



FLEXIBLE CHILDCARE SERVICES SCOTLAND

**Flexible Childcare Services Scotland
(a Scottish Charitable Incorporated Organisation)**

Scottish Charity number: SC049318

**Trustees' Report and Consolidated Financial Statements
for the year ended 31 March 2025**



Contents

Year ended 31 March 2025

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**FLEXIBLE CHILDCARE
SERVICES SCOTLAND**

Reference and administrative information

Year ended 31 March 2025

Registered charity number: SC049318

Registered office

Fintry Nursery
Fintry Road
Dundee
DD4 9EZ

Chief Executive Officer

Susan McGhee

Trustees

Kevin J E Cadman – Chair
Sally Cavers
Patrick Woods
Pauline Hinchion

Auditor

Sumer Auditco Limited
14 City Quay
Dundee
DD1 3JA

Bankers

Royal Bank of Scotland
36 St Andrew Square
Edinburgh
EH2 2AD



Trustees' Annual Report

Year ended 31 March 2025

Flexible Childcare Services Scotland SCIO (henceforth 'FCSS') was established in 2019 to address barriers preventing families from accessing the early learning and childcare, school age childcare, and additional support needs services they need to flourish. FCSS has a clear vision to create equity of access to these services for all children and families regardless of socio-economic background, specific individual needs and/or location.

FCSS's unique flexible model of delivery challenges traditional childcare delivery models. These models often have minimum booking requirements, do not allow for changing work patterns, and generally require both deposit payments and up-front fees to be paid. This creates an insurmountable barrier to families, particularly those with a lower income, and/or insecure work, entering or remaining in employment, education, or training. The flexible model created by FCSS effectively removes that barrier, empowering parents to work, earn and learn, boosting income, improving wellbeing, and supporting families to thrive.

FCSS considers equity of access to services as a vital element in supporting Scotland's children and families, the organisation's leadership team actively seek out gaps in provision and put in place plans to avoid families missing out on access to the services they require.

This "fill the gap" approach guides the organisation's scale strategy and has resulted in the creation of new early learning and school age childcare services in locations identified as facing multiple areas of deprivation.

FCSS also delivers equity for children who have an additional support need and their families by offering group based and one to one care services specifically designed to meet the needs of individual children.

FCSS is a relatively young organisation, with FY 24/25 being just its fifth full year of trading. Growth aspirations remain high; however, the organisation's current strategic focus is refining the delivery model to enhance sustainability, and reduce reliance on grant funding, whilst still delivering high levels of positive social impact and improving outcomes for children, young people and families across Scotland.

Overview

FCSS currently operates services in five of Scotland's local authority areas. Services/activities include:

- Flexible Funded Early Learning and Childcare
- Flexible Out of School Care, including pre and post school hours services, and holiday provision
- Home-based Childcare and Respite Services
- Additional Support Needs Activity and Support Groups
- Sector support services, including digital tools, through it trading subsidiary, Caerus Opportunities Limited

In the financial year from April 2024 to March 2025, FCSS Early Learning and School Age Childcare services delivered 379,407 hours of childcare supporting 863 children from 782 families. The organisation's Additional Support Needs services delivered a further 29,761 hours of service, catering for an additional 196 children and young people.

FY 24/25 also saw the continued provision of the digital solutions created by FCSS to support and influence the wider childcare sector in increasing flexibility and accessibility across delivery models. This product now also provides a data source for local and national policy makers to access. This element of the organisation's work now forms it's trading subsidiary Caerus Opportunities Limited.



Trustees' Annual Report (continued)

Year ended 31 March 2025

Vision

The organisation's vision remains clear and is the creation of flexibility in early learning and school age childcare for all children, families, and communities across Scotland.

The organisation will protect the rights of children and families to define, tailor and access flexible childcare services in ways that best fit their situation.

The service shall be inclusive, innovative, and reflective of the very best practice.

Mission

The FCSS Mission is to empower children, families and communities to work, rest or learn by creating access to flexible, affordable and responsive childcare, education, children's services and wraparound support

Values

The organisation also has a clear set of values that guide its service design and delivery. These values are:

We put people first

We are flexible and accessible

We will nurture and learn together

We are committed to delivering quality in all that we do

We act with integrity, doing the right thing

We are solution focussed and resilient

Structure, Governance and Management

Constitution

The Charity is a Scottish Charitable Incorporated Organisation (SCIO). It was registered in its current legal form on 22nd May 2019. It operates as a single tier structure and as such the Charity Trustees are also the organisation's only members and comprise the organisation's Board.

Appointment of Trustees

Trustees are elected at the Annual General Meeting, however where it is deemed in the best interest of the organisation, Trustees can appoint further trustees during the year, with election verified at the next AGM.

The organisation's constitution requires there to be a minimum of three and maximum of ten Trustees.

Trustees will have a commitment to the core values and purpose of the charity and will be recruited on skills, background and/or connectedness with relevant communities and networks.

The Trustees are responsible for the strategic direction and governance of the organisation.



