



JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

COMPANY REGISTRATION NUMBER: SC108565
CHARITY NUMBER: SC023930

JOBS AND BUSINESS GLASGOW
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COMPANY INFORMATION

Trustees	Peter Marsh Angus Campbell Millar Gerry Milne Nicola Harmon Gary Hay Elaine Gallagher Thomas Rannachan Sean Ferguson Linda Pike (Chair) Alan Sherry	
Secretary	David McMillan	
Senior management team	Gary Hay Tommy Docherty Zoe Welsh David McMillan	
Registered office	94 Duke Street Glasgow G4 0UW	
Charity number	SC023930	
Company number	SC108565	
Auditor	Azets Audit Services Chartered Accountants Titanium 1 King's Inch Place Renfrew PA4 8WF	
Banker	Bank of Scotland Argyle Street Glasgow G2 8BU	
Solicitors	Harper Macleod 45 Gordon Street Glasgow G1 3PE	Anderson Strathern George House 50 George Square Glasgow G2 1EH

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JOBS AND BUSINESS GLASGOW
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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees are pleased to present their report together with the financial statements of Jobs and Business Glasgow (JBG) for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 2 within the Notes to the Financial Statements and comply with the charity's trust deed, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' (FRS 102) and the Statement of Recommended Practice – "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (SORP).

Objectives and activities

The purposes of JBG as set out in its Articles of Association include:

- To relieve unemployment particularly amongst residents of the area served by Glasgow City Council, for the public benefit in such ways as may be thought fit, including assistance to find employment;
- To advance education particularly amongst residents of the area served by Glasgow City Council, including the sourcing or provision of training in skills of all kinds (particularly such skills as will assist the participants in obtaining paid employment);
- To relieve and/or prevent poverty particularly amongst residents of the area served by Glasgow City Council;
- To relieve those in need particularly amongst residents of the area served by Glasgow City Council, by reason of age, ill-health, disability, financial hardship, alcohol or drugs dependency, or other disadvantage; and
- To advance community development and regeneration particularly amongst residents of the area served by Glasgow City Council.

JBG's mission is:

"To work in partnership to create a more resilient business base and support residents to compete for employment opportunities in and beyond the city".

To deliver on this mission, two strategic goals were identified. These are:

- To improve the competitiveness of residents and help to increase Glasgow's employment rate – reducing the gap with Scotland and better performing UK cities: and
- To improve business resilience and increase the number of sustainable small businesses in Glasgow, moving towards levels achieved by better performing cities.

REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
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Objectives

In striving to achieve this vision, the overall service activity delivered by JBG in 2021/22 was designed to meet the following objectives:

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

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

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

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

In order to ensure the longer term strategy is achieved the Board agrees an annual budget for the new financial year and the KPI's which require to be met.

Strategic Report

Review of Services

As the economy begins to recover from the worst effects of the Covid-19 pandemic only to be confronted by a crippling cost of living crisis, it is more vital than ever that JBG's financial model ensures that the organisation is not reliant on chasing short term funding to cover fixed costs and the inherent risks that result from this. Our services are directed towards satisfying the needs of our customers and stakeholders, and for demonstrating principled best value for money. To demonstrate this the Company has carried out a comprehensive review and due diligence exercises on all five strategic areas of the JBG business model: Employability Services; Business and Social Enterprise; JBG Childcare Services; JBG Commercial Property Inc. PbyJBG; and Corporate Services. This review, led by the JBG Board, was an entirely separate exercise from the Council-led review of its Arms-length organisations. The objectives of this review were to determine:

- JBG's commitment to a comprehensive review of its structures and avoiding duplication.
- Recognition of the need to meet continuing financial challenges and deliver financial efficiencies across the JBG group.
- Ensuring JBG group expenditure meets the requirements and expectations of the Office of the Scottish Charity Regulator (OSCR).
- The need to demonstrate continuing viability, best value and effectiveness, and that JBG is making best and most appropriate use of the Public Pound, including:
 - an assessment of the extent to which JBG is delivering services for the people that need them;
 - the extent to which the Company is providing value for money and meeting its intended objectives;
 - whether JBG have clear reasons and objectives for each of its services and that these are founded on a clear business case;
 - whether JBG have sound governance controls in place; and
 - the skills, knowledge and experience of staff, management and trustees.

The development of our services and structure has been exacerbated by the impacts of the Covid-19 pandemic which has intensified the range of challenges ahead. The Covid-19 pandemic has been a social and economic crisis just as much as a health crisis, with socio-economic disadvantage and inequality of outcomes widening. As the country's economy slowly begins to recover from the worst of the pandemic, the people who have been most affected by this socio-economic inequality are now experiencing a new threat from the combination of the cost of living crisis and the economic fallout of the war in Ukraine.

Strategic Report (continued)

Review of Services (continued)

A study from the Resolution Foundation has estimated that households are now facing the steepest drop in real-terms income for 50 years, with families an average £1,000 worse off per year. Inflation has soared beyond nine per cent this summer, adding to increases in national insurance and council tax. This rising inflation rate comes alongside massive increases in energy costs with the energy price caps having ended in April, with a further rise expected in October leaving millions of households facing unsustainable increases to their annual energy bill. The situation therefore is bleak enough for those working households, but for those in workless households or in areas of socio-economic disadvantage the impact is potentially catastrophic, further emphasising the need for JBG to ensure it is prioritising and directing its time and resources to those who urgently need it most.

Further details on how each of JBG's services have been impacted by the pandemic, and the Company's plans for each service's future shape and structure can be found in other sections throughout this report. However, the Covid-19 pandemic has undoubtedly changed the way in which we interact with each other, with more contactless interfaces and interactions and greater reliance on digital infrastructure and services. At the time of writing there are still no plans for all staff to return to their former places of work on a full-time basis. The Covid social distancing measures that have been in place have demonstrated that a number of staff previously based at JBG's head office at Ladywell Business Centre no longer necessarily need to travel to the office and this has been considered as part of the ongoing review of JBG services and structure, creating a slimmer, more cost effective hybrid office environment and requirements, although this will also have an impact on our Commercial Property occupancy levels.

Employability Services

Our service provision centres on supporting customers through an employability progression model providing support from engagement to sustained employment in a way that is consistent with the employability pathway promoted by the Scottish Government (Creating a Fairer Scotland: A New Future for Employability Support in Scotland).

Jobs & Business Glasgow is the largest provider of Employability advice and guidance in the city, and this remains the cornerstone and key function of the organisation. In 2019 GCC carried out a review of Employability services delivered across the city by GCC departments and its ALEOs. One of the aims of the GCC review was to establish where and how other members of the GCC family deliver Employability services and to establish each department's own terminology of Employability.

GCC, through the Chief Executive's Economic Development department, does not deliver operational employability activity but sets the strategy, acts as budget holder, commissions delivery of employability interventions and monitors compliance. It is important from a governance perspective that the strategic and operational elements of delivery are separated, to ensure that there is appropriate and objective oversight of delivery in compliance with the terms and conditions of funding. The conclusions and recommendations of this review were presented to the Council in March 2021, who approved the approach to the commissioning of Jobs and Business Glasgow to continue to deliver employability activity on behalf of the Council.

Both directly and in partnership with specialist service providers JBG delivers a far-reaching combination of Early Engagement, Intensive Intervention and Support, Work Preparation, Support into work, and Employment Retention and Progression activities, all of which is aimed at assisting those Glasgow residents who are facing a number of barriers to compete for, and thrive in, the world of work.

JBG's delivery model has been designed to be as close and accessible as possible to local communities. Prior to the outbreak of the Covid pandemic, advice and guidance services were provided from as many as 45 locations throughout the city with a significant presence within many of Glasgow Life's facilities, particularly libraries, where JBG's employability services were marketed as just part of a wider range of Council "family" support and information services on offer in libraries, thus supporting a multi-agency "hub" approach. This supports our aim of not only assisting people into work, but also improving their and their loved ones financial, physical and mental wellbeing.

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FOR THE YEAR ENDED 31 MARCH 2022

Strategic Report (continued)

Employability Services (continued)

However, the pandemic has forced the Company to change its employability services model in the last two years, and this has impacted on the Company's ability to reach new customers in communities across the city. In addition, despite Scottish labour market conditions continuing to improve with the number of employees rising back above pre-pandemic levels for the first time, evidence suggests that many of JBG's core customers are not proportionally benefitting from the recovery in the labour market.

Although the latest data for Scotland suggest employers are continuing to respond to rising demand by adding staff, many businesses are responding to staff shortages by increasing hours or recruiting temporary workers, with a significant proportion simply unable to meet demand. Additionally, although data suggests that demand for workers remains strong and businesses appear increasingly confident to hire permanent staff, this recovery is not being experienced by those further from the labour market. These trends appear to go some way to explain the deficit in the Company's employability indicators in the table below.

Key Performance Indicators- Progress 1 April 2021 - 31 March 2022			
Theme: Contributing to a thriving economy by increasing the employability rate and number of sustainable small businesses			
Key Performance Indicator		Target 2021-22	Actual
1	Number of Glasgow residents supported to become more competitive in the labour market	4,130	2,715
2	Number of Glasgow residents supported into employment or self-employment	833	599
3	Percentage of individuals entering and sustaining employment at*	13 weeks	64%
		26 weeks	52%
4	Percentage of Glasgow residents supported who reside in a bottom 15% employment deprived neighbourhood	65%	62%

Client Profile - 1 April 2021 to 31 March 2022			
New and continuing client profile	Number		
	Registrations and Re-engagements	1,654	
	Continuing	1,061	
Gender profile	Male	Female	Other
	1,775	936	4
Scottish Index of Multiple Deprivation residents engaged	Target 2021 -22		Actual
	2,685		1,691
Area and EDA Profile	Area		Total number of clients supported
	North East		1,081
	North West		704
	South		930
	Grand Total		2,715

In response the Company will introduce a number of changes. JBG's employability staff - previously based in Glasgow Life premises - have continued to work from home, but a hybrid service is now enabling them to return to face-to-face contact in a variety of settings. It is anticipated that in line with the rest of the third sector, JBG will continue to develop a hybrid model of face to face and digital contact that will enable us to tailor our support to our most vulnerable customers.

Strategic Report (continued)

Employability Services (continued)

A recently recruited team of Business Support Officers – successful candidates from the Company’s Customer First and Glasgow’s BEST programmes – are leading on a new approach to community engagement across the city, creating links with a number of community groups and organisations, encouraging and empowering them to jointly promote employability support through their own communication channels, whilst bolstering our engagement with new audiences.

JBG will also commit to playing an active role in Glasgow City Council’s drive to bring a number of financial and third-party sector organisations together to agree a strategy to effectively tackle the alarming levels of widespread social and financial exclusion. A regular criticism of the sector is that too much delivery is done in isolation, and resources are often not used as effectively as they could. This strategy will require all parties to commit to a long-term collaborative approach.

JBG will offer a team comprising Business Support Officers and trainee Customer First Officers to engage new customers who are not just classed as simply economically inactive, but whose financial circumstances are so personally and physically overwhelming that they feel permanently trapped. Our team will aim to be an initial point of contact for these customers, providing an ongoing face to face and telephone “buddying” service, building relationships and breaking down barriers of trust, and the team will link with Universal Credit Support Hub staff (JBG’s existing partnership with GCC Financial Services), who are providing one-to-one support and advice to members of the public who have been signposted to the library to access Universal Credit support; and the team will also be a conduit for other financial inclusion partners to ensure each customer receives the most effective, holistic service possible for their specific circumstances.

This approach is particularly crucial right now because although there were record numbers of job vacancies in Scotland at the most recent reporting stage (October 2021), the Institute of Employment Studies (IES) has stated that labour supply cannot currently keep up with demand. With lower levels of unemployment, these mismatches are likely to contribute to ongoing labour shortages. According to the IES, this is mainly driven by a participation crisis, with the number of people economically inactive (due to ill-health and early retirement) rising. As mentioned earlier in this section, crucially for JBG and many of our customers, the emerging evidence suggests that the recovery is not being experienced by those further from the labour market. Coming at a time of high inflation and Universal Credit cuts and restrictions, addressing this needs to be a priority. JBG will therefore strongly support GCC’s Financial Inclusion strategy to ensure these concerns are robustly and effectively tackled.

