of the pandemic through 2021 and into 2022. The challenges of the virus and what it meant for remote working and social distancing continued to be a factor in how the network operated. The economic fall out of the pandemic also led to a growing cost of living crisis through soaring energy bills, rising inflation and flat or falling incomes.

Our work this year has been based around our strategic focus areas of building brand, advocacy and influence, funding and income, and service delivery.

Funding and income

We recognise that appropriate funding and income are critical to the success and impact of the whole Citizens Advice network in Scotland, and that we have a key role to play in securing it. Over the year the following projects have been delivered and introduced.

Scottish Citizens Advice network	21/22	£'m	20/21	£'m
Advice services to citizens including:	14.9		16.0	
Armed Services Advice Project	0.5		0.6	
EU Settlement Scheme	0.4		0.7	
Energy Best Deal	0.7		0.7	
Gambling Support Service	0.2		0.2	
Money Talk Team (formerly Financial Health Check)	1.5		1.4	
PASS	0.8		0.8	
Pensionwise	1.8		1.8	
Specialist Debt Advice (Covid 20/21)	1.6		2.3	
Universal Credit	3.9		4.1	
Welfare Reform	1.5		1.5	
Other	2.0		1.9	
Advocacy services on behalf of citizens	4.1		3.7	
Support to our local bureaux	2.8		3.1	
Total investment in services to Scottish citizens	21.8		22.8	

Enabling service delivery

CAS works to support every bureau to deliver the high-quality advice that people across the country have come to expect. Over the past year this has required new approaches and investment in technology infrastructure to maintain these services.

CAS undertook a restructure of the Advice Services directorate which will lead to better governance of how CAS supports the network, as well as better support for CABs in delivering services to citizens.

The Extra Help Unit supported vulnerable consumers across Great Britain through the unprecedented energy market crisis which saw multiple firms collapse and consumers face high degrees of anxiety and stress. The unit logged over 16,000 cases and independent research found that on average, 89% of consumers surveyed were satisfied or very satisfied with the overall quality of service. After EHU support, 80% said the EHU made a difference to their energy problem, 78% reported feeling less stressed and 64% felt their mental health and well-being had improved, and 82% of cases led to a positive outcome or tangible change for the consumer.

CAS took part in the CivTech challenge, a scheme to deliver innovative technology solutions to public service challenges. The result is progress toward a helpline model which routes callers

to their local CABs. This will allow anyone in Scotland to phone a single number and benefit from the knowledge and experience of their local CAB.

The CAS IT team implemented or completed several projects to further support the network including moving the email system for all bureaux to Microsoft Office 365, rolling out the data hub to all bureaux that wanted it, and moving all national projects and the EHU to a new telephony and contact centre software.

In addition to this, the 10to8 appointment system was rolled out for all CABs making booking appointments easier and more streamlined.

Multiple CABs also benefited from local webchat services established by the CAS IT teams. Through the Development Committee, CAS issued its first membership-wide developmental aspirations survey in April 2021. Given the huge capacity challenges CABs faced, CAS was grateful to receive a high number of replies. The aim of the survey was to understand the individual development needs of bureaux over the short, medium and long term and the information provided will be pivotal to CAS in understanding the needs of individual bureaux.

Some of the initial membership priorities from the survey were as follows: board recruitment and skills development were highlighted by a clear majority of responses as key areas of support. Nearly all bureaux want to take on more volunteers and in the context of blended home and office working, staff are many times more likely than volunteers to have access to all resources for remote working and will inform resource planning for the network's volunteers.

Over a third of members responding highlighted that some change to their office space requirements was proactively being considered over the next 12 months. Other areas of development support that were expressed were around fundraising guidance and skill development in the raising of resources was highlighted by several bureaux as an area of interest. Generally there was clear interest across the network in sharing knowledge, co-operation and experience.

CAS staff will follow up on issues that can be actioned quickly, and our focus will be to deploy CAS resources to be more responsive to CAB needs over time. This has led to a member-designed Committee work plan for 2022/2023.

Building brand

CAS partnered with the Scottish Government for a financial wellbeing marketing campaign that ran from December 2021 to February 2022. The campaign covered benefit uptake, debt advice and access to affordable credit, with the network the key partner signposted to during the benefit uptake phase.

Our campaigns programme for 2021/22 was co-designed with the network and reflected the growing cost of living crisis citizens faced.

In autumn 2021 CAS ran the 'Our Advice Adds Up' campaign, timed to coincide with the end of furlough and reductions to Universal Credit. Winter 21/22 saw 'Big Energy Saving Winter', which focused on helping people deal with soaring energy bills as the energy market saw unprecedented changes, finally 'Debt Happens' ran in spring 2022 in the lead up to the new financial year.

CAS experimented with a range of new marketing techniques for these campaigns, including YouTube advertising, targeted television advertising and more sustained free media work.

The campaigns reached around 3 million people on average and positioned the network as a source of support and help for people during a time of unprecedented crisis.

Our weekly column in the Herald newspaper had its second anniversary in February 2022 and moved to a new Monday slot. The column continues to take contributions from across teams and directorates at CAS.

We undertook a programme of capacity building for CAB staff to improve their skills in campaigning work, with sessions on media, digital and design.

Timed to coincide with the tenth anniversary of the Christie Commission, CAS commissioned and published external analysis suggesting the value of advice given by the network is worth up to £245million in net benefits to Scottish society.

Advocacy and influence

CAS continued to produce monthly data reports for MPs, MSPs and other industry stakeholders. Moving to a slimmed down 'data dashboard' format, the reports mean the scale of support delivered by the network, and significant changes in demand for advice, are sent straight to the inboxes of policymakers every month.

Following the 2021 Scottish Parliament elections and the formation of a new government, CAS wrote to and met relevant ministers, committee members and MSPs with an interest in the areas we work in.

The 2021/22 Scottish Budget included policies that CAS had advocated for, such as funding for energy efficiency and the doubling of the Scottish Child Payment.

Emergency protections introduced during the height of the pandemic which offered private renters some protection were extended following CAS lobbying on the issue.

CAS campaigned extensively on Universal Credit, with the £20 per week uplift in the benefit extended from March 2021 to September 2021. While it was disappointing to see the uplift end, further changes to Universal Credit introduced in the autumn mean that more people in work will keep more of what they earn and also reflect a long-standing advocacy priority for CAS.

CAS has advocated strongly for grant-type support for renters who had been hit hard by the pandemic. In Summer 2021, the Scottish Government announced a new £10million COVID Tenant Grant Fund, aimed at renters in arrears because of the pandemic. We are monitoring the roll-out of the fund and working with CABs to understand the impact of the grant. We believe many tenancies will have been saved as a result of this intervention.

CAS campaigned extensively as the energy market crisis grew from autumn 2021 onwards, with extensive media work and multiple meetings raising the concerns of consumers directly with the regulator Ofgem.

CAS sat on and led the communications for, the Energy Consumers Commission, an independent group focused on energy advocacy, raising issues such as energy efficiency and fuel debt.

Our work to support our CABs on Green Deal mis-selling also saw positive progress, with a largely favourable ruling on preliminary legal issues issued by the First Tier Tribunal in December in response to an appeal brought by a client of our CAB network. This will set a framework within which all Green Deal mis-selling cases will now be heard. Further progress on the issue of financial redress is expected in mid-2022 following a substantive issues hearing.

CAS worked with the leadership of Consumer Scotland ahead of the establishment of the public body, ahead of some CAS staff transferring to it, to ensure the best possible relationship between the organisations that will work together in the interest of Scotland's consumers.

CAS used Ofcom's review of UK postal regulation to advocate for a regulatory regime for postal services that reflects the needs and priorities of consumers, especially those who are vulnerable. We secured changes to Royal Mail's concessionary rates on redirection services, providing a deeper discount and wider eligibility criteria. We also argued that the parcels market is not working well for consumers and better regulation is needed. As a result, Ofcom is proposing new guidance for all parcel operators on how they should respond to consumer complaints. Ofcom is also requiring parcel operators to establish, publish and comply with policies for the fair and appropriate treatment of disabled consumers. These changes from Royal Mail and Ofcom will substantially improve the experience of consumers using postal services and reduce the potential for consumer detriment.

We continue to advocate for affordable tariffs in the mobile and broadband markets. We conducted polling showing the extent of affordability issues and used this to engage with Ofcom, which subsequently treated affordability issues as a priority. We have supported Ofcom's work to increase availability, awareness, and take-up of social tariffs and to update their "Treating Vulnerable Customers Fairly" guide to set out further practical steps that telecoms providers should take to better support their financially vulnerable customers.

We have taken action to increase awareness and uptake of alternative dispute resolution (ADR) across the Citizens Advice network in Scotland. We collaborated with Scottish Mediation to pilot the provision of interactive online workshops on mediation to advisers. Feedback was excellent and we will now run this training on an ongoing basis. We have also changed to our advice site to ensure that our advice on ADR applies to a wider range of sectors.

CAS played a key role in influencing the Scottish Parliament's Social Justice Committee to focus its work plan on pandemic-related poverty and debt through early engagement with the new convener. As a result, the Committee has launched a very relevant inquiry into low income and debt, which we have fully responded to and engaged with and provides a useful route of influence into the Scottish Government.

We joined the Scottish Government's Scottish Scams Prevention Strategic Partnership where CAS as key partner will be helping to deliver the strategy, but with a particular focus on the user journey and raising awareness through the Partnership's sub-groups. This strategy will form the basis of reducing the number and impact of scams on people.

CAS influenced and secured recommendations in the Accountant in Bankruptcy's report to the Scottish Government on improvements to Scotland's debt solutions landscape. This is important as the changes that will come about from the Scottish Government implementing

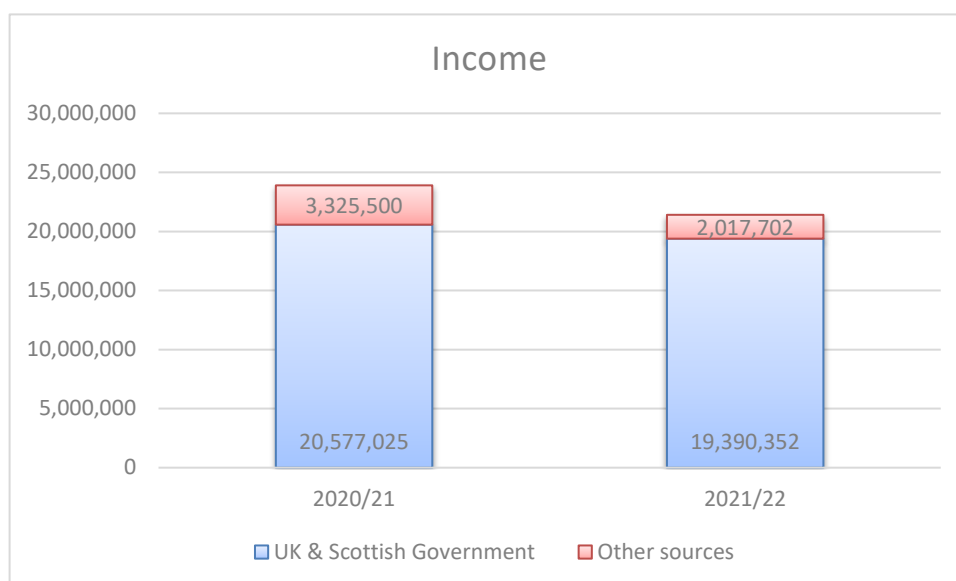
these recommendations will improve the financial and mental wellbeing of those who require a statutory debt option. The key recommendation secured was that people did not lose all their surplus income to paying back the debt but allowing some to be kept allowing them to build financial resilience and to incentivize securing higher earnings without losing them to the debt.

