# REFORM SCOTLAND
**(A company limited by guarantee)**

## FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2021

**Company Registration Number: SC336414**
**Registered Charity Number: SC039624**

**REFORM SCOTLAND**
**(A COMPANY LIMITED BY GUARANTEE)**
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**REFORM SCOTLAND**
**(A COMPANY LIMITED BY GUARANTEE)**
**TRUSTEES' ANNUAL REPORT**
**LEGAL AND ADMINISTRATIVE INFORMATION**

| | |
|---|---|
| **The board of directors** | I J d'Inverno<br>A S Dunlop<br>G Gammell<br>A Kennedy<br>S Mathers<br>A McFarlane<br>K Pringle |
| **Company secretary** | C J Deerin |
| **Registered office** | Reform Scotland<br>14-18 Hill Street<br>Edinburgh<br>EH2 3JZ |
| **Accountants** | Jamieson Campbell Kerr Limited<br>Chartered Accountants<br>14-15 Main Street<br>Longniddry<br>EH32 0NF |
| **Auditors** | Mr B M Maloney, FCCA<br>Brian Maloney & Co,<br>Chartered Certified Accountant<br>Statutory Auditor<br>15a West End<br>West Calder<br>EH55 8EH |
| **Solicitors** | CMS Cameron McKenna LLP<br>Saltire Court<br>20 Castle Terrace<br>Edinburgh<br>EH1 2EN |

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ending 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and 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).

**Structure, governance and management**

**Governing document**
The charitable company was incorporated on 18 January 2008 as a private company limited by guarantee and was registered with the Office of the Scottish Charity Regulator on 2 June 2008 and recognised as a charity by HM Revenue and Customs on 6 June 2008. The charitable company was established under a Memorandum of Association which establishes the objects and powers of the charitable company and is governed under its Articles of Association. It is governed by a board of directors, who are directors for the purpose of company law and trustees for the purpose of charity law.

**The board of directors**
The charitable company's directors need to bring expertise to the three main areas of activity the charitable company undertakes to fulfil its purpose: knowledge and understanding of the Scottish business community, whence most voluntary donations come; experience in economics and public policy, to guide the output of the charitable company; and experience of the public domain, including the media, which allows the charitable company to disseminate the results of its educational research to the Scottish public in general. The directors have extensive experience and skills in these three areas. They are also experienced in the governance of companies and charities similar to Reform Scotland so little formal training is required to be provided by the charitable company.

**Risk management**
The directors have assessed the major risks to which the charitable company is exposed and are satisfied that systems have been implemented to manage exposure to these risks.

**Organisational Structure**
The members of the charitable company consist of:

- The founder members
- The directors of the charitable company
- Any person as admitted by the board of directors

Each member has one vote.

Members of the charitable company guarantee to contribute an amount not exceeding £1 in the event of a winding up. The total number of such guarantees at 31 March 2021 was 7.

The first directors of the charitable company were the founder members. The number of directors cannot be less than 2, nor exceed 25. The board of directors can appoint any person as a director subject to the conditions stated.

**Organisational Structure (cont'd)**
The directors are not entitled to receive any remuneration from the charitable company.
Day-to-day management of the charitable company is delegated to C J Deerin, who performs the role of chief executive officer.

**Objectives and activities**
The objectives of the charitable company are:

- To promote the education of the Scottish community by carrying out research using robust and objective methods;
- To publish reports and research papers on a range of public policy issues;
- To issue briefing notes and updates analysing developments in public policy;
- To arrange seminars, lectures and other public events in public policy and related topics.

**Achievements and performance in year**

**Publications**
Reform Scotland made progress in its stated aims in the year to 31 March 2021. It published fifteen reports during the year covering various aspects of public policy. All are available for free from www.reformscotland.com

- On The Pill: Coronavirus and Contraception
- One for All: The Case for A Basic Income Guarantee
- A Degree of Fairness: Fixing Scotland's University Funding Crisis
- Investing For Recovery: Creating 'Scottish Government Investments' & 'Equiscot'
- Catching Up: The Educational Losses from Covid-19
- Life after Death: Supporting Carers after Bereavement (In partnership with Sue Ryder Scotland & Marie Curie Scotland)
- Back on Track: Retraining In the Covid-19 Era
- Scotland's Lost Pupils
- Commission on School Reform Submission to OECD
- Supporting Carers after Bereavement – Briefing Note (In partnership with Sue Ryder Scotland & Marie Curie Scotland)
- Melting Pot 2020
- Land Of Opportunity – Towards a New Land Use Strategy for Scotland
- Assessment and Equal Opportunities in Scottish Secondary Schools: The Role of Examinations And Coursework
- Local Heroes: Why Scotland Needs Directly-Elected Mayors

