



# Annual Report & Financial Statements

For the year ended  
31 March 2023

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## Chairman's Report

It is refreshing to be able to start this report without obsessing about Covid. While still out there and a concern to the vulnerable, our lives are much less affected day to day by it, thank goodness. At the Officers Association Scotland, we have returned to normal working, though some of the innovations introduced of necessity during Covid have proved useful and will be retained. Once again, I pay tribute to our team who coped with everything the virus and government reaction to it threw at them without diluting the quality of the OAS' work for our clients, both welfare and employment.



Andrew Herberts

Our welfare work remains core to what we do, and our CEO has been promoting this provision with such military charities as SSAFA, Poppyscotland, the RAF and Army Benevolent Funds. We pay individual grants for a variety of needs and also support a number of veterans or their dependents with annuity payments. Given increases in the cost of living, we have been able to increase the amounts that we pay to those annuitants.

The employment service remains busy. Registrations are up 35% this year and clients enjoy both one to one support and access to a wide variety of events and relevant training of which you can read more in the CEO's report. We continue to increase the number and scope of employers with whom we have a relationship and, underpinned by OAS and other advocacy, demand for service veterans remains strong.

At the end of March, we said goodbye to Tom Denovan who has been with us for 8 years. Tom initially worked in our Edinburgh office bringing his considerable skillset from senior HR roles within the NHS and local government. Latterly he established a more focused presence in the North of Scotland, serving the, sometimes, neglected service community up there. He leaves with our best wishes and gratitude for everything that he brought to the organisation over his time with us.

As Tom leaves, we welcome Dionne Ross who will assume the responsibility for the North. Dionne is a specialist in ex-military recruitment which she has worked in since leaving the Royal Army Dental Corps. We are delighted that she has joined us and with Jo Maynard covering the South of Scotland, we have a very strong team in place.

Also joining us is Michelle Higgins. Michelle takes up the role of Business Development Officer and has already

made a real impact in raising our profile among potential employers and clients.

Under Heather McVeigh's leadership, we have a team to envy, and I thank everyone for their commitment, hard work and of course, humour.

As ever, I would like to take this opportunity to thank my fellow board members for their continued support and engagement. The breadth and depth of the experience that they bring to our discussions is a key part of making the organisation what it is.

Your Officers' Association Scotland remains in good health financially and as busy as ever operationally. I look forward to another successful year.



Andrew Herberts,  
Chairman of the Trustees

# Chief Executive's Report

Following 2 years of uncertainty after a global pandemic 2022 exceeded our expectations. Even with the after effects of Brexit and the ongoing economic instability the job markets are buoyant, and people have recognised that hiring military is good for business.



Heather McVeigh

Officers' Association Scotland have continued to ensure that all Officers and their families across the Tri-Services receive the upmost support. The ongoing developments in our working practices have witnessed an increase of 35% in registered clients, 1,486 job seekers receiving support and a 140% increase in the number of employers recognizing military is good for business. I continue to be proud to be at the helm of Scotland's OA and that beside me I get to work with a fantastic team who are honoured to champion the many service men and women who continue to demonstrate to the British public, the invaluable service they provide at home and overseas.

In order to meet need we have transformed our team with a new edition of a Business Development Officer who is leading on our events, marketing, and social media channels. The changes this has brought about in such a short space of time has been significant not only to OAS but to our clients and employers also. I must also note the retirement of Tom Denovan, who after eight years decided to take some well-deserved time for him. I would personally like to thank Tom for all his support and dedication over those years and I know that there is an abundance of clients who would echo my sentiments.

We continue to transform the way we work with an enhanced training and support model which includes, multiple e-resources, monthly webinars, and a mixture of face to face and online training workshops to an ever-growing audience. Our new Mentoring Platform is now live, and has over 50 mentors

signed up from across the military and private sector who are happily giving up their time to support our clients enabling us to formalise our supportive networking relationships.

We have made the decision this year to open up our training, networking and employer evenings to non-commissioned officers and we have seen an influx at each of our events. This has increased the interest of a large number of employers who are continually looking for a wide range of skills and it also means that we can highlight military talent to the best of our ability. This has resulted in our highest number of successful employments thus far.

As of April 2022, OAS took over the management of our Welfare Service. Unfortunately, demand has continued to be significantly reduced but we shall continue to promote and raise awareness of our provision which remains a vital element providing so many officers and their families with financial support in times of need and hardship. A review of our annual recipients is underway, and we aim to increase payments over the coming months to ensure they are able to meet the ever-growing living costs. I am extremely grateful to SSAFA and Poppyscotland for their ongoing support in client assessment of need which allows us to deliver our welfare provision to the best of our ability. We must also thank Poppyscotland staff for their generous provision of HR, administration support, office accommodation, and facilities.

While the economic volatility has impacted on OAS's finances, we are delighted that once again we were able to offer financial support providing bursaries and financial support to the wider veteran charitable community with a key emphasis on sustainability.

Our organisational grants once again provided the offering of core or capital support as well as multiple year funding and saw us meet demand by providing £102,500 to 8 organisations. Wide promotion of our bursaries saw nine successful applicants to the sum of £27,597 for numerous educational courses to enhance employment opportunities.

We could not have achieved any of this without my amazing expanding team who have gone above and beyond, and I am excited about leading Scotland's OA with them and our supportive Board of Trustees. The world still presents some uncertainties and disruption, such as the war in Ukraine and energy/fuel and costs of living prices rocketing. Times remain uncertain however OA Scotland is privileged to remain financially strong in these challenging times and as always, we shall remain committed to those that we support and serve for as long as we are needed; we shall not let them down.

Heather McVeigh,  
Chief Executive



We are delighted that once again we were able to offer financial support providing bursaries and financial support to the wider veteran charitable community...

# Director's Report

The Directors present their annual report and financial statements of the company for the year ended 31 March 2022.

The financial statements have been prepared under the historical cost convention modified to include the revaluation of investments and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in the UK and Republic of Ireland (FRS 102), (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

## Our Charitable Object and Activities

The Officers Association Scotland (OAS) is a registered charity, founded in 1920. The Charity's principal objective is to provide support and relief to those persons who have at any time held a commission in any branches of HM Naval, Military and Air Forces, and of their wives, widows, husbands, widowers, civil partners, children and dependents either directly or through another similar charitable institution by making grants of money, loans, guarantees and generally by any other financial methods and to assist in their re-establishment in civil life through employment support, education, training and other relative support.

## Our Vision

All Officers and their families in Scotland are supported to lead full and productive lives.

## Our Mission

We exist to provide life-long support, resources, employment training and financial welfare assistance to officers and their families throughout their transition and beyond to ensure stability, security, and independence.

## Structure, Governance and Management

The company, which is a registered Scottish charity is limited by guarantee and is governed by a Memorandum and Articles of Association.

## Trustees

11 Trustees have held office over the period of 2022-2023. 9 have served as commissioned officers in HM Armed Forces. Trustees are selected through open recruitment and the OAS's extensive network of contacts to match the diversity, experience and expertise required. Each potential candidate is interviewed by the Chair to assess their suitability for the role and then put to

the Board meeting in June of each year. Directors hold office for an initial period of 4 years. New Directors receive a comprehensive Induction Pack and are directed to OSCR website for guidance on the responsibilities of Trustees. All Trustees are encouraged to attend training to remain up to date with the law and practices affecting the sector. All Trustees sit on at least one sub-committee.