Throughout the year the Impact team has provided a range of capacity-building workshops. The sessions have ranged from an introduction to survey creation through to local press and media workshops. They have been well attended with 54 cab staff and volunteers attending over the 6 sessions. The local Impact Grants programme enabled 8 CAB to undertake research, advocacy and campaigning work on issues of relevance locally. We have also introduced the new Social Policy Co-ordinators group where various social policy issues are discussed. Within the new financial year, we look to continue our capacity-building sessions and grow the learning around the Social Policy Co-ordinators group.

Financial Performance 2021/22

Statement of Financial Activities (SOFA)

The Statement of Financial Activities shows a 10% decrease in Total Income, from £23.9M in 2020/21 to £21.4M this year. Of this total, 91% (2021: 86%) was received directly from the UK and Scottish Governments.



Total Expenditure reduced as well, by 4%, from £22.8M in 2020/21 to £21.8M. Net Movement in Funds for the year was a deficit of £429K due to the planned spend of carry forwards, compared with last year's surplus movement of £1.1M.

Overall the net movements in restricted projects was net spend of £1.3M, the two significant moves being the JP Morgan funded Specialist Debt HelpLine from £383K Brought Forward to £86K Carry Forward as the project is ending in 2022/23 and Energy Best Deal £369K Brought Forward to £4K Carry Forward due to changes in the timings of grants being received.

Overall, CAS distributed £12.3M to bureaux, down 3.7% from £12.8M in 2020/21.

There were some reductions:

In 2020/21 the UK and Scottish Government Covid funding allowed the issue of £1.2M which was spent on supporting the Network through the lockdown. During 2020/21 the Home Office changed the delivery of the EU Immigration support service to being paid direct to consortia of Bureaux, rather than to CAS and then distributed to Bureaux, which reduced the grants in 21/22 by £275K. The Kinship Care tender was lost during 20/21 which lost £88K of grants to a competitor, and the Aged Veterans grant £54K from Poppy Scotland also came to an end in 2020/21.

Offsetting these there were some increases:

The Scottish Government gave an additional £372K in Debt Funding this year; the Accountant in Bankruptcy which was set up in 2020/21 started the issue of grant this year, under the direction of the Development Committee to the value of £75K; the Scottish government also funded the new Shopping Card pilot, with £85K grants issued – to assess the impact of using shopping vouchers rather than Food Bank referrals.

The JP Morgan funded specialist Debt HelpLine, for which the funds were received towards the end of 2020/21, issued £321K grants this year towards the cost of running that helpline.

Finally there was also increases in grants issued from funding received from Energy Suppliers of £150K.

The development committee made 4 (2021: 9) awards to CABs throughout Scotland totaling £333,504 (2021: £666,900) to develop services. The awards made this years were £41K to East Dunbartonshire for the Peer Support Worker project; £208K to West Lothian for the Increasing Volunteering Network project; £64K to Dumfries and Galloway for the South of Scotland Consortium of CAB Employment Support project; and £20K to Argyll and Bute for premises relocation.

Balance Sheet as at 31 March 2022

Our cash balances at 31 March 2022 were £3.9M, decreased from last year's position of £4.4M. Of this cash balance £846K is Core Unrestricted which just covers 3 months costs, which is in line with our cash reserves target.

Our overall Reserves position at 31 March 2022 is £4.10M, which is a decrease compared to last year's total of £4.52M. Within this year's total, Restricted reserves fell from £1.9m to £0.6m largely due to conclusion of spend on national projects and a reduction in advance restricted funding. Unrestricted Reserves are £3.5M (2021: £2.6M), of which £2.45M (2021: £1.7M) is designated leaving £1.04M (2021: £971K) of free reserves. The increase in designated reserves is intended to provide financial cover for required future investment in Network shared services, mainly IT related, property exposures and pension costs which are out-with the control of CAS.

The £72K increase in free reserves is aimed to help us to stay within our target of

at least 3 months' unrestricted expenditure and is largely backed by cash resources as we enter 2022/23.

Reserves	At 1st April 2021	Movements during Year	At 31st March 2022
	£	£	£
Unrestricted	2,649,381	840,164	3,489,545
Restricted	1,872,912	-1,269,531	603,381
Total	4,522,293	-429,367	4,092,926

Governance

The CAS Chair is an independent appointment and all other Trustees are appointed as follows:

- Bureau Trustee (maximum 6) – this can be a volunteer in a CAB e.g. a volunteer advisor or a member of the CAB's Board or a CAB Manager.
- External Trustee (maximum 6) – external to the CAB service.

Candidates for the Chair, Bureaux and External Trustees vacancies go through a formal recruitment exercise with an external agency and the CAS Nominations Committee. The CAS Nominations Committee comprises the Chair of the Association, one Bureau and one External Trustee and a maximum of two representatives from the CAB Network.

The initial phase of Trustee recruitment is for the Nominations Committee to analyse the current composition of the CAS Board to identify any skills gaps. The Committee can then determine the skills and experience required of any potential Trustees to ensure the requisite expertise on the Board.

The Nominations Committee reviews all Trustee applications and interviews a shortlist of candidates. Details of successful interview candidates are then submitted to the CAS Board for agreement and the agreed potential Trustees are presented to the SACAB members for election at the Annual General Meeting. Part of the business of the Annual General Meeting is to elect CAS Trustees and also members of the various Standing Committees of the Association.

To ensure stability and continuity of the CAS Board, Trustees including Honorary Officers are elected for 3 years renewable once, so the maximum term allowable is 6 years.

In the case of a vacancy arising on the CAS Board between one Annual General Meeting and the next, depending on the category of Trustee vacancy that arises, then an appropriate process to recruit a co-opted Trustee is undertaken. If the vacancy is for an External Trustee then an external agency may be used for the recruitment exercise. For a Bureau Trustee vacancy an internal recruitment process is undertaken whereby the vacancy is advertised on the CAS website. For both categories of Trustees, the Nominations Committee selection and interview

process previously described will apply.

Any newly elected Trustees undertake an Induction Programme which includes meeting with the CAS executive for an overview of the organisation and meeting relevant CAS Teams.

Trustees are also provided with an Induction Pack which includes organisational documentation, e.g. Annual Accounts, Strategic Plan and previous CAS Board Minutes. To ensure the Board are kept up-to-date on latest developments and to consider strategic matters, Board awaydays can also be scheduled.

Trustees do not receive remuneration, although they are entitled to claim reimbursement of reasonable travel expenses incurred in attending Board and Committee meetings.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the directors of the Scottish Association of Citizens Advice Bureaux for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Principles).

Company law requires the charity Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 proper 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 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.

Managing Risk

CAS and the charity sector in general continue to be challenged by a wide range of important risks; including reduced funding, increased competition, brand protection, cyber-crime and fraud, as well as issues around transformation of services. The nature both of our organisation and our strategy means that we face a number of inherent risks and uncertainties.

The Board has considered carefully the type and extent of the principal risks to the organisation achieving its strategic objectives and delivering appropriate outcomes for citizens, members and stakeholders. A number of these are summarised below, categorised both according to the strategic objective and the nature of the risk. We have focused our strategic risks on our data, our quality of service, our relationships and our internal governance and operational structures to ensure a joined-up approach to the mitigation strategies we undertake.

Risk Category	Strategic Priority	Strategic Risk	Mitigation
Data	Brand Service Delivery Advocacy and Influence	Any risk to the security and accuracy of our data will undermine the integrity of our brand, the confidence of our clients and funders and the success of our advocacy.	<ul style="list-style-type: none"> • Cyber security accreditation • External Data Protection expertise • Updating membership standards across all aspects of data processes across the network • Training and support to managers across the network • Civtech 7 pilot project looking at data capture
Data cont;	Advocacy and Influence Brand	The evolving advocacy landscape diminishes the role of locally derived real-life data in providing a voice for citizens locally and nationally in Scotland reducing our ability to advocate effectively and leading to sub-optimal decisions.	<ul style="list-style-type: none"> • Effective partnership working in the new consumer landscape to ensure all bodies recognize and respect each other's roles and work effectively together to add value • Focus on our unique service offering as the voice of citizens in

Risk Category	Strategic Priority	Strategic Risk	Mitigation
			<p>local communities across Scotland.</p> <ul style="list-style-type: none"> Continued investment in our data hub and associated resources to ensure live time local data on issues that matter is available to policy makers
Quality	Brand Service Delivery	Insufficient membership controls or lack of effective oversight of advice processes detrimentally impact on client's advice journey and tarnish the brand.	<ul style="list-style-type: none"> Adherence to recognized external quality standards for all CAB Ensure that Scotland's requirements are taken fully into account in proposed changes to UK wide advice content and structures Regularly review membership conditions to ensure they are appropriate
Relationship Management	Funding and Income Service Delivery Brand	Poor relationship management leads to a reduction in the value of the brand, a shrinkage in the footprint of the network and issues with regard to the sustainability of network funding	<ul style="list-style-type: none"> Focus on delivering improvements to the Best Value aspects of local service funding Work with local authorities in areas where there are no physical CABs and with CAB identified as being most at risk of low funding. Scope new funding opportunities and service development

Risk Category	Strategic Priority	Strategic Risk	Mitigation
			<p>opportunities for CAB</p> <ul style="list-style-type: none"> • Lead and deliver effective financial planning over the next 3 years at a network level.
People	Brand Service Delivery	Our new approach to work in a post Covid world fails to attract and retain the right people with the right skills or protect our people and clients.	<ul style="list-style-type: none"> • Creation of a People Strategy • A formalized review of working practices • Introduction of new hybrid working arrangements • Introduction of a health and safety compliance strategy. • COVID recovery plan including a Coronavirus Advice Hub promoted to all CAB.

At the same time, CAS recognises that adopting an overly risk adverse approach may stifle the organisation's ability to identify and benefit from new opportunities to support citizens. Every action involves a degree of risk and it is the role of the executive and trustees to meet the challenges of those risks and manage them appropriately in a way that delivers optimum outcomes for our beneficiaries. Set out below is the approach to management of risk within the organisation.