Trustees' Annual Report (continued)

Year ended 31 March 2025

The Trustees are aware of their responsibilities and the organisation holds comprehensive insurance and maintains a risk assessment register.

All new board members are invited to an initial board meeting and although no formal training session is currently offered this is something the Trustees will look to implement.

Objectives and Activities

Charitable purposes

The organisation is established for charitable purposes only, and the objects are:

- The advancement of care and education for children and young people through delivery of tailored childcare solutions.
- To advance education for the benefit of children, families, and communities by the provision of accredited training programmes for the childcare sector.
- To provide financial support to individuals for training in the childcare sector.
- The advancement of citizenship or community development.
- The relief of the needs of children and young people by reason of ill-health, disability, financial hardship or other disadvantage.

Activities

During financial year 2024/25 Flexible Childcare Services Scotland continued to deliver early learning and childcare, school age childcare and a range of additional support needs services.

This involves provision of tailored childcare services, designed to:

- Meet the individual needs of children, young people, families, and communities.
- Identify gaps in provision and design services to fill the gap.
- Remove barriers of affordability, accessibility and sustainability faced by families seeking childcare.
- Create centres of learning to share the flexible delivery model.
- Identify and overcome barriers to successful delivery of a more accessible model of care.

Achievement & performance

This has been a challenging year for FCSS, whilst there is robust evidence of the social and economic benefits for families using its services, achieving, and maintaining, a sustainable operating position has been difficult. External pressures including workforce capacity challenges, cost of living challenges, and restricted budgets within local and national government, have continued to effect day to day operations within the organisation.

During the year the organisation held an event in the Scottish parliament to both celebrate its fifth year of operations and launch its strategic plan for the next five years.



Trustees' Annual Report (continued)

Year ended 31 March 2025

Financial review

The financial results are set out in the Statement of Financial Activities. During the year, the charity recorded a net loss in unrestricted funds of £224,542 (2024 - £145,688). The charity received donations and grants during the year totalling £432,770 (2024 - £1,162,918). The remainder of the charity's income in the year was received via the provision of childcare services, totalling £3,115,811 (2024 - £2,607,739). Details of this income, showing the split between restricted and unrestricted income, is shown in notes 3 and 4 of the financial statements.

The closing reserves balance of £1,012,051 (2024 - £1,078,891) consists of unrestricted reserves of £322,744 (2024 - a deficit of £102,039) and restricted reserves of £689,307 (2024 - £1,180,930). Restricted reserves consist of the balance of funds provided to the charity for specific purposes and consist mainly of funding awarded for the redevelopment and capital works associated with the Phase Two of the Fintry Nursery Project.

At the end of the financial year, the charity had net current liabilities totalling £330,793 (2024 - £222,555), of which £88,592 is held in cash at bank (2024 - £200,319).

The charity's main sources of funding are:

- Provision of contracted childcare services paid for by Local Authorities under service level agreements
- Fees paid by parents for provision of childcare
- Charitable grants

We have confirmed funding in place for FY 25/26 via multiyear support packages from the STV Childrens Appeal, The Robertson Trust and The Northwood Charitable Trust

Caerus Opportunities Limited

The results of the charity's wholly owned subsidiary company, Caerus Opportunities Limited, are consolidated with those of the charity in the group financial statements. The principal activity of the trading company is the development of digital solutions to support and influence the wider childcare sector in increasing flexibility and accessibility across delivery models. This software product now also provides a data source for local and national policy makers to access.

Caerus Opportunities Limited's operating loss for the period to 31st March 2025 was £7,269, and there will be no donation to the parent charity.

Going Concern

Flexible Childcare Services Scotland was established in 2020 and the Trustees recognise that the organisation has not yet built sufficient reserves to meet its reserves policy due to the challenging operating environment the organisation has faced since its inception.

The organisation has continued to grow, and the Trustees recognise that the new services will take time to reach a financial position where they are covering their costs. The organisation's Leadership and Management teams have established strong working relationships with funders, regulators, Scottish Government, and other third-party organisations. The organisation has built on these strong foundations to add additional services and source further funds thus achieving sustainable growth in turnover, geographic coverage, and the range of services delivered.

**Trustees' Annual Report (continued)****Year ended 31 March 2025**

The Trustees recognise the current reliance on external funding and have considered long term cashflow projections and budget forecasts for at least 12 months from the date of approval of these financial statements. The Trustees continue to review and challenge these projections and forecasts, and action mitigating measures in good time to ensure sustainability. The forecasts show that the charity is able to continue as a going concern, however, they include income that is not yet secured. This income is in the form of grants and donations and due to the nature of this income, it is difficult to predict the likelihood and amount of future income. As not all income has been currently secured, the Trustees conclude that these conditions result in a material uncertainty that may cast significant doubt on the entity's ability to continue as a going concern and, therefore that it may be unable to realise its assets and discharge its liabilities in the normal course of business. The Trustees as a result conclude that material uncertainty over going concern exists.

Although the charity has not fully secured the required level of third-party funding for the next 12 months, trustees are confident of obtaining this support. On that basis, the Trustees can conclude the accounts can be prepared on a going concern basis.