The Company has also consulted with partner and sector groups to offer a positive approach to supporting those sectors in the city that are facing severe recruitment shortages, including catering and hospitality, manufacturing and logistics. The Council family has launched recruitment drives for the facilities management and care sectors, and JBG is keen to support these drives through the provision of training and ILM work placements.

Tackling the growing issue of underemployment is also a key objective for JBG as we move towards the new financial operating year. Over the last year, underemployment in Scotland has increased by 1.1% to 8.2%, higher than the UK as a whole (+0.1%). Although the main drivers behind this increase are not yet clear, emerging analysis from the Work Foundation and reported by Glasgow City Region suggests that temporary work and zero hours contracts have increased as businesses in some sectors continue to face uncertain consumer demand. Although temporary work can offer flexibility to businesses, it can have long term negative effects on workers in terms of pay and access to career progression opportunities. JBG’s plans for a wide-ranging in-work support service will aim to tackle underemployment and maximise job retention and progression.

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FOR THE YEAR ENDED 31 MARCH 2022

Strategic Report (continued)

Current JBG Programmes and Initiatives

UK Government's Kickstart Programme

JBG has developed two strategic partnerships in the City responsible for delivering Kickstart, the UK Government's scheme which aims to support businesses and create hundreds of thousands of new, fully-subsidised jobs for young people across the UK. Businesses secure 100% of the National Minimum Wage for a new employee on 25 hours per week for a total of six months with no additional costs to the business. A £1,500 grant is paid per role created to help businesses support the young person. JBG is partnering with the Glasgow Chamber of Commerce (GCoC) is providing 100 places and the Glasgow Council for Voluntary Services on this initiative.

Scottish Government's Young Persons Guarantee

The Scottish Government's £60 million Young Person's Guarantee (YPG) programme will ensure everyone aged between 16 and 24 has the opportunity of work, education or training. The Scottish Government funding will be broken down as follows:

- £30 million through local authorities to help local partnerships to deliver employability support for young people
- £10 million to create additional opportunities in colleges
- £10 million additional funding for Developing the Young Workforce
- £10 million to support pathways to apprenticeships

Glasgow City Council's Economic Development Services are leading a number of local partners to deliver YPG programme across Glasgow City. A suite of programmes have been rolled out by a range of key providers including:

- Chamber of Commerce
- Education Services
- GCVS
- Glasgow Health and Social Care Partnership
- Glasgow Life
- Jobs and Business Glasgow

In addition JBG have developed a partnership with the Glasgow Chamber of Commerce to support the creation of work placements for young people who are not eligible for the UK Government's Kickstart scheme. The initiative, - Step Up Glasgow - was set up in direct response to the Scottish Government's Young Person's Guarantee, in partnership with Glasgow City Council. The programme is for 16 to 24 year-olds not in education/employment and not in receipt of universal credit. Step-up Glasgow is being driven throughout the city to support sustainable economic growth, creating roles for school leavers, college leavers and those young people who have been unable to secure employment as a result of the pandemic. The placements will last six months. The participants will receive 16 hours of in-work and progression support from Jobs and Business Glasgow with the opportunity to complete certified training courses relevant to the placement.

PACE Plus

Scottish Government's PACE (Partnership Action for Continued Employment) scheme, administered by GCC, directly supports and advises those recently made unemployed as a result of the pandemic. The additional funding will target people who have been made unemployed or whose jobs are under threat as a result of Covid-19. This additional support is being delivered by JBG.

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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
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Strategic Report (continued)

Current JBG Programmes and Initiatives (continued)

ESF Phase 2

Work Life Glasgow - JBG's European Social Fund programme - has been extended for two years until 31st March 2023. Phase 2 of WLG will continue to deliver to the same set of principles as the successful first phase, targeting people furthest from the labour market and with multiple barriers. The primary focus will continue to be on people over the age of 29 (but it will not exclude those aged 16-29 where there are significant support and interventions required). This phase will provide support to individuals who are already in work but need support to progress to an improved labour market situation.

JBG Glasgow Guarantee – In Work Support Programme

JBG continues to provide an In Work Support (IWS) service for the Glasgow City Council Glasgow Guarantee (GG) programme, established since June 2012. Two dedicated JBG Advisors offer a range of support to all-age customers funded through the Glasgow Guarantee Employers Recruitment Incentive whilst working as a Modern Apprentice or undertaking a Glasgow-based job. Both advisers also offer a range of advice and support to employers and during this year have provided support with administration of the progression award for employees applying for in-work training opportunities.

Performance Indicators 2022/23

Indicator	Male	Female
Number of Glasgow residents supported to become more competitive in the labour market	3,924	1766
Of which SIMD	2,551	65%
Number of Glasgow Residents Provided with Tailored Advice/ Training for Work	3,139	80%
Number of Glasgow Residents Accessing Supported Job Opportunities (TEPS/ILMs?)	115	
Number of Glasgow residents supported into employment or self-employment	795	
Percentage of individuals entering and sustaining employment at 13 weeks	80%	
Percentage of individuals entering and sustaining employment at 26 weeks	65%	

Review of Employability Services

The range of employability services and initiatives that JBG plays a leading role is extensive and is due to grow further through the Scottish Government's No-One Left Behind agenda. However, to demonstrate its commitment to continuous improvement JBG has commenced a comprehensive review to establish the appropriateness and effectiveness of its current range of Employability services. This process will involve an external party review of how our colleagues interact with customers; how the Company's information management systems and IT is being utilized; and how it can be improved to provide more substantial data including actual number of appointments made and attended (face to face, phone, Teams), average length of meeting, activities undertaken and results.

The aim of this review will be to ensure that the Company can be confident in the quality of the work it is delivering to its customers and will inform and impact performance reporting in key areas such as progress on delivery, customer satisfaction indicators, evidence of wider impact in the form of best value programme reviews and a range of corporate performance indicators. We will use case studies to evidence the impact of our services and we will continue to build and strengthen our performance management approach and to better demonstrate impact in the coming year.

Strategic Report (continued)

Review of Employability Services (continued)

The Company is also making better use of social media to share services and vacancies. The Covid pandemic has impacted the ways in which we conduct business and has challenged us to adapt. Employability services are now being delivered remotely which in many ways speeds up the delivery of our support, but the removal of face-to-face interactions has encouraged us to rethink our marketing relationship with our customers. To capture the attention of new customers, JBG will improve the way we share the good work which is being done within the organisation. It is essential that customers hear first-hand of our positive results, about the partnership work we are undertaking, and about the success of our existing customers. Real-time information is very much a driver in social media, with followers expecting engaging, responsive content.

Commercial Property

Jobs and Business Glasgow has a property portfolio that is a legacy of the five former local regeneration agencies (LRAs) that merged in 2011 to become what is now Jobs and Business Glasgow. All but one of the LRAs managed their property interests through wholly owned subsidiaries; the exception being Glasgow South West Regeneration Agency which was the “receiving company” at the time of merger. Therefore JBG is in the unique position of holding some of its properties within the main charity, whilst the remaining interests sit within the wholly owned subsidiary called Property by Jobs and Business Glasgow.

The overall JBG property portfolio comprises commercial, operational and mixed use properties including business centres, industrial estates and childcare facilities. JBG operate and manage circa 290,000 sq/ft of property. The combined property portfolio contributes to the strategy of providing access to good quality office accommodation. As a result this not only meets our aims of supporting business development, with a particular emphasis in disadvantaged communities, it also aims to generate income that will contribute to the charity’s core services. Over the past five years JBG has invested in a significant programme of property rationalisation and fabric investment. However the majority of the property portfolio is not ultimately owned by JBG and many are GCC properties that are leased long term to JBG by City Property Glasgow Investments Ltd.

In November 2020 the Board considered options for the future structure, purpose and management of the commercial property portfolio and approved the recommendation that JBG seek to transfer all management responsibility for the portfolio and asset management programme to another party, and that preferred party should be elsewhere within the Glasgow City Council estate.

Discussions with GCC Legal Services confirmed that the process for this agreement is that JBG would contract with GCC to provide these services and then GCC would most likely sub-contract with City Property. Essentially therefore any agreement would come via the Council who would apply an additional specification to the existing Service Level Agreement. Discussions are ongoing with City Property LLP with a view to transferring JBG’s commercial property portfolio to City Property at an agreed point in 2022.

Commercial Childcare Services

Jobs & Business Glasgow (Rising Stars) is one of the largest childcare service providers in the city and operates a significant childcare portfolio, all focussed on the south and east of the city, with provision for 467 full time children. The focus of JBG childcare services has been to provide accessible, affordable and flexible childcare, and the majority of venues are located within some of Glasgow’s most disadvantaged communities.

The Company is also currently reviewing the childcare business and has commissioned independent legal advice on the potential options for a successful and viable future business model. This ensures a consistent approach to the review of each of the JBG service strands. The primary element of this particular service review has been to address the fundamental principle of JBG ownership and/or management of a commercial childcare service, and its future shape and direction. The objectives for which the former local development companies introduced childcare provision in the 1990’s, and the funding that enabled it to be subsidised, no longer exist and the service has performed at a loss for a number of years, with those losses having latterly been met from JBG’s reserves.

Strategic Report (continued)

Commercial Childcare Services (continued)

An additional JBG Board meeting was held in October specifically for Trustees to be presented with a number of potential options for the future shape, structure and direction for JBG Childcare services. The Board was presented with a shortlist of options and a Business Case which resulted in the preferred option of a hybrid model incorporating further rationalisation of current JBG Childcare services whilst seeking to transfer to another childcare provider or providers.

An external third party with sufficient experience and understanding of the sector has subsequently been commissioned to review all aspects of JBG's Childcare business and operations. JBG has co-operated with him throughout the process, supplying essential HR and financial data, and he has also carried out an independent cross check on local authority income to the nurseries v's parent income.

In the meantime JBG Rising Stars continues its commitment to supporting Glasgow City Council's delivery of 1,140 hours of funded early learning and childcare (ELC) to all 3 and 4 year olds and eligible 2 year olds. From the family's perspective, the same high quality, flexible and affordable service should be delivered regardless of provider, and the Council has committed to delivering this "provider neutral approach" across the city. The Scottish Government guidance is for a 'Funding Follows the Child' approach, enabling parents greater choice about where they seek to access their child's statutory entitlement, whilst the National Standard sets out the principles and practice for providers seeking to enter or maintain partnership status with a local authority.

This approach, added to the Scottish Government's manifesto commitment to free wraparound care being introduced during the current parliament term, means that there are positive opportunities in the childcare sector in the years ahead, and it is hoped that much of the childcare services that have been offered by JBG over the years can develop further under new management.

JBG Business Start Up/Social Enterprise

2021/22 was the first full operating year since JBG relinquished its responsibility for the delivery of Business start-up and Social Enterprise support services. In October 2020 the Board had considered a review of these services and a list of options for its future structure, purpose and management. The Board subsequently approved the recommendation that JBG cease responsibility for delivery of this service in the event that they could be seamlessly realigned or transferred to GCC Economic Development Services.

On 14th January 2021 the City Administration Committee approved this recommendation and, following detailed discussions involving JBG and Council colleagues, JBG's Business Start Up and Social Enterprise Support services successfully transferred to the Council's Chief Executive's department on 1st April 2021. A new Service Level Agreement to be agreed with the Council will remove reference to Business start-up and Social Enterprise support services.

Criteria used to assess success

In the 2021/22 financial year, the main criteria we used to assess success included:

- Management Development one-to-ones
- Funders/Partners feedback
- Formal independent project evaluations
- Client case studies
- Satisfactory Internal and External Audit Reports
- Key Performance Indicators

Strategic Report (continued)

Criteria used to assess success (continued)

Funders/partners feedback

Over the course of the year we have been subject to audits from Glasgow City Council and Care Inspectorate.

Project evaluations

We continue to collect positive client case studies for every project to demonstrate clients' progress and to demonstrate JBG's role in their journey.