## EVENTS

Due to the pandemic Reform Scotland shifted its events online. The following events were held in the year to 31 March 2021:

- Paul Gray
- Kate Forbes MSP
- Nick Timothy
- Helen Lewis & Kezia Dugdale
- Tom Tugendhat MP
- Ian Murray MP & Jackie Baillie MSP
- Keir Bloomer & Lindsay Paterson
- Kate Forbes MSP and Mark Logan
- Pat McFadden MP
- Ben Thomson
- Lord McConnell, Dame Mariot Leslie, and Stephen Gethins
- Douglas Ross MP
- Lionel Barber
- Willie Watt
- Engaging the Disengaged: Alternative Approaches to Education
- Dr George Baxter And Jarmo Eskelinen
- Alyn Smith MP & Stewart McDonald MP
- Anand Menon
- Anas Sarwar MSP

## WRITTEN AND ORAL EVIDENCE

We submitted the following:

- Written evidence to the Advisory Group on Economic Recovery
- Written and oral evidence to the Local Government Committee on the European Charter of Local Self-Government
- Written evidence to the Scottish Government's consultation "Budget 2021/2022: supporting the COVID-19 recovery – Scotland's taxes and fiscal framework"
- Written and oral evidence to the Social Security Committee on the role of Scottish Social Security in Covid-19 recovery

## PROMOTION AND MEDIA

Reform Scotland seeks to promote its activities to a wide range of people and organisations involved in the public policy debate in Scotland with copies of all reports sent to a cross-section of individuals either in hard copy or electronic form.

There was considerable media interest in Reform Scotland's work with Reform Scotland having appeared in the print or broadcast media on 169 occasions over the past year and more than 1,850 occasions since the organisation was established.

Reform Scotland is signed up to the Scottish Parliament's Lobbying Register.

### Financial review

The overall amount raised by the charitable company in 2020 – 21 was up and the charity's expenditure was only slightly higher so a higher surplus was recorded compared to the previous year. Since then and following the year end, the charitable company has been able to secure sufficient donations to meet its ongoing running costs. It is also continuing to look at ways of securing further donations. The directors, therefore, believe that the charity will have sufficient funding to support its activities over the next twelve months. In order to maintain its independence, as well as its freedom from commercial or political considerations, Reform Scotland does not accept commissions to undertake work, nor does it accept money from government organisations. This means that it must raise funds for no immediate gain to the donor and there may be no immediate evidence of success because of the long-term, educational nature of its work.

### Statement of the trustees' responsibilities

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

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and 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 (FRS 102);
- 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 charitable company will continue in business.

**Statement of the trustees' responsibilities (cont'd)**

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.

**Statement of Disclosure to Our Auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

A resolution to re-appoint Brian Maloney & Co as auditor will be proposed at the annual general meeting.

**Registered office:**

14-18 Hill Street
Edinburgh
EH2 3JZ

**Signed by order of the Directors**

G Gammell

Geraldine Gammell

**Approved by the Directors on** 29 Sep 21

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF REFORM SCOTLAND**
**(A COMPANY LIMITED BY GUARANTEE)**
**FOR THE YEAR ENDED 31 MARCH 2021**

## Opinion

We have audited the financial statements of Reform Scotland for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet and the notes to the financial statements on pages 12 to 18, 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAsUK) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 that we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

## Other Information

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

**Other Information (cont'd)**
In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements 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.

**Opinions on other matters prescribed by the Companies Act 2006**
In our opinion based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and.
- the Trustees' Report which includes the Directors' 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' Report which includes the Directors' Report.

We have nothing to report in respect of the following matters where the companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion,

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

**Responsibilities of Trustees**
As explained more fully in the Trustees Responsibilities Statement, 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 controls as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditor's responsibilities for the audit of the financial statements**
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

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

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing Board Minutes;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Auditing the risk of management override of controls, including through testing journals and other adjustments for appropriateness.

Owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISA's (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise non-compliance.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at https://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 Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the 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 and its members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

.....
**Brian Mitchell Maloney F.C.C.A.**
**(Senior Statutory Auditor)**
**for and on behalf of**
**Brian Maloney & Co,**
**Chartered Certified Accountant & Statutory Auditor**
**Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.**