Risk assessment

The trustees have assessed the major risks to which the charity is exposed, in particular, managing cashflow and the impact of having no reserves at the time of start up, workforce capacity challenges, and ability to deliver outcomes as required by funders in challenging market conditions.

Other risks include managing staff numbers to meet service delivery ratios in a rapidly changing context, and maintaining quality of provision whilst driving change in delivery models.

Following robust risk assessment, the Board of Trustees are satisfied that systems are in place to mitigate our exposure to these risks. Measures in place include regular review of our cashflow position, limits on spending/purchases, identifying new funding opportunities and broadening the range and number of funders we work with. We effectively track progress towards outcomes and communicate regularly with our funders.

We are following guidance from the Scottish Government and our regulators the Care Inspectorate to ensure safe, ongoing service delivery. We have implemented systems to monitor staffing numbers and have an active sessional staff bank in place from which we can draw additional cover as required. We established internal quality monitoring processes and will focus on embedding these during the coming year.

We meet quarterly with our insurance brokers to ensure we have sufficient cover for key insurable risks. We use the services of RBS Mentor to manage HR and Health and Safety procedures and ensure we manage any risk related to our people management.

Reserves policy

The trustees' policy is to work towards retaining 3 months' worth of normal running costs in order to meet commitments and to cover any unexpected expenditure. Although this policy is not met as at 31 March 2025, the trustees acknowledge that this is reasonable given the short operating period and will continue to monitor the position.



Trustees' Annual Report (continued)

Year ended 31 March 2025

Plans for future periods

The trustees intend to continue to develop the services offered, influencing the sector and creating change in the delivery models adopted by providers on a national scale. This will include:

- Opening a further nursery service with support from The Postcode Innovation Trust
- Carrying our research and gathering data to support potential refinements to the delivery model that will boost sustainability.
- Working in partnership with other social change organisations to drive positive systemic change.
- Completing phase two works at our Dundee service to create additional office and community facilities.
- Exploring sustainable scale opportunities.
- Establishing our position as the go-to provider of Flexible Childcare Management Software in Scotland achieving coverage across all 32 Local Authorities with our software products
- Exploring opportunities to link with flexible work organisations to trial a programme of dual benefits of flexible employment supported by flexible childcare.

By moving to a more flexible delivery model barriers are removed, and fewer families miss out on the benefits of quality early learning and school age childcare. To achieve this level of equity in accessing services FCSS will continue to campaign for the following actions:

- All parents to have the right to use their weekly allocation of funded hours in a fully flexible model that fits around their working life/family needs. All 32 of Scotland's Local Authorities must support this across their early learning and childcare provision. All providers to offer increased flexibility in delivery models.
- Funded support for out of school care in primary years; possibly through an out of school club service in each primary or where schools/demand is small in each primary cluster. Delivered in partnership with local childcare providers, managed in a similar way to Early Learning and Childcare (ELC) partnership contracts
- Innovative solutions to meet early learning and childcare needs in rural areas where provision is limited due to low numbers.
- Standardised funding level for all ELC providers, so partners and Local Authority settings are on an even footing, with consideration given to funding uplifts for families from the six priority groups identified in the Tackling Child Poverty report
- Increased funding for training of mature entrants to the sector, boosting workforce capacity, diversity and quality and enabling providers to flex their staffing levels in line with varying attendance patterns for children.
- Appropriate care or respite provision for children with additional support needs across Scotland including after school, Saturday activity groups and holiday playschemes. Funded via social work budgets and/or self-directed support money.
- Paediatric First Aid training to be in place across the childcare workforce



Trustees' Annual Report (continued)

Year ended 31 March 2025

Statement of Trustee Responsibilities

The Trustees are responsible for preparing the financial statements in accordance with applicable law and regulations.

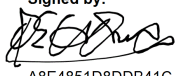
Charity law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- 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.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the trustees on 17th December 2025 and signed on their behalf by

Signed by:

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Kevin J E Cadman,

Chair of Trustees



Independent Auditors' report to the trustees of Flexible Childcare Services Scotland SCIO Year ended 31 March 2025

Opinion

We have audited the financial statements of Flexible Childcare Services Scotland ('the charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty related to going concern

We draw attention to Note 2.2 in the financial statements, which indicates that the charity's forecasts rely on funding which is not yet confirmed. These conditions, along with other matters outlined in the relevant parts of the Trustees' Annual Report, indicate that a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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.

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



Independent auditors' report to the trustees of Flexible Childcare Services Scotland SCIO (continued)

Year ended 31 March 2025

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the the Charities and Trustees Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' annual report; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 9, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.



Independent auditors' report to the trustees of Flexible Childcare Services Scotland SCIO (continued)

Year ended 31 March 2025

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates, and considered the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

We focused on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to the Charities and Trustees Investment Act (Scotland) 2005 and Charities Accounts (Scotland) Regulations 2006. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud.

As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.