## Management and Decision Making

In accordance with the Memorandum and Articles of Association, the Board of Trustees directs the business of the company including policy, finance and operations and meets three times a year. A Chief Executive is appointed by the Trustees and receives direction from them in order to manage the day-to-day operations of the charity. The Chief Executive has delegated authority, as approved by the Trustees for operational matters including finance, employment, and welfare services.

## The Board of Trustees has three sub-committees:

**Finance & Investment Committee –** The F&I Sub-Committee meets 3 times a year. It oversees OAS' finance processes, scrutinising quarterly and annual figures and the draft budget while assessing our investment portfolio.

## Audit Committee –

The Audit Committee meets at least twice a year to ensure that there is a framework for accountability; for examining and reviewing all systems and methods of control both financial and otherwise, including risk analysis and risk management; and for ensuring the charity is complying with all aspects of the law, relevant regulations, and good practice.

## Grants & Bursary Committee –

This Committee reviews the organisational grant and bursary giving; it advises on the processes and procedures of these funds, and the making of decisions on applications received.

## Collaboration -

Working collaboratively with other Service and civilian charities is central to OAS as it directly benefits those who require our support. We work closely with The Forces Employment Charity and Career Transition Partnership (CTP) to ensure that all officers have access to all relevant employment services and support. This is further enhanced by our partnership working with Veterans Scotland and the Scottish Government's Strategic Employability Group with our Chief Executive Officer (CEO) Chair of Veterans Scotland's Employability Group and Theme Lead for the Scottish Government.

We also work jointly with Poppyscotland who provide fantastic support to us as a charity, providing office space and daily administrative support. OAS have now commenced the management of the Welfare Service, working closely with SSAFA and Poppyscotland to assess, evaluate and make awards where appropriate, ensuring all those who need financial support receive it in a timely and appropriate manner.

We are also most grateful to our network of ex-clients and employers who give up their time to support those transitioning from the military. Without their continued commitment and support we would not be able to offer the same level of employment support to our clients.

# Grants and Welfare

## Achievements

Our aim of our Welfare Service is to relieve suffering, hardship, and distress and to promote relief of need.

This year the Welfare team dealt with 28 cases (2021-2022: 27) relating to individual and annual grants, distributing in total £53,087 (2021-2022: £56,991).

Four years into our Bursary Award scheme we are delighted that 11 recipients received £27,597 (2021-22: £29,310) financial support to further their employment opportunities. We also continue to enhance our Organisational Grants to

Veteran's Charities across Scotland by offering core and capital funds over multiple year funding. In total we distributed £102,500 (2021-2022: £157,000) This included £15,000 to one charity RAFA who was on multiple year funding.

Even in these challenging times we have continued to work in partnership with Poppyscotland Welfare team and SSAFA to deliver a confidential service providing advice and support to meet individual needs whilst maintaining supportive contact with our beneficiaries.

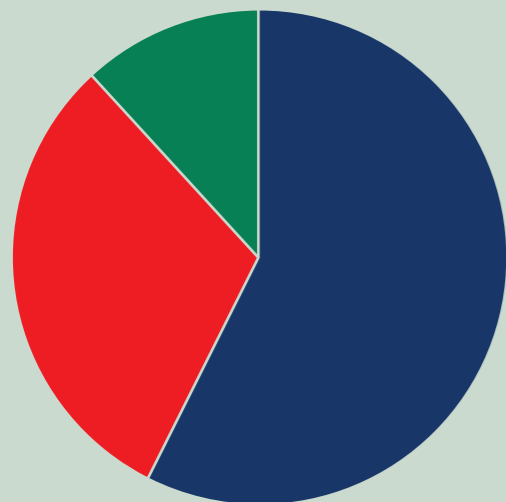
## Individual Grants

We received 10 new applications for assistance in the last financial year, and once again it has been an extremely quiet year. Promotion of the service has been undertaken however requests for assistance still remain low.

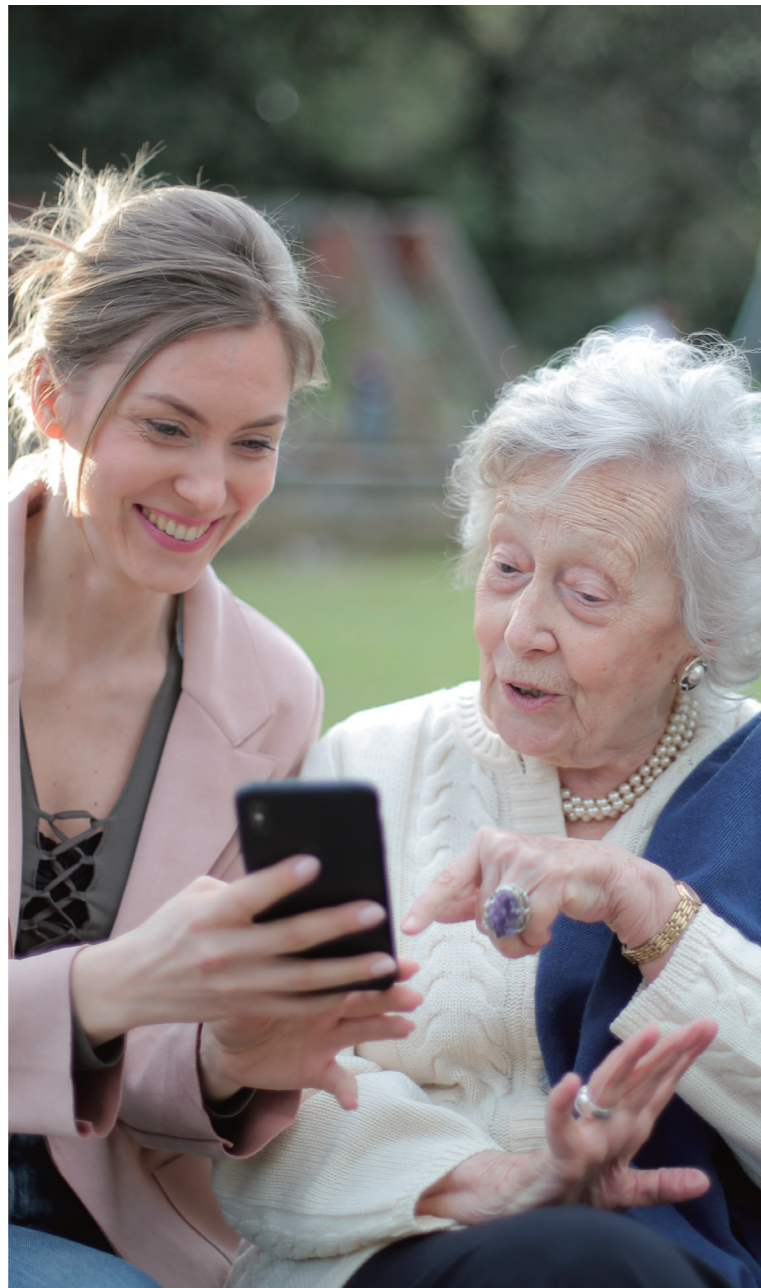
7 awards were made, totalling £9,513 (2021-2022: £9,725). The average age of applicant is 78 years with 3 male and 4 female grant recipients. Grants were awarded for a variety of needs, which included Best Use, Debt, Mobility, and home adaptations.

OA Scotland supports the work of the Armed Services Advice Project and this aids our work in the area of debt relief.

## Beneficiaries of individual grants



■ Army ■ RAF ■ Royal Navy



## How we helped Norma

Norma was the spouse of an ex-Army Officer who had unfortunately passed in 2021 after a terminal illness. Since his death, Norma lived alone in her home and due to feeling unwell herself she fell in her house and suffered a broken hip and knee. Norma was scared to return home as it was clear that she would struggle to move around her home freely, particularly in using the bathroom facilities such as her bath. Norma contacted OAS to request assistance for a bathroom adaptation, installing a new shower and modifications to assist her. OAS was delighted to support Norma by providing financial support to enable the purchase of and installation of the new shower and bathroom modifications.