Satisfactory internal and external audit reports

We continue to work closely with both our Internal and External Auditors to ensure that we are on a journey of continuous improvement in all aspects of our service delivery. A clean audit opinion from our External Auditors and ongoing satisfactory reports from our Internal Auditors continues to build confidence in our systems of Internal Control. A review of Systems and Controls by Internal Audit has shown significant progress and we are committed to continue this progress.

Internal Audit work is undertaken in accordance with the Public Sector Internal Audit Standards which have been adopted by the Relevant Internal Audit Standard Setters (RIASS). The RIASS includes, among others, HM Treasury, the Scottish Government and the Chartered Institute of Public Finance and Accountancy (CIPFA).

Changes in organisational structures, system developments, changes in working practices and legislative requirements create a constantly changing control environment. Taking these factors into account, the highest risk areas are brought forward in JBG's annual audit plan. Risk is assessed by considering various factors, including the potential financial impact if controls fail, any changes or new processes/systems that have been implemented and the assessment of senior officers and auditors regarding the effectiveness of controls in key areas. These risk scores are weighted and the highest composite scoring areas are prioritised in the audit plan. Public Sector Internal Audit Standards require that the audit plan should be kept under review to reflect any changing priorities and emerging risks, to ensure the plan remains relevant and reflects any changes to the inherent risks at Jobs & Business Glasgow. The Audit Committee are asked to approve any material adjustments to the audit plan.

Attendance

JBG employee absence rate for 2021/22 was 5.69%, an increase on the previous year (5.13%). Absence continues to be robustly managed in line with JBG absence and performance management policies.

Challenges

The organisation has also produced a balanced budget for 2022/23. However as a result of the economic and societal impacts of the Covid pandemic, in addition to the Glasgow City Council review of its ALEOs to evaluate the current ALEO structure, JBG will be expected to demonstrate that it is improving its services for the people that use them, providing value for money and achieving its intended objectives.

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Strategic Report (continued)

Operating and financial overview

The charitable group's net surplus for the year to March 2022 was £933,611. This compares to a net surplus of £1,168,631 for the year to March 2021. This is a reduction in surplus of £235,020.

The charitable group's total income for the year to March 2022 was £9,422,233. This compares to £9,441,211 for the year to March 2021. This is a reduction of £18,978.

The charitable group's total expenditure for the year to March 2022 was £9,693,622. This compares to £8,688,580 for the year to March 2021. This is an increase of £1,005,042.

In cash flow terms, the bank account showed an in-funds position of £8,934,180 at the beginning of the year and an in-funds position of £8,510,145 at the end of the year. The group therefore generated a negative cashflow during the year of £424,035.

The charitable group shows an unrestricted reserve of £15,258,910 (2021: £14,515,299).

Impact of the pension deficit / surplus

As at 31 March 2022, JBG has 3 staff in the Strathclyde Pension Fund, a multi-employer defined benefit scheme. The remainder of the JBG staff are in defined contribution schemes, either the Zurich scheme or NEST, a government backed scheme. Currently, the Board have made the decision that no further staff should be allowed to join the Strathclyde Pension Scheme.

The JBG portion of the surplus as at 31 March 2022, of the Strathclyde Pension Fund is £390,000 (2021: £190,000 deficit). Any deficit would crystallise (that is, be payable) if a cessation event is triggered. A cessation event is triggered if the JBG scheme ceases to have any active members in it, the other employers in the scheme continue to have active members and the pension scheme is in deficit at that time. The surplus in the scheme has not been recognised in the Statement of Financial Position in accordance with accounting standards.

The Trustees will be monitoring this situation very carefully to ensure there is no cessation event in the future.

Reserves policy

At 31 March 2022, the total funds the group held were £15.3m (2021: £14.3m). Of these, £0k (2021: £0k) were restricted and were not available for the general purposes of the charity. £1.4m (2021: £1.6m) of the total funds were designated, including £0.9m (2021: £1.1m) representing the net book value of the group's tangible fixed assets.

Of the total funds, £10.9m (2021: £10.0m) can only be realised by disposing of fixed assets.

This leaves the group as at 31 March 2022 holding £4.0m (2021: £3.8m) of general funds, after making allowances for restricted funds £0k (2021: £0k), designated funds £1.4m (2021: £1.6m) and the carrying value of investment property £9.9m (2021: £8.9m) which JBG considers to represent a commitment of the reserves it holds.

The Trustees have examined the company's requirements for reserves in the light of the main risks to the organisation. They previously established a policy whereby unrestricted general funds not committed should be approximately three months of total expenditure. Based on the approved budget for 2022/23, three months' expenditure (salaries and project costs) equates to £2.2m. The figure above shows general reserves of £4.0m which is higher. This is consistent with our objective to slowly and steadily build our unrestricted general funds to a more acceptable level to ensure we could deal with any future cuts in funding.

Strategic Report (continued)

Policy on creditor payments

The company's policy for the payment of suppliers for the following financial year is described below. The Company's standard contractual terms and conditions state a policy of payment of supplier invoices, 30 days after the receipt of a valid invoice.

JBG has adopted a formal accounts payable policy and within this policy it outlines our commitment to meeting our contractual terms and conditions by running two creditor payments monthly. A formal review process is in place to ensure that all invoices falling due for payment are included in these payment runs. Our procurement policy differentiates our suppliers into the following categories:

- Low tender contracts where we will contract with suppliers individually. Contractors will be advised individually that our standard payment terms are 30 days from the receipt of a valid invoice.
- Contracts procured through Public Contracts Scotland (PCS). Our terms and conditions are set out on the PCS portal.
- Contracts procured through an existing local authority framework agreement. The terms and conditions will have been agreed by the contracting authority. JBG will therefore comply with the terms and conditions previously agreed.
- Utility Companies. It is not our current practice to negotiate on our payment terms however, our policy allows flexibility to comply with terms and conditions set by utility companies. The payment terms for our utility suppliers range from 7-14 days.

Creditor days

The trade creditors being owed at the end of the year totalled £150k within the group. Creditor days equate to 23 days. This is consistent with our standard policy of 30 days and signifies a return to creditors days pre pandemic.

Risk management

Procedures have been established and are reviewed in the course of the year, to identify, manage and mitigate operational and strategic risks. The Information and Database Manager is responsible for co-ordinating the company's risk strategy and risk register. Each senior manager is responsible for risk management in their respective areas. The JBG board closely monitors the top 5 risks, and in August 2018 the Board agreed that the full JBG Risk Register should be presented annually to the Board. The following systems and procedures to manage risk have been established:

- Regular Board meetings (currently 5 per annum) are held by the Trustees and Senior Officials of the charity. Commencing January 2023, it is anticipated that this will be 4 per annum, held quarterly
- The Finance and Audit Committee also oversees the risk register
- Monthly management accounts, incorporating year to date actuals and projected year-end outturns are prepared and reviewed against budget. These are discussed with the Managing Director and the appropriate Senior Manager and actions plans are agreed and monitored. These are also submitted at a summarised level to the Board.
- Internal controls are in place to safeguard the company's assets
- The top 5 risks are considered by the SMT on a monthly basis with mitigating actions agreed, following which the top 5 risks are flagged and reported to the Board.

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

Strategic Report (continued)

Risk register

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

Description of Risk	Impact	Probability	
Ref 987 RISK: 2021/22 Board approved budget does not accurately reflect actual financial performance. CAUSE: UK Lockdown restricting JBG operational activities and revenue generating operations stated within JBG's business plan. EFFECT: Budgetary control and meaningful financial reporting will be impacted.	5	4	<ol style="list-style-type: none"> JBG board or GCC may request budget and business plan is prepared again. Preference is for close financial monitoring and preparation of early probable outturn. Liaison with key stakeholders
Ref 509 Risk: JBG will experience significant changes to its financial and business model. Cause: The GCC review of citywide employability services will determine JBG's role in the sector and how it fits with other providers; whether JBG is continuously improving its services for the people that use them, providing value for money and achieving its intended objectives. Effect: Failure of JBG to meet objectives set out in the Articles of Association.	5	3	<ol style="list-style-type: none"> New Services Contract with GCC will define the Company's objectives and outputs. This will then help to shape and inform amended Articles. implement efficiency savings exercises across core services explore further sharing of resources through partnership working liaise with GCC Economic Services and Legal Services to keep informed of all internal changes and developments
Ref 901 RISK: In the event of a major fault with our line of business finance software (Sage 200) which cannot be resolved by our third-party support provider (Eureka), the software vendor (Sage) will be unable to assist. CAUSE: The version of SAGE used by JBG will no longer be supported by SAGE from end of October 2019. EFFECT: Software of this nature that is unsupported by its vendor and which experiences a major fault will create an outage that could: delay supplier payments; delay production of management accounts; remove capability to process incoming receipts; generally hamper all functions of the finance team.	5	3	<ol style="list-style-type: none"> JBG have scoped out a SAGE upgrade to current supported version with Eureka (JBG's third party provider) and are liaising with CGI re implementation of same in November 2019. Noting the delay to previously agreed implementation plan (owing to Covid), Head of Finance has provided CGI with three new 2021 implementation windows – recommending January 2021 to reduce the duration of this risk.
Ref 253 RISK: Failure to achieve a balanced budget in next financial year. CAUSE: Closure of funded Project leading to project staff salaries being drawn fully or partially from GCC Service Agreement funding; lower than anticipated income generated by Childcare and Property functions due to lower than forecast occupancy levels at childcare facilities and commercial properties re the pandemic. EFFECT: Overspend against core budgets; Reduction to commercial revenue streams.	4	3	<ol style="list-style-type: none"> Options paper for JBG model based on each strand of the business. Implement efficiency savings exercises across the business. Explore further sharing of resources through partnership working. Specific funding to be sought for childcare function. Management accounts are issued to SMT and operational managers each month for review. 3 years budget savings options have been submitted and approved. we are aware of new Employability funding coming from GCC which will ease the pressure on JBG's service fee.

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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

Strategic Report (continued)

Risk register (continued)

Description of Risk	Impact	Probability	
Ref 921 Risk: Quality of support from CGI does not meet expectations. Cause: Failure by CGI to deliver projects on time; delays in procuring new equipment; lack of progress updates from CGI counterparts. Effect: detrimental impact on staff satisfaction levels; detrimental impact on staff productivity levels; detrimental impact on organisational performance.	4	3	1. Engage with GCC colleagues to share experiences and record risks and issues on a regular basis. 2. Liaise closely with CGI counterparts - account manager, service delivery manager, and service director to ensure that all issues and aspirations are noted. 3. Manage expectations of JBG staff and management.

Summary of future plans

There are clearly some significant challenges to address and overcome in the forthcoming year. JBG continues to operate in a challenging financial environment with Public Sector funding continuing to be under significant pressure. The COVID-19 pandemic has created unprecedented instability in all areas of life, and the subsequent cost of living crisis and rise in inflation mean that public sector is likely to feel its impact for several years. While JBG is now in a far more stable position, going forward we will continue to be cautious in our approach while also managing a number of issues including:

- Public finances under continuing pressure;
- Major policy changes including Welfare Reforms, particularly Universal Credit, are being introduced that will impact significantly and detrimentally on cities with these being felt acutely in Glasgow;
- The continuing over the future of European Funding or its replacement post-Brexit;
- JBG’s community-based business model, where advisers offer services from an increased number of community facilities such as libraries and RSL offices, and the impact of Covid-19 on these providers and their facilities;
- The challenging economic outlook particularly in some key economic sectors will lead to additional demands on JBG services;
- The increasingly competitive funding environment.

JBG’s objectives for the forthcoming year are:

- To meet and, if possible, exceed our KPIs;
- To seek new partnerships and new ways of delivering services more efficiently and effectively;
- To continue to consolidate our excellent working relationships with key stakeholders;
- To continue to review and rationalise our delivery and commercial property portfolios; and
- To continue to improve the financial performance of our childcare service.

Calculations to arrive at the targets for 2022/23 below are based on: an assessment of current resources; the previous performance of current resources; targets for ongoing, externally-funded projects; consultation with project managers; and recognition that our services need to complement the ESF funded employability projects that were initiated across Glasgow in 2018.

Strategic Report (continued)

Summary of future plans (continued)

KPI Performance Summary – 1st April, 2022 – 31st March 2023.