**FLEXIBLE CHILDCARE
SERVICES SCOTLAND**

Independent auditors' report to the trustees of Flexible Childcare Services Scotland SCIO (continued)

Year ended 31 March 2025

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with The Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:

Sumer Auditco Limited

98E01EC2FD13436...

Sumer Auditco Limited

14 City Quay

Dundee

DD1 3JA

Date: 18th December 2025

Sumer Auditco Limited is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations 2006 by virtue of its eligibility under section 1212 of the Companies Act 2006.



FLEXIBLE CHILDCARE SERVICES SCOTLAND

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total £	2024 Total £
Income from:					
Donations and legacies	3	50,066	407,704	457,770	1,162,918
Charitable activities	4	3,115,811	-	3,115,811	2,607,739
Other income		111	-	111	115,421
Other Trading Activities					30,000
Total income		3,165,988	407,704	3,573,692	3,916,078
Expenditure on:					
Charitable activities	5	3,344,793	242,233	3,587,026	3,414,365
Raising Funds	6	53,005	7,769	60,774	165,079
Total expenditure		3,397,798	250,002	3,647,800	3,579,444
Net income / (expenditure)		(231,810)	157,702	(74,108)	336,634
Transfer between funds		649,325	(649,325)	-	-
Net movement in funds		417,515	(491,623)	(74,108)	336,634
Total funds brought forward		(104,776)	1,180,930	1,076,154	739,520
Total funds carried forward	14	312,739	689,307	1,002,046	1,076,154

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

The notes on pages 19 to 33 form part of the financial statements



**CHARITY STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

		Unrestricted Funds	Restricted Funds	2025 Total	2024 Total
	Notes	£	£	£	£
Income from:					
Donations and legacies	3	25,066	407,704	432,770	1,162,918
Charitable activities	4	3,115,811	-	3,115,811	2,607,739
Other income		14,627	-	14,627	15,421
Total income		3,155,504	407,704	3,563,208	3,786,078
Expenditure on:					
Charitable activities	5	3,344,793	242,233	3,587,026	3,414,365
Raising Funds	6	35,253	7,769	43,022	58,408
Total expenditure		3,380,046	250,002	3,630,048	3,472,773
Net income / (expenditure)		(224,542)	157,702	(66,840)	313,305
Transfer between funds		649,325	(649,325)	-	-
Net movement in funds		424,783	(491,623)	(66,840)	313,305
Total funds brought forward		(102,039)	1,180,930	1,078,891	765,586
Total funds carried forward	14	322,744	689,307	1,012,051	1,078,891

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

The notes on pages 19 to 33 form part of the financial statements.




FLEXIBLE CHILDCARE SERVICES SCOTLAND

CONSOLIDATED BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible fixed assets	8		1,550,871		1,489,352
Current assets					
Debtors:					
amounts falling due within one year	10	287,081		204,796	
amounts falling due after one year	11	65,000		-	
Cash at bank		88,639		214,484	
		<u>440,720</u>		<u>419,280</u>	
Current liabilities					
Creditors falling due within one year	12	<u>(781,517)</u>		<u>(644,571)</u>	
Net current assets					
			(340,797)		(225,291)
Creditors falling due greater than 1 year	13		(208,028)		(187,907)
Net assets					
			<u>1,002,046</u>		<u>1,076,154</u>
Charity funds					
Restricted Funds			689,307		1,180,930
Unrestricted Funds:			312,739		(104,776)
Total funds	14		<u>1,002,046</u>		<u>1,076,154</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 17th December 2025

Signed by:

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Kevin J E Cadman,
 Chair of Trustees

The notes on pages 19 to 33 form part of the financial statements.



FLEXIBLE CHILDCARE SERVICES SCOTLAND

CHARITY BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible fixed assets	8		1,550,871		1,489,352
Investments	9		1		1
			<u>1,550,872</u>		<u>1,489,353</u>
Current assets					
Debtors:					
amounts falling due within one year	10	290,032		205,315	
amounts falling due after one year	11	65,000		-	
Cash at bank		88,592		200,319	
		<u>443,624</u>		<u>405,634</u>	
Current liabilities					
Creditors falling due within one year	12	<u>(774,417)</u>		<u>(628,189)</u>	
Net current assets					
			(330,793)		(222,555)
Creditors falling due greater than 1 year	13		(208,028)		(187,907)
Net assets					
			<u>1,012,051</u>		<u>1,078,891</u>
Charity funds					
Restricted Funds			689,307		1,180,930
Unrestricted Funds:			322,744		(102,039)
Total funds	14		<u>1,012,051</u>		<u>1,078,891</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 17th December 2025

Signed by:

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Kevin J E Cadman,
Chair of Trustees

The notes on pages 19 to 33 form part of the financial statements.