How we manage risk

We continue to evolve our approach risk management within CAS. In the last year we have introduced new technological processes to create a further disciplined approach to risk management. This approach is being rolled out across the organization to allow staff to upload all operational risk management across the organisation onto Pentana which will support more efficient recording and updating of risk records, more powerful reporting and thus better oversight.

In line with the strategy we aim to take an empowering and supportive approach to risk management. This means building a culture where staff are empowered to actively identify risk early, record that risk, work with colleagues across the organisation to control the risk and escalate it to a strategic level where necessary. In doing this, as an organisation we can make sure we provide the right management support and resources to teams dealing with risk. We can also identify early where a risk requires exposure to governance, either through the Risk, Audit and Finance (RAF) Committee, other governance Committees in CAS or through the Board.

Internally the Senior Leadership Team (SLT) continue to have responsibility for maintaining an effective risk and control environment as part of day-to-day operations under the direction of the Chief Executive and the Executive Team. The SLT reviews the Risk Register on a regular basis and consider the robustness and effectiveness of processes and controls to ensure compliance with the Board's appetite for risk, policies and delegated authority levels. The Risk Register includes specific measures taken to mitigate the effect of identified risks.

At governance level, the Board has overall responsibility for management of risk and undertakes a number of deep dive sessions throughout the year at which a specific strategic risk is discussed, considered and reviewed in detail by the Board. Underneath the Board, the RAF Committee has overall delegated responsibility for oversight of risk management processes. Trustees on this committee monitor progress against all risks and undertake frequent deep dive discussions on specific risks which are again discussed in more detail. In the last year we have also mapped all the strategic risks to a specific relevant Board committee. As such every committee now regularly reviews risks associated with their area and where appropriate makes recommendations for change and/or escalation back to the RAF Committee or the Board.

Key Management Personnel

Remuneration of all staff at CAS, including the SLT, is managed under the CAS pay framework in accordance with the CAS Reward Policy. All posts have a set salary range, and an individual's starting remuneration level within the salary range for their post is determined according to skills and experience. Annual salary increases are agreed through a collective bargaining process with the union and normally take the form of standard % uplift to all salaries.

Going Concern

The COVID-19 pandemic continues to cause significant disruption to societies and economies across the globe. Since March 2020, and in accordance with government advice, the charity closed its premises to all but essential staff and changed to staff working remotely. At the time of writing in June 2022 the charity's premises remain largely closed. Measures taken to contain the spread of the virus, including social distancing, travel restrictions and closures of non-essential services continue to make significant disruptions to our activities.

The future operations of the charity remains dependent on the continued financial support of the core funding bodies. The grant agreement is in

place for 22/23 with funding confirmed. The agreement also provides indicative funding at the same level for 23/24 and 24/25 with the caveat that these have been provided only to help us with our future business planning and that these amounts cannot be confirmed until the beginning of those financial years.

Against this background, the Trustees have been presented with and approved up to date management accounts, budgets and cash flow projections which include key income and cost assumptions including ongoing support from funding bodies that the Trustees consider reasonable and prudent.

Having considered the above matters, the Trustees are of the view that, at the date of approval of the financial statements, the charity will have sufficient resources to continue to operate and meet debts as they fall due for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

Plans for future periods

In 2022 CAS agreed a new strategic framework for 2022-2025 which is described in the Strategic Framework section. This includes the creation of a CAS position which sets out our commitment to align with the Scottish Government carbon reduction targets.

Disclosure of Information to the Auditor

Each person who is a Trustee of the Board at the date of approval of this report confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which CAS's auditors are unaware; and
- Each Trustee has taken all the steps he/she ought to have taken as a Trustee to make himself/herself aware of any relevant audit information and to establish that CAS's auditors are aware of that information.

By order of the Board of Trustees



Rory Mair
Chair

Date 19.07.2022

Independent Auditors report to the Trustees and Members Opinion

We have audited the financial statements of The Scottish Association of Citizens Advice Bureaux for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and 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 charitable company's state of affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves or a material misstatement of the other information. 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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Director's Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Director's Report and the Strategic Report 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 15, the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

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 are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, the Charities and Trustee

Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and guidance issued by the Office of the Scottish Charity Regulator.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our 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 and trustees as a body, for our audit work, for this report, or for the opinions we have formed.



19 July 2022

Kenneth McDowell (Senior
Statutory Auditor) for and on
behalf of Saffery Champness LLP

Chartered Accountants Edinburgh Quay
133 Fountainbridge Edinburgh
EH3 9BA
Statutory Auditors Date:

Saffery Champness LLP is eligible to act as an auditor in terms of section
1212 of the Companies Act 2006

THE SCOTTISH ASSOCIATION OF CITIZENS ADVICE BUREAUX
A registered Scottish Charity SC016637 and company limited by guarantee SC089892

STATEMENT OF FINANCIAL ACTIVITIES (incorporating Income & Expenditure Account)
For the year ended 31 March 2022

		General Funds	Designated Funds	Total Unrestricted Funds	Total Restricted Funds	2022 Total	Total Unrestricted Funds	Total Restricted Funds	2021 Total
	Note	£	£	£	£	£	£	£	£
Income and Endowments from:									
Donations & Legacies	2/19	3,254,841	2,950	3,257,791	17,794,473	21,052,264	2,940,000	20,797,434	23,737,434
Charitable Activities	3	115,620	107,372	222,992	132,352	355,344	162,235	2,128	164,363
Investments		446	-	446	-	446	728	-	728
Other	4	-	-	-	-	-	-	-	-
Total Income		3,370,907	110,322	3,481,229	17,926,825	21,408,054	3,102,963	20,799,562	23,902,525
Expenditure on:									
Charitable activities	5/6	2,465,250	301,598	2,766,848	19,070,573	21,837,421	3,097,968	19,700,840	22,798,808
Total Expenditure		2,465,250	301,598	2,766,848	19,070,573	21,837,421	3,097,968	19,700,840	22,798,808
Net income/(expenditure)	7	905,657	(191,276)	714,381	(1,143,748)	(429,367)	4,995	1,098,722	1,103,717
Transfers between funds	19	(833,736)	959,519	125,783	(125,783)	-	746,847	(746,847)	-
Net Movement in Funds		71,921	768,243	840,164	(1,269,531)	(429,367)	751,842	351,875	1,103,717
Reconciliation of funds:									
Total funds brought forward	19	970,643	1,678,738	2,649,381	1,872,912	4,522,293	1,897,539	1,521,037	3,418,576
Total funds carried forward	19	1,042,564	2,446,981	3,489,545	603,381	4,092,926	2,649,381	1,872,912	4,522,293

All the results of the company relate to continuing operations.

BALANCE SHEET
As at 31 March 2022

	Notes	2022 £	2021 £
Fixed Assets			
Intangible Assets	11	289,118	448,037
Tangible Assets	12	251,975	529,406
Investments	13	1	1
Total Fixed Assets		<u>541,094</u>	<u>977,444</u>
Current Assets			
Debtors	14	963,112	978,155
Cash at bank and in hand		<u>3,900,950</u>	<u>4,376,972</u>
		4,864,062	5,355,127
Creditors: Amounts falling due within one year	15	<u>(1,261,479)</u>	<u>(1,455,037)</u>
Net current assets		<u>3,602,583</u>	<u>3,900,090</u>
Total assets less current liabilities		<u>4,143,677</u>	<u>4,877,534</u>
Creditors: Amounts falling due within more than one year	15	-	(100,632)
Provision for Liabilities	16	<u>(50,751)</u>	<u>(254,609)</u>
Total net assets		<u><u>4,092,926</u></u>	<u><u>4,522,293</u></u>
The funds of the charity:			
Unrestricted funds	19	3,489,545	2,649,381
Restricted Funds	19	<u>603,381</u>	<u>1,872,912</u>
		<u><u>4,092,926</u></u>	<u><u>4,522,293</u></u>

These financial statements were authorised and approved for issue by the Board of Directors on

19 July 2022

Signed on behalf of the Board of Directors



Rory Mair
Chair

CASH FLOW STATEMENT

For the year ended 31 March 2022

	Notes	2022 £	2021 £
Net cash (outflow)/inflow from operating activities	20	<u>(255,841)</u>	<u>836,821</u>
Cash flows from investing activities			
Cash inflow from interest received		446	728
Proceeds from disposal of fixed assets		-	893
Payments to acquire intangible fixed assets		(86,479)	(220,844)
Payments to acquire tangible fixed assets		<u>-</u>	<u>(92,127)</u>
Net cash used in investing activities		<u>(86,033)</u>	<u>(311,350)</u>
Cash flows from financing activities			
Repayments on Finance Lease	23	(134,148)	(134,148)
Net Drawdown on Finance Lease		-	-
(Decrease)/Increase in cash		<u>(476,022)</u>	<u>391,323</u>
Reconciliation of net cash flow to movement in net funds		£	£
Cash and cash equivalents at 31 March 2021		4,376,972	3,985,649
(Decrease)/Increase in cash in the year		(476,022)	391,323
Cash and cash equivalents at 31 March 2022		<u><u>3,900,950</u></u>	<u><u>4,376,972</u></u>

1. Accounting policies

The Scottish Association of Citizens Advice Bureaux is a company limited by guarantee and a registered charity. It is governed by its Memorandum and Articles of Association. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements are prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102), the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006.

The accounts are prepared in £ sterling.

Citizens Advice Scotland meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The accounts do not include the consolidation of the charity's subsidiary, Citizens Advice Scotland (Trading) Limited which is dormant and immaterial in respect of the results and net assets of The Scottish Association of Citizens Advice Bureaux. These accounts are those of The Scottish Association of Citizens Advice Bureaux and not its group.

Going concern

The COVID-19 pandemic continues to cause significant disruption to societies and economies across the globe. Since March 2020, and in accordance with government advice, the charity closed its premises to all but essential staff and changed to staff working remotely. At the time of writing in June 2022 the charity's premises remain largely closed. Measures taken to contain the spread of the virus, including social distancing, travel restrictions and closures of non-essential services continue to make significant disruptions to our activities.

The future operations of the charity remains dependent on the continued financial support of the core funding bodies. The grant agreement is in place for 22/23 with funding confirmed. The agreement also provides indicative funding at the same level for 23/24 and 24/25 with the caveat that these have been provided only to help us with our future business planning and that these amounts cannot be confirmed until the beginning of those financial years.

Against this background, the Trustees have been presented with and approved up to date management accounts, budgets and cash flow projections which include key income and cost assumptions including ongoing support from funding bodies that the Trustees consider reasonable and prudent.

Having considered the above matters, the Trustees are of the view that, at the date of approval of the financial statements, the charity will have sufficient resources to continue to operate and meet debts as they fall due for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

Incoming resources

Voluntary income includes donations and grants that provide core funding or that are of a general nature. Income is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. If any grant has been provided for a stated purpose it is treated as a restricted reserve.