The following tables summarise our proposed targets and outputs across all departments for the period 1st April, 2022 – 31st March 2023.

Employability and Skills

Key Performance Indicators – Targets 1st April 2022 - 31st March 2023		
Theme: Contributing to a thriving economy by increasing the employment rate and number of sustainable small businesses in Glasgow		
Key Performance Indicator		Target 2022-23
1	Number of Glasgow residents supported to become more competitive in the labour market	3,924
2	Number of Glasgow residents supported into employment or self-employment	792
3	Percentage of individuals entering and sustaining employment at:*	13 weeks
		26 weeks
4	Percentage of Glasgow residents supported who reside in a SIMD bottom 15% employment deprived neighbourhood	65%

* this is a percentage of those supported into employment who respond to our in work support team

In addition to these headline indicators a comprehensive sub-set of performance indicators and data will be reported to the JBG Board and the Council, including:

- Number supported into transitional employment
- Number supported into employment
- Number of Glasgow residents supported to become more competitive in the labour market
- Number receiving support to secure employment or enter training or education
- Number supported to participate in training and personal development activity, achieve a qualification, or undertake further education
- Number of Glasgow businesses supported to sustain and grow
- Number offering job opportunities, job tasters and volunteering placements to JBG customers
- Number of customers engaged, determined by age group (16-29 yrs; 30-49 yrs, 50+ yrs)
- Number of customers engaged, determined by geographical area
- Number of customers engaged, determined by gender

Strategic Report (continued)

Summary of future plans (continued)

Commercial Property

Key Performance Indicators – Targets April 1st 2022 – March 31st 2023		
	KEY PERFORMANCE INDICATOR	Target 2022-23
1	Property Tenant Satisfaction Survey respondents	55%
2	Verified Service Users Satisfaction	90%
3	Tacit relocation levels	25%
4	Reduce our property estate through effective asset management	20%
5	Building Statutory Compliance	100%

A sub-set of key performance figures will be reported to the JBG Board a minimum twice per operating year. These figures will provide more detail on key measures including occupancy rates, rental income and unoccupied space per location.

We will also commit to working with GCC with a view to transferring JBG’s commercial property portfolio before the end of 2022.

Childcare

Key Performance Indicators – Targets April 1st 2022 – March 31st 2023		
	KEY PERFORMANCE INDICATOR	Target 2022-23
1	Number of FTE Occupied Places	346
2	Occupancy levels	75%
3	Parental Satisfaction Survey respondents	55%
4	Verified Service Users Satisfaction	90%
5	Care Inspectorate Grading	Minimum rating of 4

A sub-set of key performance figures will be reported to the JBG Board a minimum twice per operating year. These figures will provide more detail on key measures including placement fees and available spaces per location.

Strategic Report (continued)

Trustees perspective of the future direction of the charity

The Trustees view is that the work that JBG carries out is essential for the economic success of the city and its people. The impact of the cost of living crisis, following on so quickly from the Covid pandemic, has exacerbated the already existing challenges of poor health, poverty and inequalities that are intrinsically linked to social exclusion and unemployment.

In addition the Trustees note their concern that despite Scottish labour market conditions continuing to improve with the number of employees rising back above pre-pandemic levels for the first time, evidence suggests that many of JBG's core customers are not proportionately benefitting from this recovery in the labour market. It has never been more important that a strong and focussed Jobs and Business Glasgow is able to play a significant part in the city's recovery. Therefore the Trustees strongly support the proposed review of JBG's employability services to ensure that the Company is offering the highest quality, targeted support for its customers.

The Trustees believe that as a significant contributor to the GCC Economic Strategy, JBG should also be in a strong position to play a major role in delivering elements of the City's Financial Exclusion and Child Poverty action plans, and it is more essential than ever that JBG, on a strategic, financial and operational level, is able to respond to challenges and opportunities presented by the Council's Inclusive Growth Agenda.

Employee Involvement

The Trustees are very keen that employees are systematically provided with information on matters of concern to them. The Managing Director has participated in a number of virtual MS Teams meetings with staff, and has made a commitment to ensure that staff are kept fully informed of any developments. In addition:

- Leadership meetings involving operational and senior managers were held, to focus on key areas of the business such as attendance levels, budgets, funding etc
- Senior Management Team meetings are held a minimum fortnightly
- Development sessions are held at least once a year for all staff to focus on key areas of the business such as performance, company values and future KPIs and priorities etc

The Trustees are keen that staff are consulted on a regular basis so that their views can be taken into account in making decisions which will affect them. To this end, during the financial year, the following arrangements were in place:

- JBG has a Joint Consultation and Negotiation Committee (JCNC) which meets at least quarterly, and a meeting is regularly scheduled immediately following the JBG Board meetings, to provide comfort to the Union and its members that they are being kept fully informed, and more timeously. The group consists of the Managing Director, members of the Senior Management Team whenever appropriate, and representatives from Unite, the Union. The forum enables the Managing Director to update the union reps and full-time official on issues such as staff increments, pay awards, terms and conditions, company pension. The union representatives then discuss and debate these issues within the forum and then ensure union members are updated and consulted on these issues;
- An all staff survey is also distributed annually. The returns are completely anonymous and are used to get staff views on a range of issues;
- All staff receive annual performance reviews;
- Where appropriate, staff are given individual performance targets and KPIs which contribute to the overall company targets;
- These arrangements are continually reviewed and developed to ensure they remain fit for purpose.

JOBS AND BUSINESS GLASGOW
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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
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Strategic Report (continued)

Disabled persons

The group recognises its obligations towards disabled persons and endeavours to provide as many employment, training and career opportunities as the demands of the group's operations and the abilities of the disabled persons allow.

Structure, governance and management

As well as being a charity, JBG is also a private company limited by guarantee, owned by its sole member which is Glasgow City Council. Although JBG is an independent charity it works closely with its member and JBG staff attend and take part in joint working groups and forums across all areas, including finance, HR, economic growth and business transformation.

Directors and Trustees

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

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

Peter Marsh
Malcolm Robert Cunning (resigned 14th April 2021)
Angus Campbell Millar
Francis Paul Scally (resigned 14th April 2021)
Gerry Milne
Nicola Harmon
Gary Hay
Rhiannon Spear (resigned 9 December 2021)
Laura Doherty (resigned 19 May 2022)
Ruairi Kelly (appointed 14th April 2021 and resigned 19 May 2022)
Jill Brown (appointed 14th April 2021 and resigned 19 May 2022)
Greg Hepburn (appointed 9 December 2021 and resigned 19 May 2022)
Elaine Gallagher (appointed 19 May 2022)
Thomas Rannachan (appointed 19 May 2022)
Sean Ferguson (appointed 19 May 2022)
Linda Pike (appointed 19 May 2022) (Chair)
Alan Sherry (appointed 23 June 2022)

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Attendance at board meetings

The following table shows the attendance of Board Members at Board meetings during the year. There were 7 board meetings in the period April 2021 to June 2022.

	25/06/21	27/08/21	07/10/21	26/11/21	03/02/22	25/03/22	24/06/22
Peter Marsh	Y	Y	Y	Y	Y	Y	Y
Angus Millar	Y	Y	Y	Y	Y	Y	Y
Gerry Milne	N	N	Y	N	Y	Y	N
Nicola Harmon	Y	N	Y	Y	Y	Y	Y
Gary Hay	Y	Y	Y	Y	Y	Y	Y
Linda Pike	N/A	N/A	N/A	N/A	N/A	N/A	Y
Sean Ferguson	N/A	N/A	N/A	N/A	N/A	N/A	Y
Elaine Gallagher	N/A	N/A	N/A	N/A	N/A	N/A	Y
Thomas Rannachan	N/A	N/A	N/A	N/A	N/A	N/A	Y
Alan Sherry	N/A						
Rhiannon Spear	Y	Y	Y	N	N/A	N/A	N/A
Greg Hepburn	N/A	N/A	N/A	N/A	Y	Y	N/A
Ruairi Kelly	Y	Y	Y	Y	Y	Y	N/A
Jill Brown	Y	Y	Y	Y	Y	Y	N/A
Laura Doherty	Y	Y	Y	Y	Y	Y	N/A

Board decision making

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

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

Membership

There were two resignations for elected Directors – Cllr Malcolm Cunning and Cllr Franny Scally resigned on 14th April 2021. There were two appointments on 14th April 2021 – Cllr Jill Brown and Cllr Ruairi Kelly.

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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
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Decision making

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

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

Senior Management Team

For the financial year we operated with the structure as described in the table below.

Post	Senior Manager	Responsibilities
Acting Head of Finance	David McMillan	Finance, company secretarial work.
Head of Employability & Skills	Zoe Welsh	Adult employability, community benefits, company strategy and funding applications
Head of Property, Childcare & Enterprise	Tommy Docherty	Property, Childcare and Business start-up and support, social enterprise start-up support and advice

Subsidiary

Property by Jobs & Business Glasgow Ltd (formerly Castlemilk Property Company) is JBG's property trading subsidiary.

In March 2018 the JBG Board approved a motion that membership of the Property by Jobs & Business Glasgow Ltd Board should consist entirely of all existing Trustees of the main Jobs and Business charity.

Committees

The JBG Board meets a minimum of five times each year. In addition JBG's Board has two sub committees to manage various aspects of governance and its responsibilities.

Finance & Audit Committee

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

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

The Committee meets in advance of every JBG Board meeting, and continues to include standing invitations to both Internal and External Auditors.

The membership of this committee is as follows:

- Peter Marsh (*Chair*)
- Councillor Sean Gallagher (*appointed 24th June 2022*)
- Gerry Milne
- Councillor Elaine Gallagher (*appointed 24th June 2022*)
- Councillor Thomas Rannachan (*appointed 24th June 2022*)

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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
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Committees (continued)

Nominations Committee

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

- the selection of appropriate individuals for appointment as Independent Directors

This committee meets as and when required.

The membership of this committee is as follows:

- Councillor Linda Pike (*Chair*)
- Elaine Galletly, GCC
- Gary Hay
- Councillor Elaine Gallagher

Governing document

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

Recruitment and appointment of Trustees

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

- A maximum of 5 directors shall be Partner Directors (Elected members of Glasgow City Council);
- A maximum of 5 Directors shall be Independent Directors (Independent business leaders appointed on the basis of their skills and experience); and
- Managing Director

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

The Company's Articles allow for a Nominations Committee to be convened to oversee the recruitment of any independent directors.

Trustee induction and training

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

Training for the Trustees is provided in the form of a number of induction workshops. Five new trustees have been appointed since the year end and induction sessions have been completed with all.

Arrangement for setting the pay and remuneration of management

The arrangements for setting the pay and remuneration of the charity's key management personnel is carried out by the Board. Key management personnel comprises the charity Trustees and the Senior Management Team.

JOBS AND BUSINESS GLASGOW
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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

Related parties

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

Note 5 within the Notes to the Financial Statements lists all Trustees' related parties. In particular, please note the following:

- Councillor Angus Millar. As well as being a Trustee of JBG he is also a Director of City Property

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

Reference and administrative details

Details of the Trustees, secretary, senior management team, registered office, auditor, bankers and solicitors are on the Company Information page of these financial statements.

Statement of Trustees' responsibilities

The charity trustees (who are also the directors of Jobs and Business Glasgow for the purposes of company law) are responsible for preparing the Report of the Trustees (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Charity and company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees have elected to prepare the financial statements in accordance with 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). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company and of the income and expenditure of the group and company for that period. In preparing the financial statements, the directors are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the group and company and hence for 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 the financial statements may differ from legislation in other jurisdictions.

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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2022

Disclosure of information to the auditor

To the knowledge and belief of each of the persons who are trustees at the time the report is approved:

- a) so far as the trustees are aware, there is no relevant information of which the group's auditor is unaware;
and
- b) the trustees have taken all steps that they ought to have taken as a trustee in order to make themselves aware of any relevant information and to establish that the group's auditor is aware of the information.