FLEXIBLE CHILDCARE SERVICES SCOTLAND

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Net income for the period	(74,108)	336,634	(66,840)	313,305
Adjustments for:				
Decrease/(Increase) in trade and other receivables	(147,285)	66,413	(149,717)	76,255
Increase/(decrease) in trade payables	135,771	97,801	145,053	194,030
Depreciation	21,847	3,114	21,847	3,114
Net cash used in operating activities	(63,775)	503,962	(49,657)	586,704
Cash flows from investing activities				
Purchase of tangible fixed assets	(83,366)	(560,008)	(83,366)	(560,008)
Net cash provided by investing activities	(83,366)	(560,008)	(83,366)	(560,008)
Cash flows from financing activities				
Repayment of borrowings	(59,364)	(32,228)	(59,364)	(32,228)
Loans advanced	80,660	-	80,660	
Net cash provided by investing activities	21,296	(32,228)	21,296	(32,228)
Net movement in cash and cash equivalents for the year	(125,845)	(88,274)	(111,727)	(5,532)
Cash and cash equivalents brought forward	214,484	302,758	200,319	205,851
Cash and cash equivalents carried forward	88,639	214,484	88,592	200,319



Notes to the financial statements

Year ended 31 March 2025

1. General information

Flexible Childcare Services Scotland is a Scottish Charitable Incorporated Organisation (SCIO), registered with number SC049318 and having its registered office at Fintry Nursery, Fintry Road, Dundee, DD4 9EZ.

The charity's primary activity is the provision of childcare and investigation into delivery methods for childcare to maximise support for families.

2. Accounting Policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Charities Accounts (Scotland) regulations 2006.

Flexible Childcare Services Scotland meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The consolidated financial statements present the results of the Charity and its subsidiary (“the Group”) as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

2.2 Going concern

Flexible Childcare Services Scotland was established in 2020 and the Trustee's recognise that the organisation has not yet built sufficient reserves to meet its reserves policy due to the challenging operating environment the organisation has faced since its inception.

Although the charity has not yet fully secured the necessary level of third party funding for the next 12 months, the Trustees are confident of obtaining this support and, having reviewed the obligations of the charity, have concluded that the going concern basis is appropriate for these financial statements but accept that the lack of committed funding at the balance sheet date does lead to a material uncertainty. Further details of the Trustee's consideration is given in the Trustee's report.

2.3 Income

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

Income from services is recognised when the service has been performed and the income is receivable.

Grants are recognised in full in the Statement of Financial Activities when the conditions of the grant have been met. Any deferred element of grants is included in creditors as deferred income where the conditions to recognise revenue are not met at the balance sheet date.

Income received by way of donations and gifts is included in full in the Statement of Financial Activities when the conditions to recognise revenue are met.

Income from investments is included when receivable.



Notes to the financial statements (continued)

Year ended 31 March 2025

2.4 Expenditure

Expenditure is recognised once there is legal or constructive obligation to transfer economic benefit to a third party, if it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total direct costs and shared costs, including support costs involved in undertaking each activity.

Since the Charity has only one activity, there is no apportionment of support costs required. Support costs incurred by the subsidiary company are allocated to its activity.

2.5 Tangible Fixed Assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, as follows.

Depreciation is provided using the following rates on a straight line basis:

Land and Buildings	2% -10%
Tenant's improvements	25%
Plant and Equipment	10%
Motor vehicles	25%
Equipment	25%

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Assets under construction are not depreciated and will be transferred to the relevant category of asset and depreciated accordingly when completed.

2.6 Financial Instruments

The Charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

All loans contained within these statements are considered as concessionary in nature as they either attract no interest or interest below the prevailing market rate.



Notes to the financial statements (continued)

Year ended 31 March 2025

2.7 Pensions

The Charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Charity pays fixed contributions into a separate entity. Once the contributions have been paid, the Charity has no further payment obligations.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in Creditors as a liability in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

3. Donations and legacies

Group	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2025	2025	2025	2024
	£	£	£	£
Donations & legacies from:				
Donations & legacies	3,843	-	3,843	22
Grants	46,223	407,704	453,927	1,162,896
	<u>50,066</u>	<u>407,704</u>	<u>457,770</u>	<u>1,162,918</u>
Charity	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2025	2025	2025	2024
	£	£	£	£
Donations & legacies from:				
Donations & legacies	3,843	-	3,843	22
Grants	21,223	407,704	428,927	1,162,896
	<u>25,066</u>	<u>407,704</u>	<u>432,770</u>	<u>1,162,918</u>



Notes to the financial statements (continued)

Year ended 31 March 2025

3. Donations and legacies (continued)

Charity	As Restated	As Restated	Total Funds
	Unrestricted Funds	Restricted Funds	
	2024	2024	2024
	£	£	£
Donations & legacies from:			
Donations & legacies	22	-	22
Grants	264,971	897,925	1,162,896
	<u>264,993</u>	<u>897,925</u>	<u>1,162,918</u>

Grant income of £100,000 in 2024 has been reclassified as restricted from unrestricted

4. Income from charitable activities

All income from charitable activities was received by the Charity and relates to the provision of childcare.

5. Expenditure on charitable activities

All expenditure on charitable activities was incurred by the Charity and relates to the provision of childcare.