"You have been absolutely wonderful; how can I ever thank you. I now have a beautiful bathroom with a lovely new shower with handrails and a seat that allow me to manoeuvre around securely. It has given me my independence back and for that I am ever so grateful. Thank you so, so much."



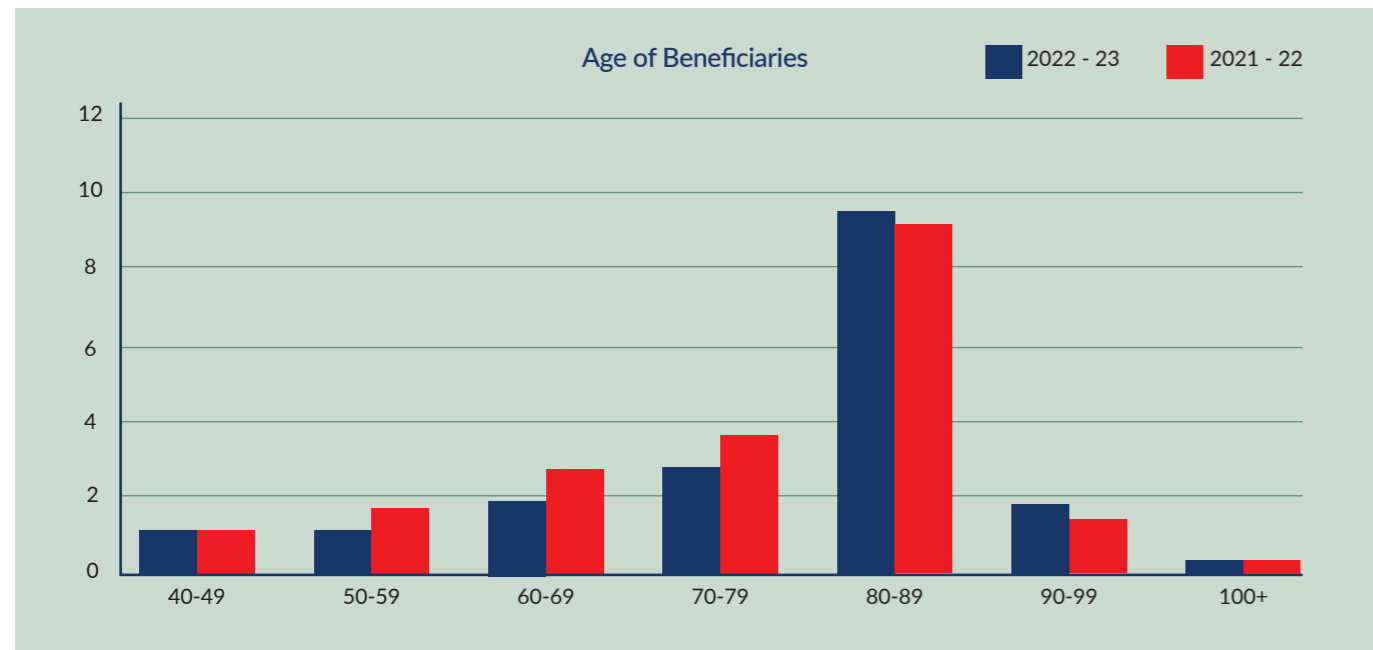
## Annual Grants

We currently support 21 (2021-2022: 21) beneficiaries through our Annual Grants. This equates to financial support totalling £43,574 (2021-2022: £47,715) with beneficiaries receiving between £455 and £910 per quarter depending on their level of need. Due to some challenges faced by a few families their awards were increased to ensure their needs were met. Unfortunately, no new awards were granted.

One of the families of a recipient who had previously passed away got in touch to relay their appreciation to Officers Association Scotland for the annuity that their parent had received. The average age of our annual grants beneficiaries is 76 years with 17 females and 4 males receiving support. The majority of our recipients represent the Army (10) with equal share between the RAF and Royal Navy (5).



I cannot thank you enough, you have been so generous to me over the years but to learn that not only have you increased my quarterly payment but that you have also provided me with some extra financial support is beyond words. I have been struggling for a number of months but as a proud man I would never ask for help. The very kind SSAFA worker has obviously relayed to you my situation and you have gone above and beyond to assist me in my time of need. I am eternally grateful, thank you all from the bottom of my heart  
- Mr D.



## Friendship Visitors and Caseworkers

Our Friendship Visitors and SSAFA/RAFA caseworkers have now been able to return to face-to-face visits however due to the strains of Covid there unfortunately remains staff shortages which means that visits are being delayed. The purpose of these visits is to provide an annual point of contact with recipients of our grants as well as ensuring that our grant is fixed at the appropriate level. We remain indebted to the volunteers who carry out this work.

## Organisational Grants and Bursary Awards

The Grants and Bursary Committee continue to be responsible for the development and distribution of the grants and report back to the board on progress and for input. They have in place strong Terms of Reference and set criteria for the granting of bursaries.

With the current volatility affecting the economy the Board of Trustees have been cautious this year as to our expenditure of designated funds. A cautious budget for 2022 was set however the committee have continued to keep abreast of the challenges faced by Scottish charities in 2022. This has enabled the committee to respond to need and

support where appropriate even if the full request for funding has not been able to be met.

Having adapted our organisational grants to offer capital and core multiple year funding in 2020 the Board and the committee agreed to continue this financial offering for 2022.

13 applications were received in September 2022. Due to the lifting of Covid restrictions a mix of online and physical site visits were able to be held which enabled fuller assessments to be undertaken by the CEO. The Grants and Bursary Committee then reviewed these assessments, and they granted funding to eight charities. These included Horseback UK, (£20,000), ASAP (£12,500), Erskine (£10,000), Fares 4 Free (£10,000 a year for two years), Bravehound (£10,000 a year for two years) Scotland's Bravest Manufacturing Company (£5,000) Edinburgh Napier University (£10,000 a year for three years) and SSAFA (£10,000 a year for three years). Each charity is to provide progress of their delivery and an end of year report to highlight impact of their work and funding. Following an excellent end of year report second and final year funding was also provided to RAFA (£15,000).

## Napier University (Wilfred Owen Scholarship Fund)



A grant of £10,000 a year for three years was awarded to Edinburgh Napier University for the purpose of providing the Wilfred Owen scholarship fund. As Gerri Matthew-Smith explains.

"In Scotland one of the biggest barriers to accessing higher education qualifications is to do with the current higher education funding system. Residence in forces accommodation, where partners enlisted, and the lack of a robust affordable childcare system all mitigate against this group and prevent

them accessing the further education funding open to many others across Scotland. Where partners have been able to complete higher education qualifications and skills the potential for them to gain employment that would actively support their spouse is raised considerably. The direct impact of this is that when planning for transition there is an income already coming into the household which reduces the stress on the transitioning individual to have to get a job to cover all household and living expenses."

We were therefore delighted when the Officers Association agreed to fund a scholarship specifically for this group. The Scholarship provides full funding of fees and a small budget to support travel and other key expenses. It offers a rare opportunity for a spouse or partner to take up the offer of a higher education qualification. This includes all subject areas across the university and other professions such as midwifery, nursing, and primary school teaching. This is the first of its kind and we cannot thank the OAS enough."