Auditor

The auditor, Azets Audit Services, will be proposed for re-appointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the Board on 5th September 2022 and signed on its behalf by:

Linda Pike
Trustee

JOBS AND BUSINESS GLASGOW
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JOBS AND BUSINESS
GLASGOW FOR THE YEAR ENDED 31 MARCH 2022**

Opinion

We have audited the financial statements of Jobs and Business Glasgow (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022, which comprise the Consolidated and Company Statement of Financial Activities (incorporating the Income and Expenditure Account), the Consolidated and Company Statement of Financial Position, the Consolidated and Company Statement of Cash Flows, the Consolidated and Company Analysis of Net Debt and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

JOBS AND BUSINESS GLASGOW
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JOBS AND BUSINESS GLASGOW FOR THE YEAR ENDED 31 MARCH 2022

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.

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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees (incorporating 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 group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees (incorporating the 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:

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

Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities Statement on page 22, the Trustees (who are the directors for the purposes of company law and trustees for the purposes of charity 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 group and the parent 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 parent charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JOBS AND BUSINESS GLASGOW FOR THE YEAR ENDED 31 MARCH 2022

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 the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the FRC's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the group and the charitable company, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the group and the charitable company is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the group and the charitable company that were contrary to applicable laws and regulations, including fraud.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and the charitable company through discussions with the trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and the charitable company, including the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and taxation, data protection, anti-bribery, environmental, and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JOBS AND BUSINESS
GLASGOW FOR THE YEAR ENDED 31 MARCH 2022**

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

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any correspondence with HMRC, relevant regulators and the group and the charitable company's legal advisors.

We assessed the susceptibility of the group and the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in these financial statements were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Our audit work has been undertaken so that we might state to the parent charitable company's members, as a body, and the parent charitable company's trustees, as a body, 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 parent charitable company, the parent charitable company's members, as a body, and the parent charitable company's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Nick Bennett (Senior Statutory Auditor)
For and on behalf of
Azets Audit Services, Statutory Auditor
Titanium 1
King's Inch Place
Renfrew
PA4 8WF

Date: 7 September 2022

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

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

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Pension reserve 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Pension reserve 2021 £	Total funds 2021 £
Income and endowments from									
Donations and legacies	6	3,754,376	513,709	-	4,268,085	4,330,900	517,425	-	4,848,325
Charitable activities	7	2,079,488	699,752	-	2,779,240	1,310,826	453,775	-	1,764,601
Investments	8	2,207,521	-	-	2,207,521	2,113,290	-	-	2,113,290
Other	9	167,387	-	-	167,387	714,995	-	-	714,995
Total income		8,208,772	1,213,461		9,422,233	8,470,011	971,200		9,441,211
Expenditure on									
Raising funds	10	(2,156,844)	-	-	(2,156,844)	(1,599,273)	-	-	(1,599,273)
Charitable activities	11	(6,268,317)	(1,213,461)	(55,000)	(7,536,778)	(6,087,107)	(971,200)	(31,000)	(7,089,296)
Total expenditure		(8,425,161)	(1,213,461)	(55,000)	(9,693,622)	(7,686,380)	(971,200)	(31,000)	(8,688,580)
Net gains on investments	17	960,000	-	-	960,000	575,000	-	-	575,000
Net income/(expenditure) for the year		743,611	-	(55,000)	688,611	1,358,631	-	(31,000)	1,327,631
Transfers between funds	25	-	-	-	-	35,314	(35,314)	-	-
		743,611	-	(55,000)	688,611	1,393,945	(35,314)	(31,000)	1,327,631
Other recognised gains/(losses)									
Actuarial gain/(loss) on defined benefit pension schemes	24	-	-	245,000	245,000	-	-	(159,000)	(159,000)
Net movement in funds		743,611	-	190,000	933,611	1,393,945	(35,314)	(190,000)	1,168,631
Total funds brought forward	25	14,515,299	-	(190,000)	14,325,299	13,121,354	35,314	-	13,156,668
Total funds carried forward	25	15,258,910	-	-	15,258,910	14,515,299	-	(190,000)	14,325,299

All income and expenditure derive from continuing activities.
The notes on pages 34 to 64 form part of these financial statements.

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

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

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Pension reserve 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Pension reserve 2021 £	Total funds 2021 £
Income and endowments from									
Donations and legacies	6	3,754,376	513,709	-	4,268,085	4,330,900	517,425	-	4,848,325
Charitable activities	7	2,079,488	699,752	-	2,779,240	1,310,826	453,775	-	1,764,601
Investments	8	1,363,634	-	-	1,363,634	1,286,078	-	-	1,286,078
Other	9	132,878	-	-	132,878	642,409	-	-	642,409
Total income		7,330,376	1,213,461	-	8,543,837	7,570,213	971,200	-	8,541,413
Expenditure on									
Raising funds	10	(900,456)	-	-	(900,456)	(528,017)	-	-	(528,017)
Charitable activities	11	(6,495,093)	(1,213,461)	(55,000)	(7,763,554)	(6,445,909)	(971,200)	(31,000)	(7,448,109)
Total expenditure		(7,395,549)	(1,213,461)	(55,000)	(8,664,010)	(6,973,926)	(971,200)	(31,000)	(7,976,126)
Net gains on investments	17	1,180,000	-	-	1,180,000	475,000	-	-	475,000
Net income/(expenditure) for the year		1,114,827	-	(55,000)	1,059,827	1,071,287	-	(31,000)	1,040,287
Transfers between funds	25	-	-	-	-	35,314	(35,314)	-	-
		1,114,827	-	(55,000)	1,059,827	1,106,601	(35,314)	(31,000)	1,040,287
Other recognised gains/(losses)									
Actuarial gain/(loss) on defined benefit pension schemes	24	-	-	245,000	245,000	-	-	(159,000)	(159,000)
Net movement in funds		1,114,827	-	190,000	1,304,827	1,106,601	(35,314)	(190,000)	881,287
Total funds brought forward	25	12,236,518	-	(190,000)	12,046,518	11,129,917	35,314	-	11,165,231
Total funds carried forward	25	13,351,345	-	-	13,351,345	12,236,518	-	(190,000)	12,046,518

All income and expenditure derive from continuing activities.
The notes on pages 34 to 64 form part of these financial statements.

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	16	928,324	1,121,254
Investment properties	17	9,905,000	8,890,000
Investments	18	24,899	24,899
		<u>10,858,223</u>	<u>10,036,153</u>
Current assets			
Debtors	19	1,175,329	1,564,378
Cash at bank and in hand		8,510,145	8,934,180
		<u>9,685,474</u>	<u>10,498,558</u>
Creditors: amounts falling due within one year	20	<u>(2,349,616)</u>	<u>(3,200,705)</u>
Net current assets		7,335,858	7,297,853
Provisions	21	(2,935,171)	(2,818,707)
Net assets excluding pension liability		<u>15,258,910</u>	<u>14,515,299</u>
Defined benefit pension scheme liability	22	-	(190,000)
Net assets		<u>15,258,910</u>	<u>14,325,299</u>
Funds			
Restricted funds	25	-	-
Unrestricted funds	25	15,258,910	14,515,299
Pension reserve	24,25	-	(190,000)
		<u>15,258,910</u>	<u>14,325,299</u>

The financial statements have been authorised for issue by the Board of Trustees on 5th September 2022 and are signed on their behalf by:

Linda Pike
Trustee

Gary Hay
Trustee

Company number: SC108565

The notes on pages 34 to 64 form part of these financial statements.

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

CHARITY STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	16	537,370	608,547
Investment properties	17	6,035,000	4,800,000
Investments	18	24,999	24,999
		<u>6,597,369</u>	<u>5,433,546</u>
Current assets			
Debtors: amounts falling due after more than one year	19	249,079	317,009
Debtors: amounts falling due within one year	19	1,309,297	1,611,728
Cash at bank and in hand		8,336,637	8,549,135
		<u>9,895,013</u>	<u>10,477,872</u>
Creditors: amounts falling due within one year	20	<u>(2,045,024)</u>	<u>(2,650,377)</u>
Net current assets		7,849,989	7,827,495
Provisions	21	(1,096,013)	(1,024,523)
Net assets excluding pension liability		<u>13,351,345</u>	<u>12,236,518</u>
Defined benefit pension scheme liability	24	-	(190,000)
Net assets		<u>13,351,345</u>	<u>12,046,518</u>
Funds			
Restricted funds	25	-	-
Unrestricted funds	25	13,351,345	12,236,518
Pension reserve	24,25	-	(190,000)
		<u>13,351,345</u>	<u>12,046,518</u>

The financial statements have been authorised for issue by the Board of Trustees on 5th Sept 2022 and are signed on their behalf by:

Linda Pike
Trustee

Gary Hay
Trustee

Company number: SC108565

The notes on pages 34 to 64 form part of these financial statements.

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	27	(2,618,851)	(1,212,729)
Cash flows from investing activities			
Interest and rents from investments		2,207,521	2,113,290
Interest payable		(12,705)	(14,521)
Purchase of property, plant and equipment		-	(15,000)
Cash disinvested		-	2,000,000
Net cash provided by investing activities		2,194,816	4,083,769
(Decrease) / increase in cash and cash equivalents in the year		(424,035)	2,871,040
Cash and cash equivalents at 1 April		8,934,180	6,063,140
Cash and cash equivalents at 31 March		8,510,145	8,934,180

CONSOLIDATED ANALYSIS OF NET DEBT
AS AT 31 MARCH 2022

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash and cash equivalents	8,934,180	(424,035)	8,510,145

The notes on pages 34 to 64 form part of these financial statements.

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

CHARITY STATEMENT OF CASH FLOWS
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	27	(1,576,132)	(579,131)
Cash flows from investing activities			
Interest and rents from investments		1,363,634	1,286,078
Purchase of property, plant and equipment		-	(15,000)
Cash disinvested		-	2,000,000
Net cash provided by investing activities		1,363,634	3,271,078
(Decrease) / increase in cash and cash equivalents in the year		(212,498)	2,691,947
Cash and cash equivalents at 1 April		8,549,135	5,857,188
Cash and cash equivalents at 31 March		8,336,637	8,549,135

CHARITY ANALYSIS OF NET DEBT
AS AT 31 MARCH 2022

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash and cash equivalents	8,549,135	(212,498)	8,336,637

The notes on pages 34 to 64 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

These financial statements are presented in pounds sterling (GBP) as that is the currency in which the charitable group's transactions are denominated. They comprise the consolidated financial statements of the charitable group.

Jobs and Business Glasgow's mission is described as "To work in partnership to create a more resilient business base and support residents to compete for employment opportunities in and beyond the city."

The principal activity of Property by Jobs & Business Glasgow Ltd is that of property investment including property development and rental of the developed properties.

Jobs and Business Glasgow is a private company limited by guarantee, incorporated in the United Kingdom and registered in Scotland. The liability of each member in the event of winding up is limited to £1. It is recognised as a charitable company for tax purposes by HMRC and is registered with the Office of the Scottish Charity Regulator (OSCR) under charity number SC023930. The charitable company's registered number is SC108565.

Property by Jobs & Business Glasgow Ltd, a group member, is a private company limited by shares, incorporated in the United Kingdom and registered in Scotland. The company's registered number is SC142446.

Details of the registered office can be found on the Company Information page of these financial statements.

2. Accounting policies

a) Basis of preparation

The financial statements are prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) (United Kingdom Generally Accepted Accounting Practice), the Statement of Recommended Practice (SORP) '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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Trustees to exercise their judgement in the process of applying the accounting policies (see note 3).

b) Going concern

The Trustees consider that there are no material uncertainties about the group and charitable company's ability to continue as a going concern in the 12 months following the signing of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

c) Consolidation

The financial statements consolidate the results of the charitable company and its wholly owned subsidiary, Property by Jobs & Business Glasgow Ltd on a line by line basis. Intercompany transactions and balances between group companies are eliminated in full. The joint venture Govan Digital Media Centre Limited is not included on the grounds of materiality.

d) Income recognition

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

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

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the group, this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met (see note 22).

e) Expenditure recognition

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

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

- Raising funds expenditure includes the cost of operating investment properties and other associated costs; and
- Expenditure on charitable activities includes Employability, Childcare, Enterprise & Social Economy and other activities undertaken to further the purpose of the charity and their associated support costs.