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2025	2025	2025	2024
	£	£	£	£
Expenditure on:				
Activities undertaken directly	2,930,490	196,252	3,126,742	3,176,241
Support costs	414,303	45,981	460,284	238,124
Total expenditure	<u>3,344,793</u>	<u>242,233</u>	<u>3,587,026</u>	<u>3,414,365</u>

	As Restated	As Restated	Total Funds
	Unrestricted Funds	Restricted Funds	
	2024	2024	2024
	£	£	£
Expenditure on:			
Activities undertaken directly	2,897,718	278,523	3,176,241
Support costs	138,124	100,000	238,124
Total expenditure	<u>3,035,842</u>	<u>378,523</u>	<u>3,414,365</u>

Support costs include an audit fee of £15,300 (2024 - £14,400)

Direct expenditure of £100,000 in 2024 has been reclassified as restricted from unrestricted


Notes to the financial statements (continued)
Year ended 31 March 2025
6. Expenditure on raising funds
Group

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Expenditure on:				
Promotional Activity	35,253	7,769	43,022	51,571
Sundry Costs	-	-	-	6,837
Subsidiary Cost of Sales	3,000	-	3,000	100,839
Subsidiary administration costs	14,752	-	14,752	5,832
Total expenditure	53,005	7,769	60,774	165,079

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Expenditure on:			
Promotional Activity	14,491	37,080	51,571
Sundry Costs	6,837	-	6,837
Subsidiary Cost of Sales	100,839		100,839
Subsidiary administration costs	5,832		5,832
Total expenditure	127,999	37,080	165,079

Charity

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Expenditure on:				
Promotional Activity	35,253	7,769	43,022	51,571
Sundry Costs			-	6,837
Total expenditure	35,253	7,769	43,022	58,408



Notes to the financial statements (continued)

Year ended 31 March 2025

6. Expenditure on raising funds (continued)

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Expenditure on:			
Promotional Activity	14,491	37,080	51,571
Sundry Costs	6,837	-	6,837
Total expenditure	21,328	37,080	58,408

7. Staff costs

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Gross salaries	2,533,767	2,438,903	2,521,421	2,426,557
Employers National Insurance	166,583	150,676	165,193	149,286
Employer's pension contributions	139,060	134,137	138,280	133,334
	2,839,410	2,723,716	2,824,894	2,709,177

No (2024 – no) employees earned more than £60,000 per annum.

The average number of staff employed was as follows:

	Group 2025	Group 2024	Charity 2025	Charity 2024
Senior management	1	1	1	1
Management	4	6	4	6
Admin and support	6	6	6	6
Childcare and project workers	164	173	164	173
	175	186	175	186



Notes to the financial statements (continued)

Year ended 31 March 2025

8. Tangible Fixed Assets

All tangible fixed assets are held by the parent charity.

	Land & Buildings £	Motor Vehicles £	Fixtures & Fittings £	Plant & Equipment £	Assets Under Construction	Total £
Cost						
At 1 April 2024	3,501	10,899	3,192	270	1,481,908	1,499,770
Additions	-	-	-	-	83,366	83,366
Reclassification	900,559	-	-	-	(900,559)	-
Disposals	-	-	-	-	-	-
At 31 March 2025	904,060	10,899	3,192	270	664,715	1,583,136
Depreciation						
At 1 April 2024	210	9,300	638	270	-	10,418
Charge for the year	20,728	800	319	-	-	21,847
On disposal	-	-	-	-	-	-
At 31 March 2025	20,938	10,100	957	270	-	32,265
Net book value						
At 1 April 2024	3,291	1,599	2,554	-	1,481,908	1,489,352
At 31 March 2025	883,122	799	2,235	-	664,715	1,550,871

Assets under construction comprise the ongoing works for Phase Two of the Fintry Nursery Project. The full cost will be transferred to Land and Buildings when the asset is brought into use. During the year £900,559 was transferred recognising the completion of Phase One of the Fintry Nursery Project.

9. Fixed asset investments

All investments in subsidiary companies are held by the parent charity.

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Investments in subsidiary undertakings	-	-	1	1

The subsidiary undertaking of the Charity is Caerus Opportunities Limited, which has its registered office at Fintry Nursery, Fintry Road, Dundee, DD4 9EZ. The Charity owns 100% of the ordinary share capital of the subsidiary.


Notes to the financial statements (continued)
Year ended 31 March 2025
10. Debtors: amounts falling due within one year

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	137,256	111,497	132,255	91,497
Other debtors and prepayments	98,303	26,528	98,303	26,528
Accrued income	51,522	66,771	51,522	66,771
Due from subsidiary undertakings	-	-	7,952	20,519
	287,081	204,796	290,032	205,315

Included within other debtors and prepayments is grant income totalling £65,000 (2024 - nil), for which the recognition criteria for revenue have been met but payment is not yet due.

11. Debtors: amounts falling due after one year

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£	£	£	£
Other debtors and prepayments	65,000	-	65,000	-
	65,000	-	65,000	-

Included within other debtors and prepayments is grant income totalling £65,000 (2024 - nil), for which the recognition criteria for revenue have been met but payment is not yet due.