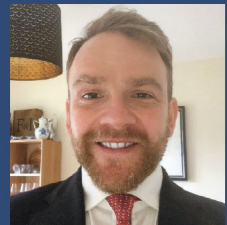
## Bursary Awards

Following its launch at the end of 2019 to celebrate OA Scotland's Centenary the Bursary Awards are now entering their fourth year. This Award is designed to support currently serving or former officers in expanding their learning in order to enhance their employment opportunities. It aims to enable self-development, to achieve and progress in an existing or new career path. It can be used for a specific training programme, or Higher or Further Educational institutions.

Applicants could apply throughout the year with reviews undertaken at each quarter. Each applicant was interviewed by the CEO and then a report was given to the Grants and Bursary Committee. In order to assess each application consideration was given of four factors:

- 1 The application should be part of a considered career development plan
- 2 The applicant is making a personal commitment to this plan (this may be financial, professional, or domestic)
- 3 The course of study is employment focused and not a hobby or just a topic of interest
- 4 Precedent: the committee will, periodically, refer to previous similar applications to ensure that awards are equitable.

10 applications were received throughout the year and 9 were successful with a distribution of £27,597 (2021: £29,310). These applications ranged from one off courses to Master's and MBAs across a number of educational institutions in Scotland and England.



### How we helped Ian

"Having left the Army in 2020 mid Covid I was very fortunate to find employment with

Barclays. I thoroughly enjoy my role but I am keen to continually develop myself and my learning to enhance my career prospects. I decided to study for a distance learning MBA so that I could develop my academic and practical strategic business knowledge at the same time that I continue to progress my operational role.

The Officers Association Scotland has been instrumental in my further education. It has enabled me to pursue an MBA at Warwick Business School which cost well above what I could afford. The OAS, and Heather especially, helped me secure additional funding making it possible for me to study and become more employable in the civilian world."

# Employment

## Achievements

With the ease of Covid restrictions, through feedback and development of services we have continued to expand our offering to our clients which has seen our delivery multiply threefold with numerous events, networking, and plentiful training opportunities to job seekers across the country. Scotland's OA has supported 1,486 (2021-2022: 1,179) clients through a multitude of training, online and face to face events, networking, and bespoke employment support. 2022 has seen the continuation of a very buoyant job market with endless opportunities being presented to our client base. We have also expanded our reach with non-commissioned now accessing our events and networking events which has seen a great uptake on delivery.

Our digital offering has continued to develop with multiple opportunities to access online support, mentoring and hybrid networking events and seminars. Our website constantly updates and is reactionary to need, allowing clients to utilise numerous resources, training videos as well as a fully stocked jobs board. The employment of a business development officer has also led on our marketing and social media campaigns which has highlighted our provision to the military community and in turn increased our foothold and registrations, which this year amounted to 184, an increase of 34% on 2021.

Our employment provision has also been recognised by the employer community who are then keen to work with us and this has resulted in 64 new companies registering with us; an increase of 140%

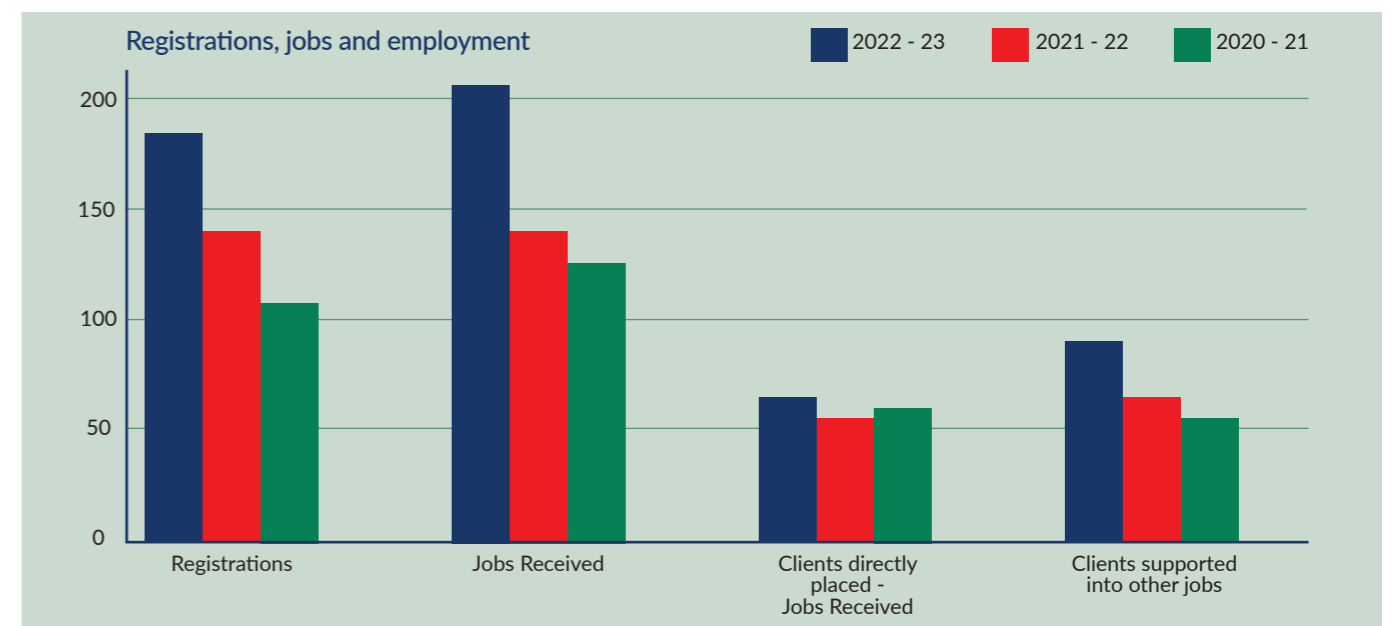
Our offering of lifelong support has once again seen numerous re-registrations and our increase in spousal support represents an appreciation for the professional and tailored service that we provide, which has been further evidenced by 98% of clients who have rated our provision as an excellent, high value service.

Through the retirement of Tom Denovan in the north of Scotland we are delighted that we have been able to hire a military spouse, Dionne Ross as our new Employment consultant. With strong connections with the armed community across the north our foothold continues to grow from strength to strength. Networking and employer events are now being developed across multiple regions to enable support for those stationed across the vast areas within the north of Scotland.

We would like to thank the resettlement teams once again at Kinloss and Lossiemouth bases for their support and for the use of their premises for events as well as our employers such as NHS Highland and Highland Council.

Over the year we have provided support through:

- Delivering 156 one to one career consultations and 102 additional reviews of CV's, interview preparation
- Hosting 5 face to face Employer events with approx. 630 attendees throughout the year enabling multiple job opportunities for officers and non-commissioned officers.
- Participating in 32 external networking events across the UK promoting the value of employing officers
- Hosting 24 monthly networking opportunities to support those transitioning or looking for a career change.
- Liaising directly with 147 employers to highlight the benefit of recruiting officers.
- Offering 1126 Scottish employment opportunities through the Scottish Executive jobs board.
- Delivered 41 webinars, training, and events to 967 clients across the world in utilising LinkedIn, how to find a job and cyber security etc.
- Offering direct support to 7 spouses or partners to enhance their employment opportunities.





“ Jo made me think outside the box and challenged me regularly. Her support and advice were excellent as well as her CV guidance...”



### How we helped Chris

“Having left the army in June 2022 I was living down south and was intending to find a career in project management within the construction industry, having completed a degree at Birmingham University in this subject prior to joining the military.