**15a West End,**
**West Calder**
**EH55 8EH**

**Date** 10/10/2021

**REFORM SCOTLAND**
**(A COMPANY LIMITED BY GUARANTEE)**
**STATEMENT OF FINANCIAL ACTIVITIES**
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**
**FOR THE YEAR ENDED 31 MARCH 2021**

| | NOTE | Unrestricted funds £ | Total funds 2021 £ | Total funds 2020 £ |
|---|---|---|---|---|
| **Income** | | | | |
| Donations | 2 | 203,951 | 203,951 | 179,075 |
| **Total income** | | 203,951 | 203,951 | 179,075 |
| **Expenditure** | | | | |
| Charitable activities | 3 | 180,468 | 180,468 | 174,346 |
| **Total expenditure** | | 180,468 | 180,468 | 174,346 |
| **Net income and net movement in funds for the year** | | 23,483 | 23,483 | 4,729 |
| **Reconciliation of funds** | | | | |
| Total funds brought forward | | 40,369 | 40,369 | 35,640 |
| **Total funds carried forward** | 8 | 63,852 | 63,852 | 40,369 |

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

The notes on pages 13 to 18 form part of these financial statements.

**REFORM SCOTLAND**
**(A COMPANY LIMITED BY GUARANTEE)**
**BALANCE SHEET**
**AS AT 31 MARCH 2021**

| | NOTE | 2021 £ | 2020 £ |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 5 | 917 | 1,421 |
| **CURRENT ASSETS** | | | |
| Other debtors | 6 | 2,000 | 2,000 |
| Cash at bank and in hand | | 65,837 | 41,370 |
| | | 67,837 | 43,370 |
| **CURRENT LIABILITIES** | | | |
| Creditors: Amounts falling due within one year | 7 | (4,902) | (4,422) |
| **NET CURRENT ASSETS** | | 62,935 | 38,948 |
| **NET ASSETS** | | 63,852 | 40,369 |
| **The funds of the charity:** | | | |
| Unrestricted | 8 | 63,852 | 40,369 |
| **TOTAL CHARITY FUNDS** | | 63,852 | 40,369 |

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements on pages 11 – 18 were approved by the board on 29 Sep 21 and signed on their behalf.

G Gammell

Geraldine Gammell

on 4 October 2021

The notes on pages 13 to 18 form part of these financial statements.

## 1. ACCOUNTING POLICIES

### (a) Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (as amended for accounting periods commencing from 1 January 2019) and the Charities Accounts (Scotland) Regulations and the Companies Act 2006.

Reform 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 Trustees have considered the position for the next twelve months including the impact of the Covid-19 pandemic and have concluded that the use of the going concern basis of accounting is appropriate because there are no material uncertainties relating to activities or conditions that may cast doubt about the ability of the charity to continue as a going concern.

### (b) Fund accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the charity.

### (c) Operating leases

Operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

### (d) Incoming resources

Items of income are included in the Statement of Financial Activities when all of the following criteria are met:

- The charity or its subsidiary have entitlement to the funds;
- Any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity or its subsidiary;
- There is sufficient certainty that receipt of the income is considered probable and
- The amount can be measured reliably.

The specific policies are applied to particular categories of income:

- Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.
- Investment income is included when receivable.
- Incoming resources from charitable activities are accounted for when earned.

### (e) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of activities undertaken to further the purposes of the charity and their associated support costs, these costs are outlined in notes 3 and 4 of the Financial Statements.

## 1. ACCOUNTING POLICIES (CONT'D)

**(f) Allocation of support costs**
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated to expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 4.

**(g) Tangible fixed assets**
Provision is made for the depreciation of fixed assets in order to write off the cost or valuation of these assets over their expected useful lives.

The annual depreciation rates and methods are as follows:

Office equipment – 20% straight line

Items costing over £100 and with a useful economic life of more than one year are capitalised.

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

**(i) Financial instruments**
The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.Basic financial instruments are initially recognised at the transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

**(j) Legal status of the Trust**
The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding-up is limited to £1.

**(k) Cashflow Statement Exemption**
The charity has utilised the exemption conferred by SORP (FRS 102) in not preparing a cashflow statement for the year.

## 2. DONATIONS

| | 2021 Unrestricted £ | 2021 Total £ | 2020 Total £ |
|---|---|---|---|
| Donations | 188,498 | 188,498 | 160,733 |
| Gift aid | 15,453 | 15,453 | 18,342 |
| | 203,951 | 203,951 | 179,075 |

## 3. ANALYSIS OF CHARITABLE EXPENDITURE

| | Education Research & Publicity £ | Total for 2021 £ | Total for 2020 £ |
|---|---|---|---|
| Newspapers | 476 | 476 | 364 |
| Events | - | - | 14,439 |
| Consultancy fees | 22,731 | 22,731 | 5,687 |
| Wages and salaries | 130,431 | 130,431 | 117,591 |
| Pensions | 12,135 | 12,135 | 10,664 |
| Support and Governance Costs (see note 4) | 14,695 | 14,695 | 25,601 |
| | 180,468 | 180,468 | 174,346 |

Expenditure on charitable activities was £180,468 (2020 - £174,346) of which £180,468 was unrestricted (2020 - £174,346).