Notes to the financial statements (continued)

Year ended 31 March 2025

12. Creditors: amounts falling due within one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Trade creditors	150,858	118,672	148,558	108,593
Accruals and other creditors	525,106	394,383	520,306	391,983
Tax and social security	28,829	55,996	28,829	52,093
Pension Contributions	16,185	16,156	16,185	16,156
Loans due < 1 year	60,539	59,364	60,539	59,364
	781,517	644,571	774,417	628,189

Included within accruals and other creditors is deferred income totalling £365,894 (2024 - £218,475), for which the recognition criteria for revenue are not yet met. All deferred income at 31st March 2024 was released in the year to 31st March 2025.

13. Creditors: amounts falling due after one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Loans due 1-2 years	129,909	60,539	129,909	60,539
Loans due 2-5 years	78,119	122,368	78,119	122,368
Loans due >5 yrs		5,000		5,000
	208,028	187,907	208,028	187,907

All loans are unsecured.



Notes to the financial statements (continued)

Year ended 31 March 2025

14. Statement of Funds

	At 1 April 2024 £	Income £	Expenditure £	Transfer between funds £	At 31 March 2025 £
Unrestricted funds					
General funds	(102,038)	3,155,504	(3,380,046)	649,325	322,745
Caerus Opportunities	(2,738)	25,000	(32,268)	-	(10,006)
Consolidation	-	(14,516)	14,516	-	-
	(104,776)	3,165,988	(3,397,798)	649,325	312,739
Restricted funds					
Fintry Nursery Capital Works Fund	1,126,930	23,897	-	(619,325)	531,502
The Tay Charitable Trust	5,000	-	-	(5,000)	-
The Leng Charitable Trust	20,000	-	-	(20,000)	-
Peter Vardy Foundation	8,500	-	-	-	8,500
The Northwood Trust	5,000	-	-	(5,000)	-
AGS Airports	2,000	-	(2,000)	-	-
Changing Ideas Ltd	12,500	12,500	(25,000)	-	-
Moray Offshore Windfarm (East) Ltd	1,000	-	-	-	1,000
The Robertson Trust	-	150,000	(50,000)	-	100,000
STV Childrens Appeal	-	30,000	(30,000)	-	-
The Northwood Charitable Trust	-	45,000	-	-	45,000
Hubbub Foundation	-	5,700	(5,700)	-	-
The Rank Foundation	-	4,843	(4,843)	-	-
Dundee Festive Fund	-	3,200	(3,200)	-	-
The UK Shared Prosperity Fund	-	129,259	(129,259)	-	-
Tesco Stronger Starts	-	3,305	-	-	3,305
	1,180,930	407,704	(250,002)	(649,325)	689,307
Total Funds	1,076,154	3,573,692	(3,647,800)	-	1,002,046

Funds totalling £649,325 relating to Phase One of the Fintry Nursery Project were transferred to general funds as the asset was transferred from Assets under construction.



Notes to the financial statements (continued)

Year ended 31 March 2025

14. Statement of Funds (continued)

	At 1 April 2023 £	As Restated Income £	As Restated Expenditure £	Transfer between funds £	At 31 March 2024 £
Unrestricted funds					
General funds	66,979	2,888,153	(3,057,170)	-	(102,038)
Caerus Opportunities	(26,067)	130,000	(106,671)	-	(2,738)
	<u>40,912</u>	<u>3,018,153</u>	<u>(3,163,841)</u>	<u>-</u>	<u>(104,776)</u>
Restricted funds					
Fintry Nursery Capital Works Fund	660,108	466,822	-	-	1,126,930
The Tay Charitable Trust	5,000	-	-	-	5,000
The Leng Charitable Trust	20,000	-	-	-	20,000
Peter Vardy Foundation	8,500	-	-	-	8,500
The Northwood Trust	5,000	-	-	-	5,000
Social Innovation Partnership	-	110,000	(110,000)	-	-
NPT Transatlantic	-	100,000	(100,000)	-	-
The Robertson Trust	-	100,000	(100,000)	-	-
Dundee Common Good Fund	-	7,776	(7,776)	-	-
National Lottery Cost of Living	-	30,567	(30,567)	-	-
The Rank Foundation	-	7,260	(7,260)	-	-
Highland Council	-	60,000	(60,000)	-	-
AGS Airports	-	2,000	-	-	2,000
Changing Ideas Ltd	-	12,500	-	-	12,500
Moray Offshore Windfarm (East) Ltd	-	1,000	-	-	1,000
	<u>698,608</u>	<u>897,925</u>	<u>(415,603)</u>	<u>-</u>	<u>1,180,930</u>
Total	<u>739,520</u>	<u>3,916,078</u>	<u>(3,579,444)</u>	<u>-</u>	<u>1,076,154</u>

£100,000 of income and expenditure in 2024 relating to The Robertson Trust was reclassified as restricted from unrestricted.