Income from charitable activities includes membership fees and the sale of information products to Bureaux and is recognised as earned (as the related goods and services are provided). Income from charitable activities includes rental income which is included in the year in which it is receivable.

Government grants

Government Grants are paid directly to the organisation to meet ongoing expenditure and are recognised in the financial period the ongoing expenditure relates to.

Deferred income

Deferred income is included in the balance sheet where related expenditure can only take place in a future accounting period.

Resources expended

Expenditure is recognised when a liability is incurred. Expenditure incurred under contractual arrangements is recognised once the supplier of the goods or services has performed their part of the contract for example the delivery of goods or the provision of services.

Development Grants are made to support individual Bureaux. Grants are awarded on successful completion of a rigorous application and committee review process. Payments are provided to Bureaux for each individual project based on a tailored financial plan to fit the project critical path. Grant payments are recognised and paid upon acceptance by a Bureau of the offer of a grant and in accordance with a tailored financial plan.

Expenditure has been classified with reference to the activities performed during the year as follows:

- The costs of generating funds are those costs incurred in attracting

voluntary income.

- Charitable activities includes expenditure associated with providing services and grants to Bureaux, the cost of quality and social policy activities and the costs of sales to non-member organisations. Costs include both direct costs and support costs.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.
- Support costs include the cost of central functions which support the Network and have been allocated to activity cost categories on a basis consistent with the use of resources such as staff costs.

Fund accounting

Funds held by the Association are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.
- Unrestricted Designated funds – these are funds set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.
- Restricted funds – these funds arise when money is granted to CAS for a particular purpose or project. Such reserves can only be used for the purpose specified by the donor.

Tangible Fixed assets and depreciation

Tangible fixed assets are included at historical cost. Assets costing less than £10,000 are not capitalised. Additions to Fixed Assets include the cost of irrecoverable VAT. Depreciation is allocated at rates calculated to write off the cost of each asset evenly over its expected useful life as follows:

Motor vehicles	25% straight line basis
Furniture and equipment	10-33.3% straight line basis

Intangible Fixed Assets other than Goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and impairment losses. Intangible assets comprise software and the Castle computer system replacement. The assets are defined as having finite useful lives of between 3 and 5 years.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	33.3%
Castle software	20%

Castle is the case recording system used by Bureaux and has been significantly redesigned from the previous version which had been operational for over 10 years. Therefore it is deemed appropriate to amortise this asset over 5 years.

Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the lease term on a straight line basis. The aggregate benefit of any lease incentives is recognised as a reduction in rental expense and allocated over the lease term.

Pensions

Two pension schemes were in operation during the period.

The first scheme is with The Pensions Trust and is a multi-employer defined benefit scheme administered independently of the Association. It is not possible to identify on a consistent basis the share of underlying assets and liabilities belonging to individual participating employers.

Under FRS 102 the liability in respect of the funding shortfall has been recognised in the accounts and the ongoing charge in the Statement of Financial Activities and the Income and Expenditure Account relates to the contributions payable and any unwinding of the discount rates used in calculating the present value. The disclosure under FRS 102 is shown in note 22.

The second scheme with Standard Life operates as a defined contribution scheme. The assets of this scheme are also administered independently of the Association. Pension costs charged in the Statement of Financial Activities and the Income and Expenditure Account under this scheme also represent the employer contributions payable.

VAT

The charity is partially exempt and cannot recover all VAT incurred.

The cost of non-recoverable Value Added Tax is expensed in the Statement of Financial Activities.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Finance Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provision of the instrument, and are offset only when the charity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

A financial asset represents financial resources available to the charity and examples include financial investments in shares or bonds, debtors and cash.

Debtors

Trade and other debtors which are receivable within one year are initially measured at the transaction price. They are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade and other debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Financial Activities for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of any impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Prepayments are valued at the amount prepaid. Accrued income is measured at the amount recoverable.

Financial liabilities

A financial liability is a financial claim on the charity's resources and examples include loans, creditors and legal or constructive obligations, including provisions for grants payable.

Creditors

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Investments

CAS has a £1 investment in Citizens Advice Scotland (Trading) Limited which is dormant and not consolidated.

Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The only significant area in the financial statements where these judgements and estimates have been made is:

- Recharges to restricted funds – The methodology for the calculation of recharges is predominantly based on a headcount full time equivalent allocation and has been agreed with funders prior to budgets being approved and funding being made available.

2.	Incoming resources from donations & legacies	2022 £	2021 £
	Unrestricted funds		
	BEIS Grant in Aid	3,241,000	2,895,000
	Digital Boost grant	5,450	-
	Legacies	11,341	-
	Donations	-	45,000
		<u>3,257,791</u>	<u>2,940,000</u>
	Restricted Funds		
	Scottish Government	8,084,787	7,644,861
	HM Treasury (DWP - Pensionwise, Help To Claim)	5,717,465	5,868,064
	BEIS	2,347,100	3,813,000
	Home Office	-	356,100
	Poppyscotland	511,947	570,742
	Energy companies	553,588	835,000
	Scottish Water	268,267	309,548
	Citizens Advice England and Wales	90,000	214,084
	Gamble Aware	199,985	149,898
	JP Morgan Chase Foundation	-	384,912
	Robertson Trust	-	250,000
	Money Advice Scotland	2,795	30,476
	Water Industry Commission for Scotland	7,549	294
	Energy Consumers Commission	10,990	-
	Money Advice Trust	-	6,250
	Accountant in Bankruptcy	-	44,318
	Scottish Enterprise	-	300,000
	Drinking Water Regulator	-	19,887
		<u>17,794,473</u>	<u>20,797,434</u>
	Total	<u><u>21,052,264</u></u>	<u><u>23,737,434</u></u>

3.	Incoming resources from charitable activities	2022 £	2021 £
	Unrestricted funds		
	Bureaux membership subscriptions	108,591	100,567
	Accountancy in Bankruptcy Payments (Designated)	107,372	55,379
	Other income	7,029	6,289
		<u>222,992</u>	<u>162,235</u>
	Restricted funds		
	Other Income	132,352	2,128
		<u>132,352</u>	<u>2,128</u>
	Total	<u><u>355,344</u></u>	<u><u>164,363</u></u>

The increase in Restricted Other income is from two main sources.
£67K relates to the EU Settlement project which was delivered by a Consortia following a Tender process during the year. £56K relates to NatWest Debt Support via Cita which is being serviced by City of Edinburgh CAB

4.	Other incoming resources	2022 £	2021 £
	There are no amounts to report under this note, either for 2022 or for 2021.	-	-

5. Charitable activities

	Staff Costs £	Grants to Bureaux £	Other costs £	Support costs £	Restricted Recharges £	Total 2022 £	Total 2021 £
Unrestricted							
Services to member bureaux							
Provision of information system	127,753	-	118,188	133,637	(148,998)	230,580	236,497
Training & Quality	306,763	-	49,153	267,274	(297,996)	325,194	437,314
Information technology and communication	503,713	-	405,706	400,911	(446,994)	863,336	713,843
Direct field services	267,933	-	49,862	240,547	(268,197)	290,145	254,539
Development Committee grants	-	355,572	-	-	-	355,572	449,812
	1,206,162	355,572	622,909	1,042,369	(1,162,185)	2,064,827	2,092,005
Social policy and public affairs	153,515	46,900	119,826	80,182	-	400,423	467,778
	1,359,677	402,472	742,735	1,122,551	(1,162,185)	2,465,250	2,559,783
Designated							
Accountant in Bankruptcy DAS Payments	-	74,608	-	-	-	74,608	-
Ayrshire CABS development	-	-	674	-	-	674	7,565
Castle Replacement	-	-	3,397	-	-	3,397	(33,309)
Debt Advice Pilot	-	-	-	-	-	-	-
Designated fixed asset & intangible asset fund	-	-	457,880	-	-	457,880	486,814
Digital Advice Project (formerly Advisor Net / CMS replacement)	-	-	68,562	-	-	68,562	12,572
Programme Management	(158,214)	-	-	-	(3,051)	(161,265)	(35,373)
Property Fund	-	-	-	-	-	-	-
Small Grants Fund	-	23,393	-	-	-	23,393	26,707
Technology Infrastructure Fund (formerly Shared Services Restricted**)	-	-	(165,651)	-	-	(165,651)	73,209
	(158,214)	98,001	364,862	-	(3,051)	301,598	538,185
Total Unrestricted	1,201,463	500,473	1,107,597	1,122,551	(1,165,236)	2,766,848	3,097,968

** The Shared Services Fund had been set up in prior years with external funding and as such had been treated as a Restricted Fund. Over the years that initial funding has been used up and as such it is now appropriate to treat as a Designated Fund. The primary use is to support the ongoing development of the infrastructure for the network and the name has been updated to reflect that.

Support costs

	2022 £	2021 £
Unrestricted Support Costs are analysed as follows:		
Staff Costs	477,575	719,969
Premises Costs	419,480	372,647
Admin/Office Costs	48,210	39,499
Finance & Professional	176,536	190,438
Strategic Spend	750	750
	1,122,551	1,323,303

Core Support costs are allocated on the basis of staffing costs within the restricted funded activities.