Irrecoverable VAT is charged as a support cost.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

f) Allocation of support and governance costs

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

Governance costs and support costs relating to charitable activities have been apportioned based on budgeted staff costs for each activity. The allocation of support and governance costs is analysed in note 12.

g) Pensions

Employees of the group are entitled to join a defined contribution 'money purchase' scheme. The group contribution is restricted to the contributions disclosed in note 13. The group owed £32,722 (2021: £32,766) to the scheme at the year end.

The money purchase plan is managed by various providers and the plans invest the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as and when they are eligible for a state pension. The group has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

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

The group is also an admitted body to the Strathclyde Pension Fund (SPF), which is administered by Glasgow City Council and which requires contributions to be made to its number 1 fund. This is a defined benefit scheme that is externally funded and contracted out of the State Earnings Related Pension Scheme. Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees' working lives with the group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of periodic valuations. Any scheme surpluses are only recognised on the Statement of Financial Position to the extent that the charity can recover the surplus through reduced contributions in the future or through refunds from the scheme.

h) Taxation

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

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the difference between the fair values of assets acquired and the future tax deductions available for them and the difference between the fair value of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the Statement of Financial Position date.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

i) Tangible fixed assets and depreciation

All assets costing more than £25,000 are capitalised and valued at historical cost. Depreciation is charged as follows:

Freehold buildings	Over 50 years, following year of purchase
Leasehold properties	Over 50 years or over the term of the lease, whichever is shorter
Plant and machinery	10% - 20% straight line
Computer equipment	33% straight line

No depreciation is provided in respect of land.

Mixed use property is separated between investment property and tangible fixed assets if the resulting portions could be sold separately (or leased out separately under a finance lease). However, if the fair value of the investment property component cannot be measured reliably, the entire property is accounted for as property within tangible fixed assets.

j) Investment property

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value at the reporting end date. The surplus or deficit on revaluation is recognised in the Statement of Financial Activities.

k) Investments

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

l) Financial instruments

The group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties and balances with related parties. Financial instruments that are payable or receivable within one year, typically trade debtors or creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other debtors and creditors, are initially measured at the present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

m) Debtors

Short term debtors are measured at transaction price, less any impairment.

n) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

o) Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

p) Provision for liabilities

A provision is recognised in the Statement of Financial Position when the group has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date. Provisions are charged as an expense to the Statement of Financial Activities in the year that the group becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

q) Fund structure

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

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

Further details of each fund are disclosed in note 25.

r) Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

3. Judgements in applying policies and key sources of estimation uncertainty

In preparing the consolidated financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

The trustees are satisfied that the accounting policies are appropriate and applied consistently. Key sources of estimation have been applied to the depreciation rates, bad debt provision, dilapidations provision, pension assumptions and principles underlying the valuation of investment property. The depreciation rates have been deemed to be appropriate for the class of asset. The bad debt provision has been reviewed and has been deemed reasonable. The dilapidations provision has been calculated by a qualified property expert and has been deemed reasonable. The pension assumptions, determined by a qualified actuary, have been reviewed and have been deemed to be appropriate. The revaluation of investment properties has been calculated by a qualified valuer and has been deemed reasonable.

4. Financial activities of the subsidiary

Property by Jobs & Business Glasgow Ltd

The charity has a wholly owned trading subsidiary Property by Jobs & Business Glasgow Ltd (company number: SC142446), which is incorporated in Scotland and whose principal activity is property rental. The charity owns the entire share capital of 100 ordinary shares of £1 each. A summary of the trading results is shown below:

	2022 £	2021 £
Turnover	1,070,621	1,185,961
Administrative expenses	(1,198,712)	(1,000,127)
Other operating income	34,509	72,586
Dilapidation costs	(44,974)	(56,608)
Operating (loss) / profit	(138,556)	201,812
Interest receivable and similar income	42	53
Interest payable and similar expenses	(12,702)	(14,521)
Movement in fair value	(220,000)	100,000
Taxation	-	-
(Loss) / profit for the financial year	(371,216)	287,344

The assets and liabilities of the subsidiary were:

Fixed assets	390,954	512,707
Investment properties	3,870,000	4,090,000
Current assets	572,124	838,188
Current liabilities	(837,176)	(1,050,821)
Long term creditors	(249,079)	(317,009)
Provisions	(1,839,158)	(1,794,184)
Total net assets	1,907,665	2,278,881
Aggregate capital and reserves	1,907,665	2,278,881

JOBS AND BUSINESS GLASGOW
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Related party transactions and trustees' expenses and remuneration

During the year, no Trustees were reimbursed expenses (2021: no Trustee was reimbursed) and no Trustees waived expenses (2021: no Trustees waived expenses).

The charity is a private company limited by guarantee, which is owned by its sole member which is Glasgow City Council. Glasgow City Council's place of business is City Chambers, Glasgow, G2 1DU.

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

	Income £'000	Expenditure £'000	Debtors £'000	Creditors £'000
Glasgow City Council	7,172	1,093	879	163
City Property	-	478	-	21
Glasgow Life	-	-	-	-
City Building	-	-	-	1

The amounts outstanding are secured for cash settlement in accordance with usual terms.

The charity holds a 50% share in the joint venture Govan Digital Media Centre Limited. Included in the table below is a summary of the transactions and year end balances with Govan Digital Media Centre Limited:

	Income £'000	Expenditure £'000	Debtors £'000	Creditors £'000
Govan Digital Media Centre Limited	-	-	-	-

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

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

Name	Organisation	Position held
Angus Millar	Glasgow City Council	Councillor
	City Property Investments LLP	Chair
	West of Scotland European Forum	Member
	City Property (Glasgow) LLP	Chair
	Glasgow City of Science Strategic Programme	Member

JOBS AND BUSINESS GLASGOW
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Income from donations and legacies

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Glasgow City Council	4,267,965	<i>4,848,205</i>	4,267,965	<i>4,848,205</i>
Other grants	120	<i>120</i>	120	<i>120</i>
	<u>4,268,085</u>	<i><u>4,848,325</u></i>	<u>4,268,085</u>	<i><u>4,848,325</u></i>

Group and Charity

Included within Glasgow City Council income is £513,709 (2021: £517,425) of restricted income.

7. Income from charitable activities

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Employability	1,056,672	<i>525,315</i>	1,056,672	<i>525,315</i>
Childcare	1,722,568	<i>1,239,286</i>	1,722,568	<i>1,239,286</i>
	<u>2,779,240</u>	<i><u>1,764,601</u></i>	<u>2,779,240</u>	<i><u>1,764,601</u></i>

Group and Charity

Included within employability income is £699,752 (2021: £453,775) of restricted income.

JOBS AND BUSINESS GLASGOW
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

8. Investment income

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Bank interest received	12,151	25,066	12,109	25,013
Property by Jobs & Business Glasgow	843,845	827,159	-	-
Rental income	1,351,525	1,261,065	1,351,525	1,261,065
	2,207,521	2,113,290	1,363,634	1,286,078

At 31 March 2022, the group and charity had minimum lease receipts due under non-cancellable operating leases as follows:

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Not later than one year	599,860	1,275,948	449,945	670,443
Later than one year and not later than five years	1,023,978	411,889	533,865	359,028
Later than five years	20,506	145,605	-	-
	1,644,344	1,833,442	983,810	1,029,471

9. Other income

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Job retention scheme grant	132,878	642,409	132,878	642,409
Other income	34,509	72,586	-	-
	167,387	714,995	132,878	642,409

10. Raising funds – expenditure on investment activities

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Property rental costs	900,456	528,017	900,456	528,017
Property by Jobs & Business Glasgow	1,256,388	1,071,256	-	-
	2,156,844	1,599,273	900,456	528,017

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11. Expenditure on charitable activities (continued)

Group - 2022	Employability	Childcare	Total
	£	£	£
Staff costs	2,132,968	1,471,878	3,604,846
Property	46,671	277,200	323,871
Transport	-	20,766	20,766
Supplies & services	1,423,432	73,803	1,497,235
Governance costs (note 12)	10,940	7,582	18,522
Support costs (note 12)	1,223,581	847,957	2,071,538
	4,837,592	2,699,186	7,536,778

Group - 2021	<i>Employability</i>	<i>Childcare</i>	<i>Enterprise & social economy</i>	<i>Total</i>
	£	£	£	£
Staff costs	2,127,755	1,692,530	346,608	4,166,893
Property	5,484	211,441	17,820	234,745
Transport	-	27,855	-	27,855
Supplies & services	359,900	59,491	37,576	456,967
Governance costs (note 12)	12,348	9,742	1,803	23,893
Support costs (note 12)	1,126,083	888,402	164,469	2,178,954
	3,631,570	2,889,461	568,276	7,089,307

Charity - 2022	Employability	Childcare	Total
	£	£	£
Staff costs	2,132,968	1,471,878	3,604,846
Property	46,705	339,437	386,142
Transport	-	20,766	20,766
Supplies & services	1,423,581	73,803	1,497,384
Governance costs (note 12)	10,940	7,582	18,522
Support costs (note 12)	1,320,660	915,234	2,235,894
	4,934,854	2,828,700	7,763,554

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11. Expenditure on charitable activities (continued)

Charity - 2021	<i>Employability</i> £	<i>Childcare</i> £	<i>Enterprise & social economy</i> £	<i>Total</i> £
Staff costs	2,127,755	1,692,530	346,608	4,166,893
Property	37,088	270,106	19,064	326,258
Transport	-	27,855	-	27,855
Supplies & services	361,093	59,491	37,960	458,544
Governance costs (note 12)	12,348	9,742	1,803	23,893
Support costs (note 12)	1,263,403	996,738	184,525	2,444,666
	<u>3,801,687</u>	<u>3,056,462</u>	<u>589,960</u>	<u>7,448,109</u>

12. Allocation of governance and support costs

Group – 2022

Support costs	Employability £	Childcare £	Total £
Salaries	591,688	410,047	1,001,735
Stationery	624	432	1,056
Property related	631,269	437,478	1,068,747
	<u>1,223,581</u>	<u>847,957</u>	<u>2,071,538</u>

Governance costs

	Total £
Audit fee	<u>18,522</u>

Governance costs are apportioned across the group's activities as follows:

	Total £
Employability	10,940
Childcare	<u>7,582</u>
	<u>18,522</u>

Support and governance costs are apportioned across the group's activities based on budgeted staff costs for each activity.

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NOTES TO THE FINANCIAL STATEMENTS
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12. Allocation of governance and support costs (continued)

Group – 2021				
Support costs	<i>Employability</i>	<i>Childcare</i>	<i>Enterprise & social economy</i>	<i>Total</i>
	£	£	£	£
Salaries	535,663	422,600	78,236	1,036,499
Stationery	598	472	87	1,157
Property related	589,822	465,330	86,146	1,141,298
	<u>1,126,083</u>	<u>888,402</u>	<u>164,469</u>	<u>2,178,954</u>

Governance costs	Total
	£
Audit fee	<u>23,893</u>

Governance costs are apportioned across the charity's activities as follows:

	Total
	£
Employability	12,348
Childcare	9,742
Enterprise & social economy	1,803
	<u>23,893</u>

Support and governance costs are apportioned across the group's activities based on budgeted staff costs for each activity.

Charity - 2022

Support costs	Employability	Childcare	Total
	£	£	£
Salaries	591,688	410,047	1,001,735
Stationery	624	432	1,056
Property related	728,348	504,755	1,233,103
	<u>1,320,660</u>	<u>915,234</u>	<u>2,235,894</u>

Governance costs	Total
	£
Audit fee	<u>18,522</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

12. Allocation of governance and support costs (continued)

Governance costs are apportioned across the charity's activities as follows:

	Total
	£
Employability	10,940
Childcare	7,582
	<u>18,522</u>

Support and governance costs are apportioned across the charity's activities based on budgeted staff costs for each activity.