Notes to the financial statements (continued)

Year ended 31 March 2025

14. Statement of Funds (continued)

The restricted funds are held for the following purposes

- AGS Airports Ltd – to support regeneration of Cummings Park Garden
- Changing Ideas Ltd – to support Social Impact Research
- Dundee Common Good Fund – to support development of school age childcare services at Dundee
- Dundee Festive Fund – to support Fintry Nursery Christmas Fair
- Fintry Nursery Capital Works Fund – to support the capital renovation works of the Fintry Nursery, Dundee
- Highland Council – to support the running of playschemes in Inverness
- Hubbub Foundation – to support the community food hub at Fintry Nursery
- Moray Offshore Windfarm (East) Ltd – to support regeneration of NESCol Garden
- National Lottery Cost of Living – to support work across Cummings Park, Fintry, Hillside, Keith, Kilmarnock & Tillydrone nurseries
- NPT Transatlantic – to contribute towards HR, IT, Administration and Finance staff costs
- Peter Vardy Foundation – to provide therapeutic sessions and support for school aged children
- Social Innovation Partnership - to support the software development and a scalable system change model
- STV Childrens Appeal – to support the sustainability of flexible childcare
- The Leng Charitable Trust – to support the cost of the new kitchen at Fintry Nursery, Dundee
- The Northwood Trust – to support the capital renovation works of the Fintry Nursery, Dundee
- The Northwood Charitable Trust – to support the operation of Fintry Nursery, Dundee
- The Rank Foundation – to support employment of a Social Impact Research Assistant
- The Robertson Trust – to support the sustainability of flexible childcare
- The Tay Charitable Trust – to support the capital renovation works of the Fintry Nursery, Dundee
- The UK Shared Prosperity Fund – to support the operation of Cummings Park and Tillydrone nurseries
- Tesco Stronger Starts – to support garden projects in Keith, Banff, Peterhead and Fintry



Notes to the financial statements (continued)

Year ended 31 March 2025

15. Analysis of net assets by fund

Group

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fixed assets	1,019,369	531,502	1,550,871	1,489,352
Current assets	252,915	187,805	440,720	419,280
Current liabilities	(751,517)	(30,000)	(781,517)	(644,571)
Non-current liabilities	(208,028)	-	(208,028)	(187,907)
	312,739	689,307	1,002,046	1,076,154

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Fixed assets	362,422	1,126,930	1,489,352
Current assets	302,006	117,274	419,280
Current liabilities	(581,297)	(63,274)	(644,571)
Non-current liabilities	(187,907)	-	(187,907)
	(104,776)	1,180,930	1,076,154

Charity

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fixed assets	1,019,370	531,502	1,550,872	1,489,353
Current assets	255,819	187,805	443,624	405,634
Current liabilities	(744,417)	(30,000)	(774,417)	(628,189)
Non-current liabilities	(208,028)	-	(208,028)	(187,907)
	322,744	689,307	1,012,051	1,078,891



Notes to the financial statements (continued)

Year ended 31 March 2025

15. Analysis of net assets by fund (continued)

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Fixed assets	362,423	1,126,930	1,489,353
Current assets	288,360	117,274	405,634
Current liabilities	(564,915)	(63,274)	(628,189)
Non-current liabilities	(187,907)	-	(187,907)
	<u>(102,039)</u>	<u>1,180,930</u>	<u>1,078,891</u>

16. Analysis of changes in net debt

Group

	At 1 April 2024 £	Cashflows £	At 31 March 2025 £
Cash at Bank	214,484	(125,845)	88,639
Loans less than 1 year	(59,364)	(1,175)	(60,539)
Loans more than 1 year	(187,907)	(20,121)	(208,028)
	<u>(32,787)</u>	<u>(147,141)</u>	<u>(179,928)</u>

Charity

	At 1 April 2024 £	Cashflows £	At 31 March 2025 £
Cash at Bank	200,319	(111,727)	88,592
Loans less than 1 year	(59,364)	(1,175)	(60,539)
Loans more than 1 year	(187,907)	(20,121)	(208,028)
	<u>(46,952)</u>	<u>(133,023)</u>	<u>(179,975)</u>



Notes to the financial statements (continued)

Year ended 31 March 2025

17. Operating lease commitments

The charity had total commitments under leases as follows:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Less than 1 year	45,962	40,169	45,962	40,169
Between 1 and 5 years	53,486	100,833	53,486	100,833
	99,448	141,002	99,448	141,002

18. Related party transactions

Travel expenses totalling £54 (2024 - £nil) were reimbursed to trustees during the year. No amounts were paid to trustees in relation to provision of services.

Key management personnel include all trustees and 6 members of senior staff who together have responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management for services provided to the charity in the year was £289,541 (2024, 7 members of staff totalling £317,957).

During the year £2,700 was paid for executive support services to the daughter of Susan McGhee, who is considered key management personnel. Services were paid for in line with standard market terms.

FRS 102 does not require disclosure of transactions between members of a wholly owned group. The Charity has taken this exemption in respect of transactions with its subsidiary, which is consolidated into these accounts.