Still unemployed I decided to come to Edinburgh in October 22 to visit an army mate for the weekend and while doing so he brought me along to an OAS networking event. I got chatting to the team and met some really great people and by the end of the weekend I realised I wanted to stay. I found myself sleeping on my mate's sofa for the next few months while I worked closely with Jo at the

OAS and attended as many events as I could. Jo put me in contact with numerous connections of the OAS, many of whom were employers and after several profitable conversations I was successful in securing a role with a consultancy company called Changeology.

Jo made me think outside the box and challenged me regularly. Her support and advice were excellent as well as her CV guidance. I am so grateful to Jo and the OAS for all that they have provided me. They have been there every step of the way and the opportunities that they offered me were fantastic. I cannot recommend them enough.

Chris Drake.

### Website & Scottish Executive Jobs Board



Our website and Scottish Executive Jobs board has continued to grow from strength to strength. We have added our newsletter as well as quick access to the newest events and latest jobs. Our new Sector section which goes live next month provides insight into 22 different sectors, such as defence, public sector as well as highlighting key employers within those industries. Our Resource section also continues to boast endless guides which take each client on a journey from the commencement of their transition to job seeking, CV design, interview support, securing employment and professional development. This is then complimented by a range of webinars and training videos which enables a more authentic experience for clients and employers. Traffic to the website has increased by 87% with multiple page visits and client feedback rates the site as “excellent, valuable and a plethora of superb resources.”

The database that sits behind the website has enabled us to monitor the journey of each client, meeting their needs more effectively and efficiently. Once again, a huge thanks to Dangerous Studios who have supported us in the building of this website and constant support and guidance in maximizing its potential.

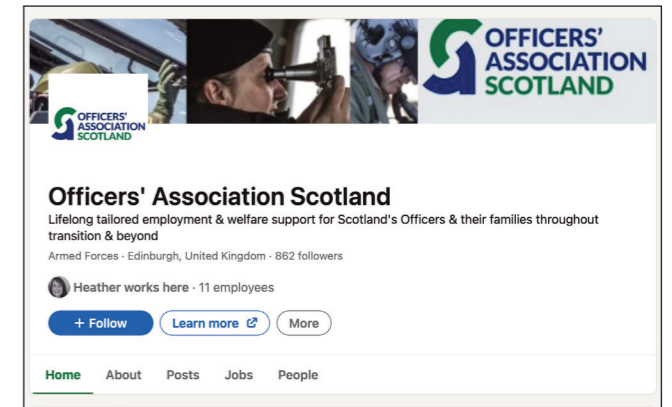
Our Scottish Jobs board goes from strength to strength with roles representing a cross section of all sectors such as Public Sector, Third sector, Renewables, Finance, Defence, Education and Technology. In the last year we have promoted 1126 job roles from 366 employers.

### Employers Advisory Group

As Chair for Veterans Scotland Employability Group and Theme Lead for the Scottish Government Strategic Employability Group the CEO has been successful in forming an Employment Advisory Group which has met now on six occasions. This group is formed of representatives of Scottish Chamber of Commerce, Federation of Small Businesses, Napier University, Jacobs Engineering, DXC Technologies, VR Services, Cyan Forensics and now new representatives from UK Rubber and Arnold Clark.

The group continues to support OAS to look at how we engage with employers and how we can make it easier for them to access support and recognise military is good for business. An engagement event was held on 15th March at Hampden targeting employers across Scotland with the aim of encouraging the employment of ex-military into their business. It was a successful day of debate and discussion which saw more employers come on board and sign up to the Armed Forces Covenant.

### Marketing



Following the enhancements to our marketing strategy last year and the impact this had on our work load we felt it was important to hire a new Business Development Officer, Michelle Higgins to help develop and maximise our impact. Michelle has been instrumental in developing our social media presence, streamlining our modes of communication, and creating a calendar of interaction each week. This has seen our registrations increase, our memberships of our twitter and LinkedIn accounts increased threefold as well attendance at each of our training and networking events.

We continue to send out a mail chimp fortnightly to all our clients and each month one is targeted at our Employers to update on how we can support them and any events that they may be interested in. The response rate to these updates is 72%.



## Spouses

Our work with Spouses and partners has continued to increase with support provided to seven spouses this year with five now successfully finding employment. Many more have attended our training, workshops, and face to face networking events, and they all have access to our jobs board. We aim to continue and enhance this service provision to ensure spouses and partners have all the opportunities available to them.

## Training & Events



The enhancement of our training provision has continued, and we have developed a diverse and informative portfolio of online and face to face events, delivered to 984 attendees in 2021. These varied from an understanding of renewables, LinkedIn awareness sessions, CV guidance, business simulation and numerous insight days for different sectors. We continue to create a bank of webinars covering market sectors, to specific employers and role types, which allows us to present more niche subjects like cyber security, real estate opportunities, renewables and drone technology. The webinars were recorded and delivered live and then added to our bank of resources for clients to view at their leisure. We are delighted to see that the views on these reach into the thousands.

## Networking

A Scotland recognise the need for networking both for those seeking employment and the employers themselves. We were delighted to recommence our face-to-face networking events throughout 2022. To ensure maximum outcomes we continue to adopt the previous online method of presenting a speaker and a dedicated topic for the first hour, then allowing the second hour for networking. These evenings varied from how to network, specific sectors such as facilities management and rural employment and transitioning journeys.

We are forever grateful to our those on our Contacts List which amounts to over 620 people, a good mixture of employers and former officers, who are happy to give personal advice and guidance on their transition journey, their employment sector and potential job opportunities.

## Mentoring

Our mentoring platform is now live since April 22 with 52 mentors now registered and willing to support mentees. The mentors range from a variety of sectors and experiences with the majority being ex-military, now in employment. However, there are a number of civilian mentors who have now signed up to the platform who are very happy and willing to support ex-military personnel any way they can.

The aim of our mentoring platform is to formalise our existing networking support but in an informal way. The platform allows mentors and mentees to create profiles and then the mentees can search for a match by comparing the criteria they identify as essential to their development. We have a range of videos and presentations to instruct both the mentor and mentee on how the process works and they have the option to decide how long they wish the relationship to last and how many clients they wish to support.

## Employer Engagement

We are deeply honoured to have a vast support base of employers from across the sectors who continually give up their time so graciously to help our clients. They offer advice, guidance, and endless support, hosting online events for us, offering one to ones with clients and giving up their time to attend our multiple events.

Over the last year we have continued to build on these relationships but also formed a considerable focus on new employers, smaller businesses who make up the majority of the employers' market. Even with capacity and resource constraints they have attended meetings and will happily speak to our clients. Employers are coming to us with more and more jobs, and we are delighted to be offering them high calibre clients. It is just unfortunate that there are more roles than clients at times.

In 2022 we have offered five face to face Employer Events with over 485 clients and 140 employers in attendance. All employers are happy for us to share their contact details and even many ask for the contact details of our clients. Collaboration is also increasing whereby similar sectors are hiring good clients who unfortunately are not successful but are then (with permission) passing these on to other employers within their sector to help them find a job.

The attendance of this number of employers highlights that they certainly recognise that hiring military is good for business.

## Evaluation Review

We continually monitor and evaluate our service to ensure we are meeting our client's needs of those who completed our evaluation 98% were fully satisfied with the support of OA Scotland.

"I thought I was set but how wrong I was – you made me think outside the box and address the doubts I had in myself, now I am in a role that I would never think of, and I love it, a massive thank you does not seem enough!"

"I cannot recommend enough the advice, guidance, and support that I have received from OAS. If you do not sign up to their services that you are doing yourself a disservice – utilise their fantastic guidance today!"