Charity – 2021	<i>Enterprise & social economy</i>			<i>Total</i>
Support costs	<i>Employability</i>	<i>Childcare</i>	<i>economy</i>	<i>Total</i>
	£	£	£	£
Salaries	535,663	422,600	78,236	1,036,499
Stationery	598	472	87	1,157
Property related	727,142	573,666	106,202	1,407,010
	<u>1,263,403</u>	<u>996,738</u>	<u>184,525</u>	<u>2,444,666</u>
Governance costs				<i>Total</i>
				£
Audit fee				<u>23,893</u>

Governance costs are apportioned across the charity's activities as follows:

	<i>Total</i>
	£
Employability	12,348
Childcare	9,742
Enterprise & social economy	1,803
	<u>23,893</u>

Support and governance costs are apportioned across the charity's activities based on budgeted staff costs for each activity.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13. Staff costs and remuneration of key management personnel

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Salaries and wages	4,240,450	4,837,920	4,105,964	4,738,188
Social security costs	341,303	368,587	330,840	360,243
Pension costs in relation to defined benefit pension schemes	51,000	31,000	51,000	31,000
Employer pension contributions	191,300	206,362	184,900	200,518
	4,824,053	5,443,869	4,672,704	5,329,949

The number of employees whose employee benefits fell within the following bands are as follows:

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	No.	No.	No.	No.
£60,001 - £70,000	2	2	2	2
£70,001 - £80,000	-	1	-	1
£80,001 - £90,000	1	-	1	-
	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£

The pension contributions for the above employees were

	28,929	27,790	28,929	27,790
	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	No.	No.	No.	No.

The average weekly number of persons, by headcount, employed during the year was:

	185	221	177	204
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Key management personnel comprises the Board of Trustees, the Managing Director, the Head of Employability & Skills, the Head of Property, Childcare & Enterprise and the acting Head of Finance. Key management emoluments were as follows:

	Group 2022	<i>Group 2021</i>	Charity 2022	<i>Charity 2021</i>
	£	£	£	£
Salaries	288,563	279,660	288,563	279,660
Social security costs	25,495	24,421	25,495	24,421
Employer pension contributions	28,929	27,790	28,929	27,790
	342,986	331,871	342,986	331,871

The acting Head of Finance (2021: acting Head of Finance) is not an employee of Jobs and Business Glasgow. The gross secondee/agency costs are included within salaries in the above table.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

The trustees are not in a position to disclose the benefit to key management personnel from the actuarial movement in the pension scheme as in the Trustees' opinion, the charge by the actuaries to obtain the information was disproportionate to the benefit to the reader. They did not consider this appropriate use of charitable funds.

During the year the charity made severance payments of £nil (2021: £nil).

14. Net income for the year

This is stated after charging:

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
Depreciation	85,173	97,524	16,177	16,164
Impairment charge	82,376	27,631	-	-
Impairment reversal	(29,619)	(21,624)	-	-
Fees payable to the auditor				
- Parent audit fee	13,480	13,635	13,480	13,635
- Parent accounts preparation fee	4,542	4,614	4,542	4,614
- Parent corporation tax fee	500	-	500	-
- Subsidiary audit fee	11,905	11,708	-	-
- Subsidiary accounts preparation fee	1,306	1,326	-	-
- Subsidiary corporation tax fee	769	781	-	-
Operating lease rentals				
- Property	123,375	122,376	107,750	106,751

15. Government grants

Group and charity

Income from government grants comprises:

		2022 £	<i>2021</i> £
GCC Services contract	a)	4,259,997	4,749,300
GCC City Makers	b)	308,536	-
GCC Glasgow guarantee	c)	70,000	70,000
GCC Nursery partnership funds	d)	767,203	666,785
GCC Secondments	e)	8,352	98,905
GCC Make safe squad	f)	903	41,608
GCC Additional funding - childcare	g)	32,700	-
GCC Working matters more	h)	-	71,329
GCC Additional supported needs	i)	354,079	-
GCC Glasgow guarantee – childcare	j)	21,369	1,624
Skills Development Scotland	k)	-	1,540
European Social Fund	l)	317,571	340,838
		6,140,710	6,041,929

15. Government grants (continued)

(a) GCC – Services contract

A 25 year contract for the delivery of services across a range of key performance indicators. Each year the KPIs will be agreed by both parties and monitored by GCC on a quarterly basis.

(b) GCC – City Makers

Environmental focused ILM Employability program.

(c) GCC – Glasgow guarantee

This fund is aimed at assisting young people access apprenticeship positions throughout the city.

(d) GCC – Nursery partnerships funds

GCC offers partnership status to a number of nurseries where they provide a free place to children entitled to be provided with 15 hours of nursery provision per week.

(e) GCC – Secondments

JBG seconds a number of our guidance staff to support GCC's employability activities.

(f) GCC – Make safe squad

Bespoke ILM projects in conjunction with Glasgow City Council Bereavement Services to assist clients furthest from the labour market to gain employability and work skills with a view to gaining future employment.

(g) GCC – Additional funding - childcare

This is grant funding to support Childcare operators throughout the pandemic.

(h) GCC – Working matters more

Successor programme to the Working Matters programme, funded for twelve months, providing intensive support to clients in receipt of health-related benefits.

(i) GCC – Additional supported needs

Provision of employability support for participants with additional support needs registered on Glasgow City Council's "Ability for Apprentice" programme.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

15. Government grants (continued)

- (j) GCC – Glasgow guarantee – childcare
Funding for Modern Apprenticeship's in childcare settings.
- (k) Skills Development Scotland
Funding for the Youth Employability Service and Modern Apprentice Projects aimed at providing employability training to young people.
- (l) European Social Fund
Funding aimed at supporting a range of youth and mainstream employability projects.

16. Tangible fixed assets

Group	Freehold land & buildings £	Leasehold properties £	Plant & machinery £	Computer equipment £	Total £
Cost					
At 1 April 2021	945,235	2,050,166	428,841	1,208,409	3,687,416
Transfer to investment property	(687,955)	-	-	-	(687,955)
At 31 March 2022	<u>257,280</u>	<u>2,050,166</u>	<u>428,841</u>	<u>1,208,409</u>	<u>3,944,696</u>
Depreciation and impairment					
At 1 April 2021	743,788	1,344,619	214,581	1,208,409	3,511,397
Charge for the year	5,146	40,801	39,226	-	85,173
Impairment	-	82,376	-	-	82,376
Impairment reversal	(29,619)	-	-	-	(29,619)
Transfer to investment property	(632,955)	-	-	-	(632,955)
At 31 March 2022	<u>86,360</u>	<u>1,467,796</u>	<u>253,807</u>	<u>1,208,409</u>	<u>3,016,372</u>
Net book value					
At 31 March 2022	<u>170,920</u>	<u>582,370</u>	<u>175,034</u>	<u>-</u>	<u>928,324</u>
At 31 March 2021	<u>201,447</u>	<u>705,547</u>	<u>214,260</u>	<u>-</u>	<u>1,121,254</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Tangible fixed assets (continued)

Charity	Freehold land & buildings £	Leasehold properties £	Computer equipment £	Total £
Cost				
At 1 April 2021	687,955	818,979	1,208,409	2,715,343
Transfer to investment property	(687,955)	-	-	(687,955)
At March 2022	-	818,979	1,208,409	2,027,388
Depreciation and impairment				
At 1 April 2021	632,955	265,432	1,208,409	2,106,796
Charge for the year	-	16,177	-	16,177
Transfer to investment property	(632,955)	-	-	(632,955)
At 31 March 2022	-	281,609	1,208,409	1,490,018
Net book value				
At 31 March 2022	-	537,370	-	537,370
<i>At 31 March 2021</i>	<i>55,000</i>	<i>553,547</i>	<i>-</i>	<i>608,547</i>

17. Investment property

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
At 1 April 2021	8,890,000	<i>8,315,000</i>	4,800,000	<i>4,325,000</i>
Transfer from tangible fixed assets	55,000	<i>-</i>	55,000	<i>-</i>
Revaluation	960,000	<i>575,000</i>	1,180,000	<i>475,000</i>
At 31 March 2022	9,905,000	<i>8,890,000</i>	6,035,000	<i>4,800,000</i>

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2022 by Graham + Sibbald LLP, Chartered Surveyors, who are not connected with the group. The valuation was made on a fair value basis, by undertaking an inspection of the properties. The inspection and valuations were undertaken by an External Valuer as defined in accordance with, the RICS Valuation – Global Standards ('the Global Red Book') and having regard to the UK national supplement.

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NOTES TO THE FINANCIAL STATEMENTS
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18. Fixed asset investments

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
Investments in subsidiaries	-	-	100	100
Investments in joint ventures	24,899	24,899	24,899	24,899
	24,899	24,899	24,999	24,999

Property by Jobs & Business Glasgow Ltd - £100 (2021: £100) (100 ordinary £1 shares).
The trading subsidiary is wholly owned by the charity and operates various commercial properties.
The company's registered office is 94 Duke Street, Glasgow, G4 0UW.

Govan Digital Media Centre Limited - £24,899 (2021: £24,899)

The charity holds a 50% share in the joint venture Govan Digital Media Centre Limited. The charity owns share capital of £50 (50 ordinary £1 shares). The company's registered office is 100 Brand Street, Glasgow, G51 1DG.

19. Debtors

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
Amounts falling due within one year				
Trade debtors	83,582	346,648	39,707	204,233
Other debtors & prepayments	145,266	119,226	297,989	279,512
Accrued income	725,202	865,494	600,101	770,069
Amounts due from group entities	221,279	233,010	371,500	357,914
	1,175,329	1,564,378	1,309,297	1,611,728

Group trade debtors is shown net of the bad debt provision of £205,181 (2021: £277,907). Charity trade debtors is shown net of the bad debt provision of £63,414 (2021: £121,945). Movements in the bad debt provisions are included within support costs.

Amounts falling due after more than one year

The charity has amounts due from group entities of £249,079 (2021: £317,009) due in more than one year.

20. Creditors: amounts falling due within one year

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
Trade creditors	150,320	166,026	76,252	128,172
Sundry creditors	16,429	144,786	16,429	127,269
Other creditors and accruals	1,052,145	1,403,287	818,331	1,019,654
Deferred income (note 22)	637,031	986,603	451,291	730,417
Taxation and social security costs	389,505	371,158	356,499	303,321
Amounts due to group entities	104,186	128,845	326,222	341,544
	2,349,616	3,200,705	2,045,024	2,650,377

Securities

Bank of Scotland hold a standard security over 150 Brand Street and Moorpark Industrial Estate.

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NOTES TO THE FINANCIAL STATEMENTS
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21. Provisions

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
Dilapidations provision	2,935,171	<i>2,818,707</i>	1,096,013	<i>1,024,523</i>

The dilapidations provision was valued by Graham + Sibbald Technical Services LLP.

22. Deferred income

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
At 1 April	986,603	<i>952,955</i>	730,417	<i>622,519</i>
Released in the year	(986,603)	<i>(952,955)</i>	(730,417)	<i>(622,519)</i>
Deferred in the year	637,031	<i>986,603</i>	451,291	<i>730,417</i>
At 31 March	637,031	<i>986,603</i>	451,291	<i>730,417</i>

22. Deferred income (continued)

Income is deferred when it relates to rent received in advance of the rental period. Refundable deposits are also included within deferred income. Deferred income also includes grant income which has been deferred.

	Group 2022 £	<i>Group</i> <i>2021</i> £	Charity 2022 £	<i>Charity</i> <i>2021</i> £
Deposits	178,873	<i>185,245</i>	78,455	<i>83,403</i>
Rents in advance	200,534	<i>324,887</i>	115,212	<i>170,543</i>
Grant income	257,624	<i>476,471</i>	257,624	<i>476,471</i>
	637,031	<i>986,603</i>	451,291	<i>730,417</i>

23. Deferred taxation

Group	2022 £	<i>2021</i> £
At beginning of year	-	-
Charged to Statement of Financial Activities	-	-
At end of year	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. Pension commitments

Group and Charity

Strathclyde Pension Fund (SPF)

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

Employee contribution rates are calculated on a tiered contribution basis dependant on pensionable salary.