## 4. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

The charity initially identifies the cost of its support functions. It then identifies those costs which relate to the governance function. Governance costs and other support costs are apportioned separately between the key charitable activities in the year (see note 3).

Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

| | General Support £ | Governance Function £ | Total for 2021 £ | Total for 2020 £ | Basis for Appt'mt |
|---|---|---|---|---|---|
| Rent and rates | 7,200 | - | 7,200 | 8,400 | actual |
| Telephone | 74 | - | 74 | 652 | actual |
| Printing, stationery and postage | 16 | - | 16 | 492 | actual |
| Computer and IT expenses | 1,799 | - | 1,799 | 985 | actual |
| Travel and subsistence | 44 | - | 44 | 4,557 | actual |
| Entertaining | 12 | - | 12 | 1,752 | actual |
| Bank charges | 264 | - | 264 | 336 | actual |
| Sundry expenses | 204 | - | 204 | 539 | actual |
| Depreciation | 504 | - | 504 | 505 | usage |
| Professional fees | - | 1,878 | 1,878 | 4,683 | governance |
| Audit fees | - | 1,680 | 1,680 | 1,680 | governance |
| Accounting fees | - | 1,020 | 1,020 | 1,020 | governance |
| | 10,117 | 4,578 | 14,695 | 25,601 | |

## 5. TANGIBLE FIXED ASSETS

| | Office Equipment £ |
|---|---|
| **Cost** | |
| As at 1 April 2020 | 13,791 |
| Additions | - |
| As at 31 March 2021 | 13,791 |
| **Depreciation** | |
| As at 1 April 2020 | 12,370 |
| Charge for the year | 504 |
| As at 31 March 2021 | 12,874 |
| **Net Book Value** | |
| As at 31 March 2021 | 917 |
| As at 31 March 2020 | 1,421 |

## 6. DEBTORS

| | 2021 £ | 2020 £ |
|---|---|---|
| Other debtors | 2,000 | 2,000 |

## 7. CREDITORS: Amounts falling due within one year

| | 2021 £ | 2020 £ |
|---|---|---|
| Other creditors | 4,902 | 4,422 |

## 8. ANALYSIS OF CHARITABLE FUNDS

**Analysis of movements in unrestricted funds**

| | As at 1 Apr 20 £ | Incoming £ | Outgoing £ | As at 31 Mar 21 £ |
|---|---|---|---|---|
| **Unrestricted Funds** | | | | |
| General funds | 40,369 | 203,951 | (180,468) | 63,852 |
| **Total Funds** | 40,369 | 203,951 | (180,468) | 63,852 |

## 9. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | General Fund £ | Total Funds £ |
|---|---|---|
| Fund Balances as at 31 March 2021 are represented by: | | |
| Tangible fixed assets | 917 | 917 |
| Current assets | 67,837 | 67,837 |
| Liabilities | (4,902) | (4,902) |
| Net Assets | 63,852 | 63,852 |

## 10. STAFF COSTS AND DIRECTORS' REMUNERATION

| | 2021 £ | 2020 £ |
|---|---|---|
| Wages and salaries | 121,318 | 108,886 |
| Social security costs | 9,113 | 8,705 |
| Pensions | 12,135 | 10,664 |
| | 142,566 | 128,255 |

No director received remuneration during the year. Mr C. Deerin received emoluments of £73,200 (2020 – £72,000) during the year. The average number of employees during the year was 3 (2020 – 3).

## 11. NET INCOME FOR THE YEAR

| | 2021 | 2020 |
|---|---|---|
| | £ | £ |
| This is stated after charging: | | |
| Depreciation | 504 | 505 |
| Auditor's remuneration | 1,680 | 1,680 |

The auditor did not receive reimbursement of expenses or remuneration for any non-audit services.

## 12. COMPANY LIMITED BY GUARANTEE

In the event of the company being wound up the members agree to contribute such amount as may be required not exceeding £1.

## 13. TAXATION

The company, being a charity, is eligible for exemption from tax on income under section 478 of the Corporation Tax Act 2010.

## 14. TRUSTEES' REMUNERATION AND RELATED PARTY TRANSACTIONS

Two directors made donations to Reform Scotland during the year ended 31 March 2021 totalling £37,000 (2020 – £55,000).

During the year no director received any reimbursement of expenses (2020 – nil).

None of the trustees (or any other person connected with them) received any remuneration during the year (2020 – nil).

There were no other transactions or contracts entered into by the charity in which any trustee or other person related to the charity had any personal interest in the year (2020 – nil).