"I am so extremely grateful for all your support in the last 6 months, you have gone above and beyond for me, and I will shout about your support from the rooftops."

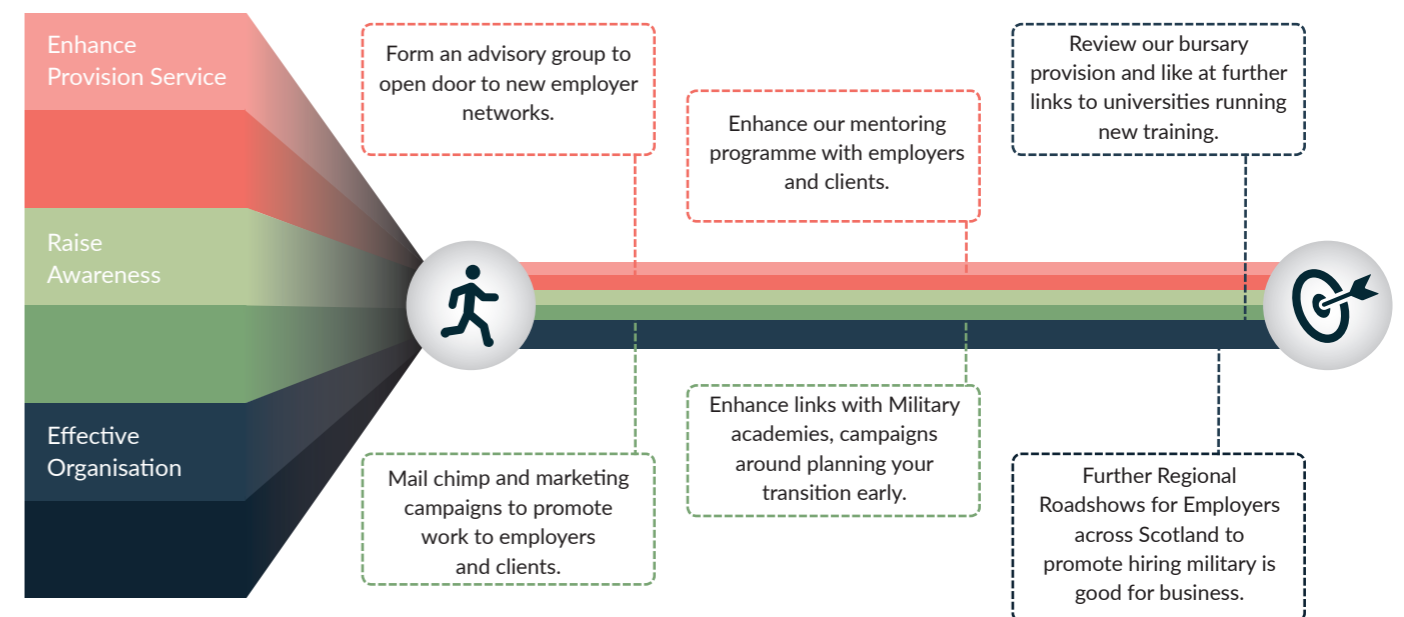
"My interaction with OAS has been the most simplistic and straightforward which has made my life as an employer so simple." You are responsive, friendly and help me enjoy the recruitment side of my role even when I used to hate it. – you have gone out of your way to help, and your events has enabled me to gain a better understanding of the high calibre of clients that I can access, thank you so much and I look forward to working with you more."



## Plans for the Future

We are now three years into our 5-year Strategic Plan, and we are delighted that we have able to implement and achieve a significant number of the strands within each outcome.

In taking the strategy forward it is essential that we now build on the success we have achieved and make sure that what we are offering remains to a very high standard and meets the needs of our clients and employers. While we shall develop further it is essential that the basics are strong and that our core work is the best it can be. You are always at risk of striving high with great agendas but unless our core work is not the priority then our service will suffer. We shall continue to strengthen those aims we have achieved and deliver on those exciting new areas identified for development. Our welfare service still remains a priority and so time shall be taken to ensure that there is further promotion and awareness raising undertaken so that more officers and their families are supported where appropriate, particularly in these challenging times.





# Financial Review

In the Statement of Financial Activities Net income before gains and losses on investments is the term given to the surplus/(deficit) for the year (see page 25), which was a deficit of (£169,222) (2021-2022: deficit of (£213,525). After gains and losses this is a deficit of (£753,816) (2021-2022: surplus of £316,287)

Losses on investments amounted to (£584,594) (2021-2022: gain of £529,812); there was an overall net decrease in funds of (£751,464) (2021-2022: net increase of £479,551).

Total income, which is all Investment driven, stood at £262,291 (2021-2022: £248,543).

Total expenditure amounted to £431,514 (2021-2022: £462,068), of which £34,145 related to the cost of raising funds (2021-2022: £55,113) and £397,369 to charitable activities (2021-2022: £406,955).

The cost of raising funds is less than the prior year due to the non-accrual of Q4, (Q1 for the Investment Managers), of the Investment Management fees; these will now just roll per annum, as such the equivalent for 2023-2024 will be a more comparable figure versus this 2022-2023 figure.

The total cost and details of Charitable activities, which under the revised reporting requirements of Financial Reporting Standard 102 includes costs related to the governance of the company, is laid out in Note 5 of the financial statements, and further explained in the relevant sections of the Directors' Report.

## Investment powers and policy

In accordance with Board policy of monitoring the performance of external services, the investment manager has discretion to manage the portfolio within the agreed risk profile to be measured against composite benchmark agreed in discussion with the Finance and Investment Committee; investment performance is also monitored against the WM Charity Unconstrained and Constrained by Income Universe.

The investment objective is "to achieve a balance return from income and capital

growth and generate an income of at least £200,000 annually." It is the directors' policy to monitor periodically the level of income considered appropriate to the company's requirements and in the light of global economic conditions. The investment committee receives reports from the investment manager and meets to review the portfolio's performance on a quarterly basis.

During the 12-month period under review, the value of the portfolio, as at 31 March 2023, has decreased to £7,799,714 (2021-2022: £8,551,178); an overall decrease of (£751,464) (2021-2022: increase of £479,551).

Geo-political unrest, inflationary and recessionary concerns, along with diverging fiscal and monetary policy drove the returns during the financial year to 31 March 2023. As predicated last year, there was upward pressure on inflation with Fixed Interest falling sharply following Liz Truss' mini budget. On a positive note, there was ten years of equity market growth led by US markets and a strong recovery from the depths of the coronavirus. (March 2020 to December 2021). Focus continued in achieving a quality portfolio with diversification remaining important. There is an aim to identify high quality investments and strategies to hold over the long-term, as attractively valued growth markets, sector and companies will outperform over the longer term. There is now slowing growth in the late-stage economic cycle and central banks continue to prioritise inflation versus growth. The key is being able to remain having a long-term outlook.

The directors confirm that, in their opinion, the assets of The Officers' Association Scotland are available and adequate to fulfil its obligations. Currently, funds stand at £7,902,590 (2021-2022: £8,656,407).

## Reserves policy

As highlighted in previous Annual Reports, the directors have undertaken a review of the reserves of the charity during the current financial period. The review examined the capital available to the organisation and the nature of the

income and expenditure streams. The directors believe that a level of free reserves should represent 12 months budgeted unrestricted expenditure. A breakdown of contingency funds has been undertaken which encompass the running costs for the charity, consisting of staff salaries, overheads and redundancy amounting to £200,000.