5. Cost of charitable activities (continued)

	Staff Costs £	Grants to Bureaux £	Other costs £	Restricted Recharges £	Total 2022 £	Total 2021 £
Restricted						
A Dispute Resolution	-	-	-	-	-	20,000
Admin Help	-	-	-	-	-	40,701
Armed Services Advice and Aged Veterans	30,712	457,430	11,793	11,678	511,613	606,896
Big Energy Savings Network BESN	-	42,376	13,336	8,000	63,712	90,325
Big Energy Savings Week	-	21,100	38,900	-	60,000	59,622
CanDo Scottish Enterprise	-	-	224,785	-	224,785	-
Channel Extra	7,511	17,175	27,529	791	53,006	83,579
CivTech Challenge	-	-	71,749	-	71,749	-
Consumer Futures Transition	-	-	-	-	-	7,730
Covid DBEIS Support	-	-	-	-	-	1,266,650
Covid SG Support	-	-	-	-	-	1,018,315
Debt Advice - Natwest	-	-	55,000	750	55,750	11,150
Development of Debt Advisor Programme	-	-	-	-	-	154,380
Energy Best Deal	49,535	662,198	15,408	15,356	742,497	651,172
Energy Consumers Commission	-	-	10,990	-	10,990	-
EU Readiness	92,727	-	58,293	31,333	182,353	337,491
EU Settlement HO Funding	16,184	31,800	25,442	6,150	67,276	356,100
EU Settlement SG Funding	59,315	219,972	52,811	29,975	362,073	339,488
Eviction Rights Campaign	-	-	-	-	-	44,094
Extra Help Unit	1,544,699	-	421,322	570,915	2,536,936	2,102,701
Gamble Aware	87,121	120,483	288	5,173	213,065	183,130
General Consumer Advocacy	564,739	73,350	221,878	90,033	950,000	943,183
Help To Claim (formerly Universal Credit)	446,196	3,175,503	181,686	132,199	3,935,584	4,053,181
Just Giving Otto Thoresen	-	-	216	-	216	216
Kinship Care	-	-	-	-	-	104,018
LEAP Project	3,220	-	-	-	3,220	-
Levy Funded Advocacy	512,829	-	56,805	66,763	636,397	700,938
Martin Lewis	-	-	-	-	-	8,771
Matrics Extra	-	-	-	-	-	30,476
Money Advice (MATRICS)	105,761	-	319,647	34,747	460,155	113,680
Money Advice Trust	-	-	-	-	-	6,250
Money Maximisation campaign	-	-	-	-	-	139,167
Money Talks (formerly Financial Health Check)	93,791	1,325,104	79,589	29,946	1,528,430	1,369,591
Open Government Booklet	-	-	-	-	-	6,000
Patient Advice and Support Service	43,855	728,038	18,999	15,289	806,181	796,080
Pensionwise	263,660	1,440,586	53,261	66,111	1,823,618	1,780,160
Post Xmas debt advice	-	-	-	-	-	249,999
Safe and Warm Advisory Service	5,503	-	952	2,855	9,310	-
Scam Awareness	9,814	82,269	734	3,043	95,860	83,857
Scottish Citizens Advice Helpline (SCAH)	45,805	258,972	-	14,199	318,976	258,741
Sharing Best Practice MultiChannel Debt Advice	-	-	-	-	-	82,783
Shopping Card Pilot	-	85,337	-	-	85,337	-
SPARK Energy & EON	9,935	-	-	-	9,935	-
Specialist Debt Advice SG Support	40,242	1,189,285	8,000	12,475	1,250,002	-
Specialist Debt HelpLine - JP Morgan	6,706	320,521	15,128	4,651	347,006	1,805
SSEN Energy Advisors	4,664	154,771	4,758	2,054	166,247	105,015
Stats HUB	-	-	-	-	-	14,575
Water Industry Commission project	5,708	-	-	1,841	7,549	294
Welfare Reform	77,417	1,376,000	6,119	21,209	1,480,745	1,478,536
Total Restricted	4,127,649	11,782,270	1,995,418	1,165,236	19,070,573	19,700,840
Unrestricted	1,201,463	500,473	2,230,148	(1,165,236)	2,766,848	3,097,968
Total Charitable Activities	5,329,112	12,282,743	4,225,566	-	21,837,421	22,798,808

Note 6 - Page 39

5. Charitable activities - continued

For prior year ended 31 March 2021	Staff Costs £	Grants to Bureaux £	Other costs £	Support costs £	Restricted Recharges £	Total 2021 £	Total 2020 £
Unrestricted							
Services to member bureaux							
Provision of information system	134,998	-	103,796	185,262	(187,559)	236,497	260,301
Training & Quality	395,413	-	45,838	317,593	(321,530)	437,314	450,628
Information technology and communication	490,295	-	228,798	423,457	(428,707)	713,843	709,313
Direct field services	266,287	-	(8,467)	264,661	(267,942)	254,539	372,391
Development Committee grants	-	449,812	-	-	-	449,812	400,625
	1,286,993	449,812	369,965	1,190,973	(1,205,738)	2,092,005	2,193,258
Social policy and public affairs	204,050	13,000	118,398	132,330	-	467,778	459,413
	1,491,043	462,812	488,363	1,323,303	(1,205,738)	2,559,783	2,652,671
Designated							
Accountant in Bankruptcy DAS Payments	-	-	-	-	-	-	-
Ayrshire CABS development	6,791	-	774	-	-	7,565	14,692
Castle Replacement	-	-	(29,140)	-	(4,169)	(33,309)	1,919
Debt Advice Pilot	-	-	-	-	-	-	1,618
Designated fixed asset & intangible asset fund	-	-	486,814	-	-	486,814	225,629
Digital Advice Project (formerly Advisor Net / CMS replacement)	7,066	-	-	-	5,506	12,572	64,917
Programme Management	(33,492)	-	2,118	-	(3,999)	(35,373)	-
Property Fund	-	-	-	-	-	-	-
Small Grants Fund	-	26,707	-	-	-	26,707	-
Technology Infrastructure Fund (formerly Shared Services Restricted**)	-	-	73,209	-	-	73,209	-
	(19,635)	26,707	533,775	-	(2,662)	538,185	308,775
Total Unrestricted	1,471,408	489,519	1,022,138	1,323,303	(1,208,400)	3,097,968	2,961,446

** The Shared Services Fund had been set up in prior years with external funding and as such had been treated as a Restricted Fund.

Support costs

Unrestricted Support Costs are analysed as follows:

	2021 £	2020 £
Staff Costs	719,969	624,894
Premises Costs	372,647	402,419
Admin/Office Costs	39,499	100,923
Finance & Professional	190,438	278,520
Strategic Spend	750	29,779
	1,323,303	1,436,535

Core Support costs are allocated on the basis of staffing costs within the restricted funded activities.

5. Cost of charitable activities (continued)

For prior year ended 31 March 2021	Staff Costs £	Grants to Bureaux £	Other costs £	Restricted Recharges £	Total 2021 £	Total 2020 £
Restricted						
A Dispute Resolution	-	-	20,000	-	20,000	-
Admin Help	28,986	-	245	11,470	40,701	-
Advice in Mind	-	-	-	-	-	6,566
Armed Services Advice and Aged Veterans	33,003	552,197	6,899	14,797	606,896	694,793
Big Energy Savings Network BESN	2,000	46,000	33,000	9,325	90,325	83,000
Big Energy Savings Week	-	32,000	27,622	-	59,622	42,000
CanDo Scottish Enterprise	-	-	-	-	-	148,405
Channel Extra	33,327	14,697	31,677	3,878	83,579	13,415
Channel Strategy	-	-	-	-	-	6,412
Consumer Futures Transition	7,730	-	-	-	7,730	35,594
Covid DBEIS Support	68,138	798,426	400,086	-	1,266,650	-
Covid SG Support	23,664	967,555	14,877	12,219	1,018,315	-
Debt Advice - Natwest	-	-	11,000	150	11,150	-
Development of Debt Advisor Programme	44,436	-	98,209	11,735	154,380	-
Energy Best Deal	43,475	565,944	28,291	13,462	651,172	614,907
EU Readiness	111,518	-	178,826	47,147	337,491	217,594
EU Settlement HO Funding	-	306,694	31,490	17,916	356,100	739,114
EU Settlement SG Funding	50,609	242,285	26,653	19,941	339,488	378,361
Eviction Rights Campaign	-	-	44,094	-	44,094	-
External Liaison	-	-	-	-	-	4,342
Extra Help Unit	1,197,936	-	418,562	486,203	2,102,701	1,918,794
Financial inclusion prudential	-	-	-	-	-	1,367
Flood Resilience	-	-	-	-	-	6,000
Gamble Aware	23,137	151,200	3,771	5,022	183,130	3,656
General Consumer Advocacy	623,654	24,000	207,623	87,906	943,183	567,526
Help To Claim (formerly Universal Credit)	403,382	3,127,613	382,439	139,747	4,053,181	4,038,153
Just Giving Otto Thoresen	-	-	216	-	216	246
Kinship Care	8,871	88,396	1,333	5,418	104,018	241,645
LEAP Project	-	-	-	-	-	18,125
Levy Funded Advocacy	421,140	28,000	185,526	66,272	700,938	977,352
Martin Lewis	-	-	-	8,771	8,771	-
Matrics Extra	24,757	-	-	5,719	30,476	25,834
Money Advice (MATRICS)	87,360	-	1,168	25,152	113,680	67,915
Money Advice Trust	-	-	6,250	-	6,250	7,500
Money Maximisation campaign	-	-	137,485	1,682	139,167	-
Money Talks (formerly Financial Health Check)	90,381	1,200,367	43,065	35,778	1,369,591	1,693,010
Open Government Booklet	4,409	-	-	1,591	6,000	-
Patient Advice and Support Service	38,460	721,961	16,495	19,164	796,080	832,949
Pensionwise	225,603	1,380,572	69,025	104,960	1,780,160	1,740,919
Post Xmas debt advice	-	247,500	-	2,499	249,999	225,918
PPI Project	-	-	-	-	-	5,387
Scam Awareness	7,974	55,740	4,680	15,463	83,857	60,921
Scottish Citizens Advice Helpline (SCAH)	-	258,741	-	-	258,741	-
Sharing Best Practice MultiChannel Debt Advic	43,170	-	35,000	4,613	82,783	-
Shared Services ** see Note on prior page.	-	-	-	-	-	135,651
SLAB Funding	-	-	-	-	-	104,586
SPARK Energy & EON	-	-	-	-	-	73
Specialist Debt Helpline - JP Morgan	-	-	1,805	-	1,805	-
SSE Energy Advisors	-	100,938	1,958	2,119	105,015	132,165
Stats HUB	-	-	14,575	-	14,575	25,904
Water Industry Commission project	224	-	-	70	294	-
Welfare Reform	78,150	1,356,371	15,804	28,211	1,478,536	1,437,054
Total Restricted	3,725,494	12,267,197	2,499,749	1,208,400	19,700,840	17,253,153
Unrestricted	1,471,408	489,519	2,345,441	(1,208,400)	3,097,968	2,961,446
Total Charitable Activities	5,196,902	12,756,716	4,845,190	-	22,798,808	20,214,599