The major assumptions made by the actuary in valuing the scheme are as follows:

	2022	<i>2021</i>
	% p.a.	<i>% p.a.</i>
Inflation/pension increase rate	3.20%	<i>2.85%</i>
Salary increase rate	3.90%	<i>3.55%</i>
Discount rate	2.70%	<i>2.00%</i>

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2021 model, with a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	19.6 years	22.4 years
Future pensioners	21.0 years	24.5 years

The net pension liability was:

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Fair value of scheme assets	5,579	<i>5,233</i>
Present value of scheme liabilities	(5,189)	<i>(5,423)</i>
Unrecognised surplus	(390)	<i>-</i>
Net pension liability	-	<i>(190)</i>

There are no unfunded liabilities for which a provision needs to be made.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. Pension commitments (continued)

Reconciliation of fair value of scheme assets	2022	2021
	£'000	£'000
Opening fair value of scheme assets	5,233	4,295
Expected return on assets	104	98
Contributions by members	14	14
Contributions by employer	29	28
Actuarial gain	296	913
Estimated benefits paid	(97)	(115)
	<u>5,579</u>	<u>5,233</u>
Reconciliation of present value of scheme liabilities	2022	2021
	£'000	£'000
Opening present value of scheme liabilities	5,423	4,283
Current service cost	80	59
Interest cost	108	98
Contributions by members	14	14
Actuarial (gain)/loss	(339)	1,084
Estimated benefits paid	(97)	(115)
	<u>5,189</u>	<u>5,423</u>

The assets in the scheme were:

	Value at 31	% of	Value at 31	% of scheme
	March 2022	scheme	March 2021	assets
	£000	assets	£000	assets
Equities	3,571	64%	3,559	68%
Bonds	1,339	24%	1,099	21%
Property	558	10%	523	10%
Cash	111	2%	52	1%
Fair value of scheme assets	<u>5,579</u>		<u>5,233</u>	
Present value of liabilities	(5,189)		(5,423)	
Unrecognised surplus	<u>(390)</u>		<u>-</u>	
Deficit in scheme	<u>-</u>		<u>(190)</u>	

History of experience gains and losses for the years ended 31 March:

	2022	2021	2020	2019	2018
	£'000	£'000	£'000	£'000	£'000
Scheme assets	5,579	5,233	4,295	4,534	4,247
Scheme liabilities	(5,189)	(5,423)	(4,283)	(4,811)	(4,353)
Unrecognised surplus	<u>(390)</u>	-	(12)	-	-
Deficit	<u>-</u>	<u>(190)</u>	<u>-</u>	<u>(277)</u>	<u>(106)</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. Pension commitments (continued)

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Experience adjustments on scheme assets	296	<i>913</i>
Experience adjustments on scheme liabilities	339	<i>(1,084)</i>

Amount charged to staff costs (note 13):

	2021	<i>2021</i>
	£'000	<i>£'000</i>
Current service costs	80	<i>59</i>
Past service cost	-	<i>-</i>
Total operating charge	80	<i>59</i>
Less: contributions paid	(29)	<i>(28)</i>
Current service cost provision	51	<i>31</i>

Amount charged to support costs (note 12):

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Expected return on scheme assets	104	<i>98</i>
Interest on scheme liabilities	(108)	<i>(98)</i>
Net cost	(4)	<i>-</i>

Amount recognised in the Statement of Financial Activities – actuarial (loss)/gain

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Changes in value of scheme assets: actuarial gain	296	<i>913</i>
Changes value of scheme liabilities: actuarial gain/(loss)	339	<i>(1,084)</i>
Unrecognised surplus	(390)	<i>12</i>
Actuarial gain(loss) recognised in SOFA	245	<i>(159)</i>

Movement in deficit during the year

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Deficit at the beginning of the year	(190)	<i>-</i>
Movement in year:		
Current service cost	(80)	<i>(59)</i>
Employer contributions	29	<i>28</i>
Net (cost) on pension scheme	(4)	<i>-</i>
Actuarial gain(loss)	245	<i>(159)</i>
Deficit at the end of year	-	<i>(190)</i>

The estimated employer's contributions for the year to 31 March 2023 are £33,000.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

25. Funds reconciliation

Group	As at 1 April 2020 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 1 April 2021 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 31 March 2022 £
Unrestricted funds											
Designated funds											
Assisted garden maintenance	163,457	-	-	-	-	163,457	-	-	-	-	163,457
Tangible fixed assets	1,209,785	-	(88,531)	-	-	1,121,254	-	(137,930)	(55,000)	-	928,324
Capital redemption reserve	300,000	-	-	-	-	300,000	-	-	-	-	300,000
Employability	100,000	-	-	(100,000)	-	-	-	-	-	-	-
Total designated funds	1,773,242	-	(88,531)	(100,000)	-	1,584,711	-	(137,930)	(55,000)	-	1,391,781
General funds	11,348,112	8,470,011	(7,597,849)	135,314	575,000	12,930,588	8,208,772	(8,287,231)	55,000	960,000	13,867,129
Total unrestricted funds	13,121,354	8,470,011	(7,686,380)	35,314	575,000	14,515,299	8,208,772	(8,425,161)	-	960,000	15,258,910

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

25. Funds reconciliation (continued)

Group (continued)	As at 1 April 2020 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 1 April 2021 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 31 March 2022 £
Restricted funds											
The Big Lottery	35,314	-	-	(35,314)	-	-	-	-	-	-	-
Make safe squad	-	41,608	(41,608)	-	-	-	903	(903)	-	-	-
Employability	-	-	-	-	-	-	359,278	(359,278)	-	-	-
Working matters more	-	73,488	(73,488)	-	-	-	300	(300)	-	-	-
ESF – Work Life Glasgow	-	856,104	(856,104)	-	-	-	852,980	(852,980)	-	-	-
Total restricted funds	35,314	971,200	(971,200)	(35,314)	-	-	1,213,461	(1,213,461)	-	-	-
Pension reserve	-	-	(31,000)	-	(159,000)	(190,000)	-	(55,000)	-	245,000	-
Total funds	13,156,668	9,441,211	(8,688,580)	-	416,000	14,325,299	9,422,233	(9,693,622)	-	1,205,000	15,258,910

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NOTES TO THE FINANCIAL STATEMENTS
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25. Funds reconciliation (continued)

Charity	As at 1 April 2020 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 1 April 2021 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 31 March 2022 £
Unrestricted funds											
Designated funds											
Assisted garden maintenance	163,457	-	-	-	-	163,457	-	-	-	-	163,457
Tangible fixed assets	609,711	-	(1,164)	-	-	608,547	-	(16,177)	(55,000)	-	537,370
Employability	100,000	-	-	(100,000)	-	-	-	-	-	-	-
Total designated funds	873,168	-	(1,164)	(100,000)	-	772,004	-	(16,177)	(55,000)	-	700,827
General funds	10,256,749	7,570,213	(6,972,762)	135,314	475,000	11,464,514	7,330,376	(7,379,372)	55,000	1,180,000	12,650,518
Total unrestricted funds	11,129,917	7,570,213	(6,973,926)	35,314	475,000	12,236,518	7,330,376	(7,395,549)	-	1,180,000	13,351,345

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25. Funds reconciliation (continued)

Charity (continued)	As at 1 April 2020 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 1 April 2021 £	Income and endowments £	Expenditure £	Transfers £	Gains/ (losses) £	As at 31 March 2022 £
Restricted funds											
The Big Lottery	35,314	-	-	(35,314)	-	-	-	-	-	-	-
Make safe squad	-	41,608	(41,608)	-	-	-	903	(903)	-	-	-
Employability	-	-	-	-	-	-	359,278	(359,278)	-	-	-
Working matters more	-	73,488	(73,488)	-	-	-	300	(300)	-	-	-
ESF – Work Life Glasgow	-	856,104	(856,104)	-	-	-	852,980	(852,980)	-	-	-
Total restricted funds	35,314	971,200	(971,200)	(35,314)	-	-	1,213,461	(1,213,461)	-	-	-
Pension reserve	-	-	(31,000)	-	(159,000)	(190,000)	-	(55,000)	-	245,000	-
Total funds	11,165,231	8,541,413	(7,976,126)	-	316,000	12,046,518	8,543,837	(8,664,010)	-	1,425,000	13,351,345

25. Funds reconciliation (continued)

- a) The Trustees have created the following designated funds:

Assisted garden maintenance

Provision of gardening services as part of a service level agreement with Glasgow City Council Land and Environmental Services.

Tangible fixed assets

The fund reflects the net book value of the assets.

Capital redemption reserve

This is the capital redemption reserve of the subsidiary company, Property by Jobs & Business Glasgow.

Employability

The Trustees agreed to designate £100,000 to the core employability programme in 2020/21 in order to deliver greater employment options to beneficiaries. The Trustees agreed to release this fund to the general fund in 2020/21.

- b) Restricted funds comprise of the following funds:

The Big Lottery

Funding received over three years to support three projects as follows:-

- Making it Work – supporting lone parents to take up learning and training opportunities and secure and retain employment.
- Personal Best – supporting people considered most distant from the labour market to have increased self-confidence and be more able to make informed choices about their future employment.
- School Gates – facilitating a range of interventions aimed at improving parents and carers employability and family prospects.

Make safe squad

Bespoke ILM projects in conjunction with Glasgow City Council Bereavement Services to assist clients furthest from the labour market to gain employability and work skills with a view to gaining future employment.

Employability – additional support needs

Engagement and advice and guidance to clients at all stages of employability pipeline.

Working matters more

Successor programme to the Working Matters programme, funded for twelve months, providing intensive support to clients in receipt of health-related benefits.

ESF – Work Life Glasgow

The project delivers employability services to unemployed Glasgow residents who, in their journey towards employment, further training or education, require more support than is available through mainstream employability services.

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26. Analysis of net assets between funds

Group - 2022	Unrestricted funds	Restricted funds	Pension reserve	Total 2022
	£	£	£	£
Tangible fixed assets	928,324	-	-	928,324
Investment properties	9,905,000	-	-	9,905,000
Fixed asset investments	24,899	-	-	24,899
Debtors	1,175,329	-	-	1,175,329
Cash and cash deposits	8,510,145	-	-	8,510,145
Current liabilities	(2,349,616)	-	-	(2,349,616)
Long term liabilities	(2,935,171)	-	-	(2,935,171)
Pension liability	-	-	-	-
	15,258,910	-	-	15,258,910

Group - 2021

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Pension reserve</i>	<i>Total 2021</i>
	£	£	£	£
Tangible fixed assets	1,121,254	-	-	1,121,254
Investment properties	8,890,000	-	-	8,890,000
Fixed asset investments	24,899	-	-	24,899
Debtors	1,564,378	-	-	1,564,378
Cash and cash deposits	8,934,180	-	-	8,934,180
Current liabilities	(3,200,705)	-	-	(3,200,705)
Long term liabilities	(2,818,707)	-	-	(2,818,707)
Pension liability	-	-	(190,000)	(190,000)
	14,515,299	-	(190,000)	14,325,299

Charity - 2022

	Unrestricted funds	Restricted funds	Pension reserve	Total 2022
	£	£	£	£
Tangible fixed assets	537,370	-	-	537,370
Investment properties	6,035,000	-	-	6,035,000
Fixed asset investments	24,999	-	-	24,999
Debtors	1,558,376	-	-	1,558,376
Cash and cash deposits	8,336,637	-	-	8,336,637
Current liabilities	(2,045,024)	-	-	(2,045,024)
Long term liabilities	(1,096,013)	-	-	(1,096,013)
Pension liability	-	-	-	-
	13,351,345	-	-	13,351,345

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28. Operating leases commitments

At 31 March 2022 the group and charity had for future minimum lease payments under non-cancellable operating leases as follows:

Land and buildings

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Not later than 1 year	61,877	55,405	46,252	39,780
Later than 1 year and not later than 5 years	173,940	153,700	111,440	91,200
Later than 5 years	3,250,696	2,819,821	2,815,800	2,369,300
	3,486,513	3,028,926	2,973,492	2,500,280

Equipment

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Not later than 1 year	824	1,412	824	1,412
Later than 1 year and not later than 5 years	-	824	-	824
	824	2,236	824	2,236

29. Post balance sheet event

On 4 August 2022, Jobs & Business Glasgow sold their 50% shareholding in Govan Digital Media Centre Limited for £300,000.