## Principal risks and uncertainties

The Board of Trustees has responsibility for the oversight of risk management at OA Scotland. Each year the Board conducts a review of the major risks to which the charity is exposed, and a formal risk management process has been established to identify and assess the risks and effectively implement risk management strategies. A Risk Register is maintained and kept under review by the Charity's Chief Executive and Trustees.

This process involves identifying the types of risks facing the charity, prioritising them in terms of potential impact and likelihood of occurrence and identifying measures to mitigate the risks. As part of this process the directors have reviewed the adequacy of the charity's current internal controls and are satisfied that they are appropriate to the organisation.

While 2021 has continued to be impacted by Covid 19 we are pleased that it has had a minimal impact on our service delivery and support provision. The Trustees will continue to review the situation as it progresses and implement risk management strategies if required.

The directors consider that the principal risks facing the charity are:

- 1 Over dependence on key individuals
- 2 Safeguarding of assets/investments from fraud and theft
- 3 Penetration of IT systems by hackers

Each of these has been considered and addressed as follows:

- 1 Over dependence on key individuals identified and addressed as part of Business Continuity Plan. The Head of Employment Services is able to

cover for CEO if required (and vice versa) and Poppyscotland's Welfare Services department is sufficiently well resourced that work can be distributed amongst other employees if necessary.

- 2 Vigilance is exercised. There are a limited number of agreed signatories for bank accounts and two signatories are required for large sums. External auditing is carried out and physical security measures have been implemented.
- 3 Due to the pandemic and a working from home policy IT scams and hacks have seen a significant increase. Systems have been put in place such as a Watchguard firewall system, password protection and Cyber Essentials Plus accreditation achieved.

## Key management personnel and remuneration policy

The directors consider the board of directors, who are the charity's trustees, and the Chief Executive to comprise the key management personnel of the charity in charge of directing and controlling, running, and operating the charity on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses are disclosed in note 7 to the financial statements.

The chief executive's remuneration is reviewed annually and normally adjusted in accordance with the size and complexity of the charity and the level of average earnings of other organisations in the sector.

### Directors and trustees

The directors of the company are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:

#### Chairman

Mr Andrew Herberts

#### Directors

Mr R K Littlejohn MA FFCS<sup>†</sup>

Mr Anthony Perriam, MA, MBA, MRICS<sup>†</sup>

Miss Emma Watson-Mack<sup>\*</sup>

Mr Nick Trowell<sup>\*</sup> Resigned: 5th September 2022

Mrs Sophie Mifsud<sup>\*</sup>

Mr James Bryden<sup>\*</sup>

Mrs Liz McKinney-Bennett<sup>\*</sup>

Brigadier Suzanne Anderson<sup>\*</sup>

Mr Duncan Harwood<sup>†</sup>

Mr Alistair Macdonald<sup>\*</sup>

Ms Wendy Quinn<sup>\*</sup>

<sup>\*</sup> Member of the Finance & Investment Committee

<sup>†</sup> Member of the Audit Committee

<sup>\*</sup> Member of the Grants & Bursary Committee

### Chief Executive and Company Secretary

Mrs Heather McVeigh LLB, BSC

### HR Manager

Ms Kirsty Neilson

### Head of Finance

Ms Lynne Grant

### Head of Charitable Services

Mrs Heather McVeigh LLB, BSC

### Bankers

The Royal Bank of Scotland plc

36 St Andrew Square,  
Edinburgh EH2 2YB

### Auditor

Chiene + Tait LLP. Chartered Accountants and Statutory Auditor, 61 Dublin Street, Edinburgh EH3 6NL

### Investment Managers

Aberdeen Standard Capital,

1 George Street, Edinburgh EH2 2LL

### Registered Office

New Haig House,  
Logie Green Road,  
Edinburgh EH7 4HR  
Tel: 0131 550 1575

## Statement of directors' responsibilities in relation to the Financial Statements

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these 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

- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation
- The directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
- In so far as the directors are aware:
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Auditor

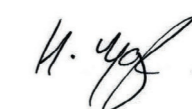
A resolution to appoint a statutory auditor will be considered by the Board each June when the business of an Annual General Meeting is addressed.

### Small company provisions

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

BY ORDER OF THE BOARD

Heather McVeigh,  
Company Secretary  
06/06/2023.



## Opinion

We have audited the financial statements of The Officers' Association (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of the charitable company's incoming resources and application of resources, including the 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 regulations 6 and 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the groups or parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The directors are responsible for the other information. The other information comprises the information included in the Directors' 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.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' 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 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 charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 15, the directors (who are also the trustees of the charitable company 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 directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 can detect irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates and considered the risk of acts by the charitable company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, 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, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charitable company's financial statements. Our tests included, but were not limited to:

- agreement of the financial statement disclosures to underlying supporting documentation
- enquiries of the directors
- review of minutes of board meetings throughout the period
- review of legal correspondence or invoices, and
- obtaining an understanding of the control environment in monitoring compliance with laws and regulations

There are inherent limitations in an audit of financial statements 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 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Jeremy Chittleburgh BSc CA  
(Senior Statutory Auditor)

For and on behalf of  
Chiene + Tait LLP  
Chartered Accountants and Statutory Auditor  
61 Dublin Street  
Edinburgh  
EH3 6NL

Date: 7 July 2023

Chiene + Tait LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

# Statement of financial activities

For the Year ended 31 March 2023

	Notes	2023 Unrestricted Funds £	2023 Designated Funds £	2023 Total Funds £	2022 Unrestricted Funds £	2022 Designated Funds £	2022 Total Funds £
<b>Income and Endowments from:</b>							
Investments	3	262,291	-	262,291	248,543	-	248,543
<b>Total Income</b>		<b>262,291</b>	<b>-</b>	<b>262,291</b>	<b>248,543</b>	<b>-</b>	<b>248,543</b>
<b>Expenditure on</b>							
Raising Funds	4	34,145	-	34,145	55,113	-	55,113
Charitable Activities	5	262,272	130,097	397,369	220,645	186,310	406,955
		<b>304,417</b>	<b>130,097</b>	<b>431,514</b>	<b>275,758</b>	<b>186,310</b>	<b>462,068</b>
Net (expenditure) /income before losses		(39,125)	(130,097)	(169,222)	(27,215)	(186,310)	(213,525)
Net (losses)/gains on investments		(584,594)	-	(584,594)	529,812	-	129,812
Transfer of funds		(95,097)	95,097	-	(306,546)	305,546	-
<b>Net income/(expenditure) and net movement in funds for the year</b>		<b>(718,816)</b>	<b>(35,000)</b>	<b>(753,816)</b>	<b>196,051</b>	<b>120,236</b>	<b>316,287</b>
Total funds brought forward 1 April 2022		8,501,407	155,000	8,656,407	8,305,356	34,764	8,340,120
<b>Total funds carried forward 31 March 2023</b>		<b>7,782,591</b>	<b>120,000</b>	<b>7,902,591</b>	<b>8,501,407</b>	<b>155,000</b>	<b>8,656,407</b>

# Balance sheet

As at 31 March 2023

	Notes	£	2023 £	£	2022 £
<b>Fixed Assets</b>					
Investments	8	-	7,799,714	-	8,551,178
<b>Total Fixed Assets</b>		<b>-</b>	<b>7,799,714</b>	<b>-</b>	<b>8,551,178</b>
<b>Current Assets</b>					
Debtors	9	26,687	-	38,599	-
Cash at bank and in hand		85,103	-	88,058	-
<b>Total Current Assets</b>		<b>111,790</b>	<b>-</b>	<b>126,657</b>	<b>-</b>
<b>Liabilities</b>					
Creditors: amounts falling due within one year	10	8,914	-	21,428	-
<b>Net Current Assets</b>		<b>-</b>	<b>102,876</b>	<b>-</b>	<b>105,229</b>
<b>Net Assets</b>		<b>-</b>	<b>7,902,590</b>	<b>-</b>	<b>8,656,407</b>
<b>Funds</b>					
Designated Funds		-	120,000	-	155,000
Unrestricted Funds		-	7,782,591	-	8,501,407
		<b>-</b>	<b>7,902,590</b>	<b>-</b>	<b>8,656,407</b>