Note 6 - Page 39

6.	Grants to Bureaux	2022 £	2021 £
	Aberdeen CAB	311,563	356,154
	Airdrie CAB	464,234	525,700
	Angus CAB	135,852	153,574
	Argyle & Bute CAB	189,266	236,774
	Banff & Buchan CAB	89,819	90,561
	Bellshill CAB	70,883	80,073
	CAB West Lothian	501,976	334,316
	Caithness CAB	115,101	131,614
	CARF	508,304	568,018
	Central Borders CAB	74,325	80,443
	Citizens Advice Edinburgh	588,059	661,441
	Clackmannan CAB	383,274	324,938
	Clydesdale CAB	100,275	122,914
	Coatbridge CAB	127,323	110,497
	Cumbernauld CAB	89,593	112,617
	DAGCAS	518,778	500,288
	Dalkeith & District CAB	117,758	96,787
	Denny & Dunipace CAB	82,896	98,696
	Dundee CAB	507,815	482,106
	East Ayrshire CAB	360,185	396,983
	East Dunbartonshire CAB	255,076	271,675
	East Kilbride CAB	120,601	130,908
	East Renfrewshire CAB	253,029	237,471
	East Sutherland CAB	62,137	109,503
	Falkirk CAB	202,621	190,142
	Glasgow Bridgeton CAB	133,953	147,275
	Glasgow Castlemilk CAB	101,017	95,050
	Glasgow Central CAB	163,138	187,493
	Glasgow Drumchapel CAB	252,322	254,718
	Glasgow Easterhouse CAB	155,102	160,865
	Glasgow Greater Pollok CAB	160,426	188,990
	Glasgow Maryhill CAB	293,123	297,770
	Glasgow Parkhead CAB	182,900	188,600
	Grangemouth CAB	111,830	128,002
	Haddington CAB	185,708	125,102
	Hamilton CAB	112,586	121,616
	Inverness CAB	744,118	673,608
	Kincardine & Mearns CAB	125,913	144,227
	Lochaber CAB	80,966	83,921
	Moray CAB	110,469	123,417
	Motherwell & Wishaw CAB	566,357	625,239
	Musselburgh CAB	75,767	109,881
	Nairn CAB	212,988	332,914
	North West Sutherland CAB	29,269	46,663
	Orkney CAB	59,669	65,507
	Peebles CAB	93,310	113,350
	Penicuik CAB	92,709	118,612
	Perth CAB	220,521	240,521
	Renfrewshire CAB	300,438	218,022
	Ross & Cromarty CAB	158,636	111,094
	Roxburgh CAB	135,474	150,383
	Rutherglen CAB	97,785	112,117
	Shetland Islands CAB	118,969	162,021
	Skye & Lochalsh CAB	84,798	83,831
	Stirling CAB	234,508	244,553
	Turriff & District CAB	86,135	92,716
	West Dunbartonshire CAB	182,470	214,910
	Western Isles CAB	183,648	185,744
	Westhill & District CAB	204,978	203,791
		Note 5	Note 5
		Page 36	Page 38
		<u>12,282,743</u>	<u>12,756,716</u>

7. Net Income/(expenditure) for the year before transfers	2022	2021
	£	£
This is stated after charging:		
Irrecoverable VAT	346,305	446,276
Depreciation	522,829	546,099
Auditors' remuneration		
External audit	20,380	22,468
Bureau Audit	2,464	-
VAT Audit	4,199	-
	27,043	22,468
Operating lease rentals	282,477	294,069

8. Staff costs	2022	2021
	£	£
Wages and salaries	4,951,099	4,927,301
Social security costs	477,843	464,794
Other pensions costs	361,745	522,913
Temporary staff costs/Placement Fees	16,000	1,863
	5,806,687	5,916,871

The average monthly number of employees during the year:	2022	2021
	Number	Number
Number of staff	173	174

	2022	2021
	Number	Number
Employees' emoluments (excluding employer's pension contributions) falling within the band:		
£60,000 - £70,000	2	1
£70,000 - £80,000	1	1

Trustees are not remunerated. No Trustee (2021: 1) received reimbursement of expenses for attending meetings amounting to £0 (2021: £75).

The key management personnel comprise the Chief Executive Officer, Deputy Chief Executive Officer, the Director of Impact, the Director of Advice Services, the Heads of Bureaux Services, Communications, the Extra Help Unit, Finance, Human Resources, Information Technology, the Programme Manager and five Strategic Leads for Strong Communities, Markets, Strategy and Governance, Social Justice Team and Financial Health.

The total employee costs (including salary, NIC, and pension costs) of the key management personnel were £936,148 (2021: £1,030,127).

9. Corporation tax

The Association is a registered charity and is exempt from taxation on income and gains where they are applied for charitable purposes.

10. Related party transactions

Citizens Advice Scotland (Trading) Limited is a fully owned subsidiary of CAS. During the year to 31 March 2022, it did not trade.

During 2021/22 there were no fee payments to any Trustee (2020/21: £NIL).

Amounts paid during the year to Bureaux which are connected to Trustees amounted to £1,820,396 (2020/21 £1,736,797). Amounts outstanding to Bureaux at the year end which are connected to Trustees amounted to £20,969 (2020/21 £30,751). All debts have been repaid within normal business terms.

	Grant	Outstanding
Bureau	£	£
Aberdeen	311,563	-
Inverness, Badenoch & Strathspey	744,118	13,404
Orkney	59,669	-
Parkhead	182,900	4,226
Penicuik	92,709	-
West Lothian	501,976	3,339
	<u>1,892,935</u>	<u>20,969</u>

11. Fixed assets

Intangibles

	Software
Cost	£
At 1 April 2021	1,037,975
Additions	86,479
Disposals	-
At 31 March 2022	<u>1,124,454</u>
Amortisation	
At 1 April 2021	589,938
Charge for year	245,398
Disposals	-
At 31 March 2022	<u>835,336</u>
Net book value	
At 31 March 2022	<u><u>289,118</u></u>
At 31 March 2021	<u><u>448,037</u></u>

12. Fixed assets

Tangible Fixed Assets

	Furniture & equipment	Motor vehicles	Total
Cost	£	£	£
At 1 April 2021	1,439,942	-	1,439,942
Additions	-	-	-
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<u>1,439,942</u>	<u>-</u>	<u>1,439,942</u>
Depreciation			
At 1 April 2021	910,536	-	910,536
Charge for year	277,431	-	277,431
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<u>1,187,967</u>	<u>-</u>	<u>1,187,967</u>
Net book value			
At 31 March 2022	<u><u>251,975</u></u>	<u><u>-</u></u>	<u><u>251,975</u></u>
At 31 March 2021	<u><u>529,406</u></u>	<u><u>-</u></u>	<u><u>529,406</u></u>

All Tangible Fixed Assets are held for charity use by the charitable company.

13. Investments

Citizens Advice Scotland (Trading) Limited is a wholly owned subsidiary of CAS but has not been consolidated as, in the opinion of the Trustees, the figures would be of no value to the members. As at 31 March 2022 the Company had capital and Reserves of £1 and had not traded during the year.

14. Debtors	2022	2021
	£	£
Trade debtors	308,012	47,580
Prepayments	227,585	457,609
Accrued income	354,867	418,002
Due from bureaux	33,876	5,329
Other debtors	<u>38,772</u>	<u>49,635</u>
	<u><u>963,112</u></u>	<u><u>978,155</u></u>

15. Creditors: Amounts falling due within one year	2022	2021
	£	£
Trade creditors	359,324	469,482
Sundry creditors and accruals	610,376	666,969
Finance Lease - Short Term Liability	100,644	134,160
Other taxes and social security costs	120,853	121,884
Pension	70,282	62,542
	<u>1,261,479</u>	<u>1,455,037</u>

Included in sundry creditors and accruals above are amounts of deferred income as follows:

Balance at start of year	235,973	918,794
Released in year	(235,973)	(918,794)
Deferred in year	-	235,973
	<u>-</u>	<u>235,973</u>
Balance at end of year	<u>-</u>	<u>235,973</u>

Income has been deferred at the year end as income was received in advance of the time period to which it relates, as per the terms of the contract.

Creditors: Amounts falling due within more than one year	2022	2021
	£	£
Finance Lease - Long Term Liability	<u>-</u>	<u>100,632</u>

The new 3 year Finance lease was for PCs/Laptops for Bureaux.

16. Provisions for liabilities and charges	2022	2021
	£	£
Liability for Pension Past Service Deficit Contributions	<u>50,751</u>	<u>254,609</u>

Refer to Note 22 for a reconciliation of the opening and closing provision of the Pension liability.

17. Commitments

The Company has the following commitments in respect of total future rentals for land and buildings, photocopiers and a vehicle, under existing operating leases. The lease for the Edinburgh office ends Sept 2022, and negotiations are being finalised for a new 5 year lease, but as it is not completed it is not included in the figures here

	2022	2021
	£	£
Due within one year	<u>170,897</u>	<u>277,467</u>
Due between two and five years	<u>47,485</u>	<u>174,806</u>
Due after five years	<u>-</u>	<u>-</u>

The Development Committee approved and committed grants to Bureaux, of which £NIL were outstanding at the year-end (2020/21: £NIL); and committed development grants for 2021/22 totalling £153,005 (2020/21 £242,567). Further grant commitments of £180,498 were made for 2022/23.

18. Share capital

The company is limited by guarantee and has no share capital.

THE SCOTTISH ASSOCIATION OF CITIZENS ADVICE BUREAUX
A registered Scottish Charity SC016637 and company limited by guarantee SC089892
NOTES TO THE ACCOUNTS (continued) For the year ended March 2022

19. Restricted, Unrestricted & Designated Funds

		Balance at 31 March 2020 £	Income 2020/21 £	Transfers 2020/21 £	Expenditure 2020/21 £	Balance at 31 March 2021 £	Income 2021/22 £	Transfers 2021/22 £	Expenditure 2021/22 £	Closing Balance 31 March 2022 £
Restricted Funds										
a	A Dispute Resolution	20,000	-	-	(20,000)	-	-	-	-	-
b	Admin Help	40,701	-	-	(40,701)	-	-	-	-	-
c	Armed Services Advice and Aged Veterans	37,827	570,742	-	(606,896)	1,673	511,947	-	(511,613)	2,007
d	Barclay Money Skills	500	-	(500)	-	-	-	-	0	-
e	Big Energy Savings Network BESN	992	90,000	-	(90,325)	667	90,000	-	(63,712)	26,955
f	Big Energy Savings Week	-	59,622	-	(59,622)	-	60,000	-	(60,000)	-
g	Can Do ScotEnt project	1,595	300,000	-	-	301,595	-	-	(224,785)	76,810
h	Channel Extra	136,585	-	-	(83,579)	53,006	-	-	(53,006)	-
i	CivTech Challenge	-	100,000	-	-	100,000	100,000	87,283	(71,749)	215,534
j	Consumer Futures Transition	7,730	-	-	(7,730)	-	-	-	-	-
k	Covid DBEIS Support	-	1,500,000	(233,350)	(1,266,650)	-	-	-	-	-
l	Covid SG Support	-	1,118,315	(100,000)	(1,018,315)	-	-	-	-	-
m	Debt Advice - Natwest	-	11,150	-	(11,150)	-	55,750	-	(55,750)	-
n	Development of Debt Advisor Programme	-	154,380	-	(154,380)	-	-	-	-	-
o	Energy Best Deal	325,626	695,000	-	(651,172)	369,454	376,550	-	(742,497)	3,507
p	Energy Consumers Commission	-	-	-	-	-	10,990	-	(10,990)	-
q	EU Readiness	148,320	400,000	(28,476)	(337,491)	182,353	-	-	(182,353)	-
r	EU Settlement Home Office Funding	-	356,100	-	(356,100)	-	67,276	-	(67,276)	-
s	EU Settlement SG Funding	8,793	378,459	-	(339,488)	47,764	316,945	-	(362,073)	2,636
t	Eviction Rights Campaign	-	44,094	-	(44,094)	-	-	-	-	-
u	Extra Help Unit	-	2,120,000	(17,299)	(2,102,701)	-	2,610,400	(73,464)	(2,536,936)	-
v	Gamble Awareness	46,312	149,898	-	(183,130)	13,080	199,985	-	(213,065)	-
w	General Consumer Advocacy (Rest of Economy)	-	943,183	-	(943,183)	-	950,000	-	(950,000)	-
x	Help To Claim (formerly Universal Credit)	116,670	4,049,483	-	(4,053,181)	112,972	3,865,051	-	(3,935,584)	42,439
y	Just Giving Otto Thoresen	11,880	2,127	-	(216)	13,791	3,176	-	(216)	16,751
z	Kinship Care	2	104,016	-	(104,018)	-	-	-	-	-
aa	LEAP Project	3,231	-	-	-	3,231	-	(11)	(3,220)	-
bb	Levy Funded Consumer Advocacy	6,488	697,604	-	(700,938)	3,154	633,243	-	(636,397)	-
cc	Martyn Lewis	8,771	-	-	(8,771)	-	-	-	-	-
dd	Matrics Extra	-	30,476	-	(30,476)	-	-	-	-	-
ee	Money Advice (MATRICS)	26,362	87,318	-	(113,680)	-	453,945	6,210	(460,155)	-
ff	Money Advice Trust	-	6,250	-	(6,250)	-	-	-	-	-
gg	Money Maximisation campaign	-	139,167	-	(139,167)	-	-	-	-	-
hh	Money Talks (formerly Financial Health Check)	50,128	1,375,000	-	(1,369,591)	55,537	1,472,892	-	(1,528,430)	(1)
ii	Open Government Booklet	-	6,000	-	(6,000)	-	-	-	-	-
jj	Patient Advice and Support Service	20,039	811,674	-	(796,080)	35,633	811,675	-	(806,181)	41,127
kk	Pension Wise/Guidance	-	1,818,581	(3,962)	(1,780,160)	34,459	1,852,413	(58,484)	(1,823,618)	4,770
ll	Post Xmas debt advice	1	250,000	-	(249,999)	2	-	(2)	-	-
mm	Safe and Warm Advisory Service	-	-	-	-	-	-	-	(9,310)	(9,310)
nn	Scam Awareness	66,783	112,934	-	(83,857)	95,860	-	-	(95,860)	-
oo	Scottish Citizens Advice Helpline (SCAH)	-	250,000	15,000	(258,741)	6,259	400,000	(87,283)	(318,976)	-
	Shared Services (in 20/21 transferred to Designated)	378,260	-	(378,260)	-	-	-	-	-	-
pp	Sharing Best Practice MultiChannel Debt Advice	-	82,783	-	(82,783)	-	-	-	-	-
qq	Shopping Card Pilot	0	0	0	0	-	130,000	0	(85,337)	44,663
rr	SPARK Energy & EON	9,969	-	-	-	9,969	-	(34)	(9,935)	-
ss	Specialist Debt Advice SG Support	-	-	-	-	-	1,250,000	2	(1,250,002)	-
tt	Specialist Debt Helpline - JP Morgan (SG Funded 21/22)	-	384,912	-	(1,805)	383,107	50,000	-	(347,006)	86,101
uu	SSEN Energy Advisors	3,616	140,000	-	(105,015)	38,601	177,038	-	(166,247)	49,392
vv	Stats Hub	14,575	-	-	(14,575)	-	-	-	-	-
ww	Water Industry Commission project	-	294	-	(294)	-	7,549	-	(7,549)	-
xx	Welfare Reform	29,281	1,460,000	-	(1,478,536)	10,745	1,470,000	-	(1,480,745)	-
Total Restricted Funds		1,521,037	20,799,562	(746,847)	(19,700,840)	1,872,912	17,926,825	(125,783)	(19,070,573)	603,381
Total Unrestricted Funds		1,897,539	3,102,963	746,847	(3,097,968)	2,649,381	3,481,229	125,783	(2,766,848)	3,489,545
Total Funds		3,418,576	23,902,525	-	(22,798,808)	4,522,293	21,408,054	-	(21,837,421)	4,092,926

THE SCOTTISH ASSOCIATION OF CITIZENS ADVICE BUREAUX
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NOTES TO THE ACCOUNTS (continued) For the year ended March 2022

19. Restricted, Unrestricted & Designated Funds, continued;

		Balance at 31 March 2020 £	Income 2020/21 £	Transfers 2020/21 £	Expenditure 2020/21 £	Balance at 31 March 2021 £	Income 2021/22 £	Transfers 2021/22 £	Expenditure 2021/22 £	Closing Balance 31 March 2022 £
	Designated included within Unrestricted Funds									
yy	Accountant in Bankruptcy DAS payments	2,124	55,379	-	-	57,503	107,372	(5,000)	(74,608)	85,267
zz	Ayrshire CABS Development	21,793	-	6,263	(7,565)	20,491	-	-	(674)	19,817
aaa	Castle Computer Replacement Project	7,098	-	(37,010)	33,309	3,397	-	-	(3,397)	-
bbb	Designated fixed asset & intangible asset fund	683,608	-	427,593	(486,814)	624,387	-	220,627	(457,880)	387,134
	Digital Advice Project (formerly Advisor Net / CMS replacement)	406,956	-	-	(12,572)	394,384	-	-	(68,562)	325,822
ddd	Pension Fund	-	-	-	-	-	-	140,000	-	140,000
eee	Programme Management	-	-	-	35,373	35,373	-	-	161,265	196,638
fff	Property Fund	22,581	-	97,299	-	119,880	-	323,464	-	443,344
ggg	Small Grants Fund	-	-	30,000	(26,707)	3,293	-	78,790	(23,393)	58,690
	Technology Infrastructure Fund (formerly Shared Services)	-	-	493,239	(73,209)	420,030	2,950	201,638	165,651	790,269
hhh	Restricted - transferred from Restricted in 21/22	-	-	493,239	(73,209)	420,030	2,950	201,638	165,651	790,269
		1,144,160	55,379	1,017,384	(538,185)	1,678,738	110,322	959,519	(301,598)	2,446,981

The largest movements were £220K relating to the capitalisation of assets, accounted for through the Designated Fixed Asset Fund and £323K transfer to the Property Fund for the imminent end of the Edinburgh office lease and the Glasgow office lease end in 2024. A further £202K was transferred to the IT Development Fund for the ongoing Digital spend necessary for the network and CAS and the remaining Dell lease payments. £140K was set aside in the newly Designated Pension Fund to protect CAS from possible future swings in annual charges relating to The Pension Trust scheme

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NOTES TO THE ACCOUNTS (continued) For the year ended March 2022

19. Restricted, Unrestricted & Designated Funds

Restricted Funds

- a A Dispute Resolution was funds brought forward from a previous year, used in conjunction with the Channel Extra Fund, towards the expansion of locally delivered telephony support for national projects. This project is closed now.
- b Admin Help fund was set up using funds brought forward from a previous year, in conjunction with the Consumer Futures Transition fund, and was used to fund the Business Development Officer post from October 2019 to October 2020, to support the development of Funding within our Network. This project is now complete.
- c Armed Services Advice and Aged Veterans fund was set up to provide Advice for members of the Armed Forces and ex-serving personnel aged 65 and over, and their dependents.
- d Barclay Money Skills fund was set up to provide individuals with improved financial skills, to enable them to manage money better. This project is now closed.
- e Big Energy Savings Network was set up to deliver Advice about Energy Savings.
- f Big Energy Savings Week is a fund that was set up to support a week-long consumer education campaign, to encourage people to seek energy advice. This campaign is co-designed with the Network and focused on reaching specific consumer types.
- g Can Do ScotEnt project fund was set up to find and develop innovative solutions to operational, service and policy delivery challenges.
- h Channel Extra was funds brought forward from a previous year, used in conjunction with the A Dispute Resolution Fund, towards the expansion of locally delivered telephony support for national projects.
- i CivTech Challenge funding from the Scottish Government was used to link national phone calls received by the new Scottish Citizens Advice Helpline (SCAH) service with local bureaux.
- j Consumer Futures Transition fund was set up using funds brought forward from a previous year. This project is now complete.
- k Covid DBEIS Support fund was set up to use funding received from the Department for Business, Energy and Industrial Strategy (DBEIS) to help CAS and the Bureaux network to deal with the effects of the COVID pandemic during 2020/21. This project is now complete.
- l Covid SG Support fund was set up to use funding received from the Scottish Government to help CAS and the Bureaux network to deal with the effects of the COVID pandemic during 2020/21. This project is also complete.
- m Debt Advice - Natwest fund was set up to use financial support from Natwest Bank to help Citizens Advice Edinburgh handle debt referral requests.
- n Development of Debt Advisor Programme fund was set up with funding from the Scottish Government during 2020/21. This is now complete.
- o Energy Best Deal fund was set up to deliver Advice about Energy Savings.
- p Energy Consumers Commission fund was set up for the Fair Markets team to deliver a work programme in 2021/22 when the transition towards the new Consumer Scotland body forming
- q EU Readiness fund was set up to provide increased Network capacity to support citizens through the Brexit process and its after effects.
- r EU Settlement Home Office Funding was set up to deliver Advice and Assistance for EU Nationals seeking residencies during Brexit.
- s EU Settlement SG Funding was set up to deliver Advice and Assistance for EU Nationals seeking residencies during Brexit.
- t Eviction Rights Campaign was set up to publicise Tenants' Rights against eviction, arising mainly from the Covid pandemic. This project is now complete.
- u Extra Help Unit fund was set up to give support to consumers about energy advice, on a UK wide referrals basis, and is 90% funded by DBEIS and 10% by the Scottish Government.
- v Gamble Awareness fund was set up to deliver Advice and Assistance about Gambling Addiction.
- w General Consumer Advocacy (Rest of Economy) fund was set up to support consumers on all other Advocacy matters not covered by the Levy Funded Consumer Advocacy fund, including Funeral Poverty.
- x Help To Claim (formerly Universal Credit) fund was set up to deliver Advice and Assistance for people claiming Universal Tax Credits.
- y Just Giving Otto Thorsen fund was set up to give awards to Volunteers working in Bureaux to recognise their efforts and achievements.
- z Kinship Care fund was set up to provide support for people who look after their grandchildren. After a tender, the Scottish Government awarded this project to another party.
- aa The LEAP project fund was set up to provide grants and training to local CABs, to give advice and solutions to clients about fuel debt and fuel poverty.
- bb Levy Funded Consumer Advocacy fund was set up to support consumers on Energy, Post and Water matters and is funded by the Scottish Government.
- cc Martyn Lewis fund was used for delivery of Training by Bureaux, this is now complete.
- dd Matrics Extra fund was set up to pay for the post of Money Advice Consultant. In 21/22 this has been combined with the MATRICS project.

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NOTES TO THE ACCOUNTS (continued) For the year ended March 2022

19. Restricted, Unrestricted & Designated Funds

Restricted Funds, continued

ee	Money Advice (MATRICS) fund was set up to provide training and advice to all advisers who give free debt advice to the public.
ff	Money Advice Trust fund, funded by the Money Advice Trust, was set up to review and update E-Learning Modules on providing Money Advice.
gg	Money Maximisation campaign fund was set up to publicise financial resources available to the public to enable them to maximise their income. This project is now complete.
hh	Money Talks (formerly Financial Health Check) fund was set up to enable Bureaux to give advice to people about their Financial Health, by face-to-face, Telephone and Webchat channels.
ii	Open Government Booklet was set up with funding from the Scottish Government to explain how Open Government works in Scotland.
jj	Patient Advice and Support Service (PASS) fund was set up to help citizens raise concerns about NHS issues.
kk	Pension Wise/Guidance fund was set up to deliver Advice and Assistance about peoples' pensions.
ll	Post Xmas debt advice fund was set up to distribute Scottish Government funding to Bureaux, to provide Advice to citizens during the post Christmas Holiday period. In 21/22 this has been included within the SG Debt funding.
mm	Safe and Warm Advisory Service fund was started at the end of 2122 to support Energy Advice
nn	Scam Awareness fund was set up to deliver Advice and Assistance for people who have been scammed.
oo	Scottish Citizens Advice Helpline (SCAH) fund was set up with funding from The Robertson Trust and Scottish Government to enable the public to access local advice via the phone.
pp	Sharing Best Practice MultiChannel Debt Advice fund was set up with funding from the Scottish Government, to provide training resources available to the Bureaux network, to enable them to access Debt Advice from various sources. This is combined in the MATRICS delivery in 21/22
qq	Shopping Card pilot was funded by SG to pilot an alternative to Food Bank vouchers.
rr	SPARK Energy & EON fund was set up to use fines imposed on those companies that were assigned to CAS. This is now complete.
ss	Specialist Debt Advice - Scottish Government funding for Debt advice.
tt	Specialist Debt Helpline - J P Morgan fund was set up to provide Bureaux with funding to give post COVID Multichannel Debt Advice assistance. Funded in 21/22 by Scottish Government.
uu	SSE Energy Advisors fund was set up to provide four Energy Advisors supporting the north of Scotland.
vv	Stats Data Hub fund was set up to collect Client information for Advocacy Research.
ww	Water Industry Commission project fund was set up for Policy support.
xx	Welfare Reform fund was set up to mitigate the impact of Social Security changes.

Designated included within Unrestricted Funds

yy	The Accountant in Bankruptcy DAS payments is a fund that was set up to collect receipts from AIB, for work done by Bureaux to provide Debt Advice, prior to the Development Committee deciding how these funds can best be used to support the Network.
zz	Ayrshire CABS Development fund was created to support the development of a CAB presence in Ayrshire.
aaa	The Castle Computer Replacement project was set up for a major upgrade, including extra functionality which went live in October 2017. This is now complete.
bbb	The Designated fixed asset & intangible asset fund was set up to enable certain capital expenditure to be shown both as an expense for budget purposes and as an offset against Fixed Asset additions.
ccc	The Digital Advice Project was set up towards the replacement of AdvisorNet, which is necessary because of changes being made by our sister charity in England & Wales. This work is still ongoing.
ddd	The Designated Pension Fund has been set up to allow for future swings in The Pension Trust annual charges to CAS. This it will be reviewed annually
eee	Programme Management was set up to manage the fluctuations between contractual and actual costs, over a period of time.
fff	The Property Fund was set up to provide for meeting the cost of dilapidations and other associated costs at the end of property leases.
ggg	Small Grants Fund was set up by the Development Committee to encourage Bureaux to apply for smaller grants to meet the cost of contingencies and short-term requirements.
hhh	Technology Infrastructure Fund (formerly Shared Services restricted) was set up to support IT running costs in Bureaux, including hardware and software licences.

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NOTES TO THE ACCOUNTS (continued) For the year ended March 2022

19. Restricted, Unrestricted & Designated Funds (continued)

Fund balances at 31 March 2022 are represented by

	Fixed Assets	Net Current Assets & Provisions	Total Assets	Fixed Assets	Net Current Assets & Provisions	Total Assets
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Restricted Funds						
Armed Services Advice and Aged Veterans	-	2,007	2,007	-	1,674	1,674
Big Energy Savings Network BESN	-	26,955	26,955	-	667	667
Can Do ScotEnt project	-	76,810	76,810	-	301,595	301,595
Channel Extra	-	-	-	-	53,006	53,006
CivTech Challenge	-	215,534	215,534	-	100,000	100,000
Energy Best Deal	-	3,507	3,507	-	369,454	369,454
Energy Consumers Commission	-	-	-	-	-	-
EU Readiness	-	-	-	-	182,353	182,353
EU Settlement SG Funding	-	2,636	2,636	-	47,764	47,764
Gamble Awareness	-	-	-	-	13,080	13,080
Help To Claim (formerly Universal Credit)	53,316	(10,877)	42,439	108,363	4,609	112,972
Just Giving Otto Thoresen	-	16,751	16,751	-	13,791	13,791
LEAP Project	-	-	-	-	3,231	3,231
Levy Funded Consumer Advocacy	-	-	-	3,153	-	3,153
Money Advice (MATRICS)	-	-	-	-	-	-
Money Talks (formerly Financial Health Check)	-	(1)	(1)	6,749	48,788	55,537
Patient Advice and Support Service	-	41,127	41,127	-	35,633	35,633
Pension Wise/Guidance	-	4,770	4,770	-	34,459	34,459
Post Xmas debt advice	-	-	-	-	2	2
Safe and Warm Advisory Service	-	(9,310)	(9,310)	-	-	-
Scam Awareness	-	-	-	-	95,860	95,860
Scottish Citizens Advice Helpline (SCAH)	-	-	-	-	6,259	6,259
Shopping Card Pilot	-	44,663	44,663	-	-	-
SPARK Energy & EON	-	-	-	-	9,969	9,969
Specialist Debt Advice SG Support	-	-	-	-	-	-
Specialist Debt Helpline - JP Morgan (SG Funded 21/22)	-	86,101	86,101	-	383,107	383,107
SSEN Energy Advisors	-	49,392	49,392	-	38,601	38,601
Welfare Reform	-	-	-	-	10,745	10,745
Restricted Funds	53,316	550,065	603,381	118,265	1,754,647	1,872,912
Unrestricted designated funds						
Accountant in Bankruptcy DAS payments	-	85,267	85,267	-	57,503	57,503
Ayrshire CABS Development	-	19,817	19,817	-	20,491	20,491
Castle Computer Replacement Project	-	-	-	-	3,397	3,397
Designated fixed asset & intangible asset fund	487,778	(100,644)	387,134	859,179	(234,792)	624,387
Digital Advice Project (formerly Advisor Net / CMS replacement)	-	325,822	325,822	-	394,384	394,384
Pension Fund	-	140,000	140,000	-	-	-
Programme Management	-	196,638	196,638	-	35,373	35,373
Property Fund	-	443,344	443,344	-	119,880	119,880
Small Grants Fund	-	58,690	58,690	-	3,293	3,293
Technology Infrastructure Fund (formerly Shared Services Restricted - transferrec	-	790,269	790,269	-	420,030	420,030
Unrestricted designated funds	487,778	1,959,203	2,446,981	859,179	819,559	1,678,738
Unrestricted general funds	-	1,042,564	1,042,564	-	970,643	970,643
Total unrestricted funds	487,778	3,001,767	3,489,545	859,179	1,790,202	2,649,381
Total funds	541,094	3,551,832	4,092,926	977,444	3,544,849	4,522,293

20. Net cash (outflow) from operating activities

Reconciliation of net (outgoing) / incoming resources to net cash (outflow) from operating activities	2022 £	2021 £
Net (outgoing)/incoming Resources	(429,367)	1,103,717
Interest receivable during year	(446)	(728)
Proceeds from sale of fixed assets	-	(893)
Operating (deficit)/surplus	(429,813)	1,102,096
Depreciation and amortisation	522,829	546,099
Repayments on Finance Lease	134,148	134,148
Decrease in debtors	15,043	418,305
Decrease in creditors	(498,048)	(1,363,827)
Net cash (outflow)/inflow from operating activities	(255,841)	836,821

21. Financial instruments

Financial instruments measured at amortised cost include the following:

	2022 £	2021 £
Financial assets		
Trade Debtors and amounts due from Bureaux	341,888	52,909
Accrued Income	354,867	418,002
Other Debtors	4,937	15,800
	<u>701,692</u>	<u>486,711</u>
Financial liabilities		
Trade Creditors	(359,324)	(469,482)
Accruals	(520,471)	(342,897)
Sundry Creditors	(20,620)	(44,030)
	<u>(900,415)</u>	<u>(856,409)</u>

No financial instruments are held at fair value.

22. Pension obligation regarding participation in multi-employer defined benefit plan

The Company participates in a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the Company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004, which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last man standing arrangement'. Therefore, the Company is potentially liable for other participating employers' liabilities if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m.

22. Pension obligation regarding participation in multi-employer defined benefit plan (continued)

To eliminate this funding shortfall, the Trustees have asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2022 to 31 January 2025 **£3,312,000 per annum**
(payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

From 1 April 2019 to 31 September 2025 **£11,243,000 per annum**
(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

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	2022 £	2021 £
Present value of provision	<u>50,751</u>	<u>254,609</u>
Reconciliation of opening and closing provisions		
Provision at start of period	254,609	301,678
Unwinding of the discount factor (interest expense)	1,468	6,778
Deficit contribution paid	(64,431)	(62,554)
Remeasurements - impact of any changes in assumptions	(1,167)	8,707
Remeasurements - amendments to the contribution schedule	<u>(139,728)</u>	<u>-</u>
Provision at end of period	50,751	254,609
	2022 £	2021 £
Income and Expenditure impact		
Interest expense	1,468	6,778
Remeasurements - impact of any changes in assumptions	(1,167)	8,707
Remeasurements - amendments to the contribution schedule	<u>(139,728)</u>	<u>-</u>
	<u>(139,427)</u>	<u>15,485</u>
	2022 % per annum	2021 % per annum
Assumptions		
Rate of discount	2.35	0.66

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

23 Analysis of changes in net cash 21/22

	At start of year	CashFlows	New Finance Leases	At end of year
	£	£		£
Cash	4,376,972	(476,022)	-	3,900,950
Finance Lease Obligations	(234,792)	134,148	-	(100,644)
Total	4,142,180	(341,874)	-	3,800,306

No loans are in place; the Finance Lease related to the purchase of PCs and laptops for the network.

24 Post Balance Sheet events

At the end of April 2022, the staffing and activities from Consumer Post, Water and Energy were transferred to the new body Consumer Scotland.