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

These financial statements were approved by the Board of Directors and signed on their behalf by:



A Herberts  
Director

Date:  
06/06/2023



E Mack Brown  
Director

Date:  
06/06/2023

# Statement of cashflows

For the year ended 31 March 2023

	Notes	Total Funds 2023 £	Total Funds 2022 £
<b>Net Cash used in operating activities</b>	12	<b>(432,115)</b>	<b>(462,137)</b>
<b>Cash flows from investing activities:</b>			
Interest and dividends	3	2262,291	248,543
Purchase of investments	8	(1,338,808)	(1,082,015)
Decrease / (Increase) in investment Cash Held	8	(152,493)	(61,570)
Realised gains / (losses) on investments	11	16,150	(52,694)
Proceeds from sale of investments	8	1,337,034	1,246,541
<b>Net cash provided by investing activities</b>		<b>429,160</b>	<b>298,805</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(2,955)</b>	<b>(163,332)</b>
Cash and cash equivalents brought forward		88,058	251,3904
<b>Cash and cash equivalents carried forward</b>		<b>85,103</b>	<b>88,058</b>

Accounting Standards require the Statement of Cash Flows to be accompanied by an 'Analysis of Changes in Net Debt. Net Debt means debt finance less cash. The charity had no debt finance during 2023 or 2022 and therefore its net debt is simply the negative of its cash balances. Accordingly, the change in net debt is apparent from the Statement of Cash Flows.

The notes on pages 23 to 27 form part of the financial statements.

# Notes to the financial statements

For the year ended 31 March 2023

## 1. Company Information

The Officers' Association Scotland is a company limited by guarantee incorporated and domiciled in Scotland with registered company number SC173449. The registered office is New Haig House, Logie Green Road, Edinburgh, EH7 4HR. The financial statements have been presented in Pounds Sterling as this is the functional and presentational currency of the company.

## 2. Accounting policies

### a) Accounting convention

These financial statements have been prepared under the historical cost convention modified to include the revaluation of investments and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

### b) Going Concern

The financial statements have been prepared on a going concern basis. The Directors are aware of uncertainties related to ongoing external challenges, which might cast doubt upon the entity's ability to continue as a going concern. However, the Directors have assessed the Charitable Company's financial position, with a focus on liquid assets, and having reviewed this against the costs of our operational activity, are confident that the Charitable Company has adequate resources to continue operating for the foreseeable future and certainly the next reporting period.

### c) Income from investments

Equity dividends are credited to the Statement of Financial Activities in the period in which they are receivable; interest receivable from fixed interest securities and short-term deposits are dealt with on an accrual's basis.

### d) Legacies

Legacies are credited to the Statement of Financial Activities as soon as the conditions for receipt have been met and there is reasonable assurance and accuracy in respect of the amount's receivable.

### e) Benevolence grants

Grants are recognised when a legal or constructive commitment has been made to a third party.

Grants to annual benevolence cases are recognised when paid on the basis that changes in the circumstances of individual recipients make it impossible to determine the eventual level of payments.

### f) Cost allocation

The relevant reallocation of employee related, and support costs have been allocated across the core functions on the basis of the basis of staff numbers within the respective functions.

### g) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The Charitable Company does not acquire put options, derivatives, or other complex financial instruments.

The main form of financial risk faced by the Charitable Company is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

### h) Realised / Unrealised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later). Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

### i) Fund Accounting

General funds are unrestricted funds, which are available for use at the discretion of the directors in furtherance of the general objectives of the company and have not been designated for other purposes. Restricted funds comprise amounts donated for specific purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

### j) Debtors

Trade and sundry debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any discounts due.

### k) Cash at bank and in hand

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

### l) Creditors

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

### m) Financial instruments

The Charitable Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### n) Pension costs

From 1 January 2021 the company set up their own defined contribution pension scheme.

All contributions payable to the scheme for 2022-2023 are charged through the Statement of Financial Activities and are made on an individual employee basis amounting to 12% of salary by the company and 6% by the employee.

# Notes to the financial statements

For the year ended 31 March 2023

	2023 £	2022 £
<b>3. Investment Income</b>		
Income from listed investments	261,908	248,382
Income from deposit interest	374	161
	<u>262,291</u>	<u>248,543</u>

	2023 £	2022 £
<b>4. Raising Funds</b>		
Investment management fees	34,145	51,837
Other supporting costs	-	3,276
	<u>34,145</u>	<u>55,113</u>

	2023 £	2022 £
<b>5. Charitable Activities</b>		
<b>Bursary Grants &amp; Grants to other Organisations</b>		
Bursaries (Designated)	27,597	29,310
Grants to other organisations (Designated)	102,500	157,000
	<u>130,097</u>	<u>186,310</u>

	2023 £	2022 £
<b>Grants to ex-officers and dependents</b>		
Annual review cases	43,574	47,715
Individual cases	9,513	9,276
Salaries, national insurance & pension costs	16,842	16,499
Other supporting costs	16,274	3,276
	<u>86,203</u>	<u>76,766</u>

	2023 £	2022 £
<b>Grants to ex-officers and dependents</b>		
Annual review cases at 1 April 2022	21	30
New cases	-	-
Deaths/withdrawals	-	(9)
	<u>21</u>	<u>21</u>
<b>As at 31 March 2022</b>		
Individual Cases	7	6
Total as at 31 March 2022	<u>28</u>	<u>27</u>

	2023 £	2022 £
<b>Employment Advice</b>		
Salaries, national insurance and pension costs	111,050	92,953
Other supporting costs	48,243	30,784
	<u>159,293</u>	<u>123,737</u>

	2023 £	2022 £
<b>Governance Costs</b>		
Salaries, national insurance and pension costs	11,750	5,500
Trustee expenses	852	325
Other supporting costs	5,425	11,137
Auditor's remuneration	3,750	3,180
	<u>21,777</u>	<u>20,142</u>

	2023 £	2022 £
<b>Cost of Charitable Activities Unrestricted</b>	<b>301,418</b>	<b>220,645</b>
<b>Cost of Charitable Activities Designated</b>	<b>130,097</b>	<b>186,310</b>

	2022 £	2021 £
<b>6. Staff Costs</b>		
Salaries	118,345	98,494
NI	11,896	9,313
NI Rebate	(5,000)	(4,000)
Pension Costs	14,401	11,145
	<u>139,642</u>	<u>114,952</u>

No employee has emoluments in excess of £60,000 (2021-2022: same).

The Officers' Association Scotland contributed pension contributions of £14,401 (2021-2022: £11,145) on behalf of eligible employees.

The average monthly number of employees during the period excluding directors was made up as follows:

	2023 No.	2022 No.
Average No of Employees	<u>3</u>	<u>3</u>

The directors, who are key management personnel, did not receive any remuneration directly from the company during the period. Five directors were reimbursed for travel and accommodation expenses incurred in relation to representative and committee business undertaken on behalf of the company totalling £852 (2021-2022: £325).

The Chief Executive, who is also considered to be key management personnel, received total employee benefits of £56,141 (2021-2022: £54,997).

# Notes to the financial statements

For the year ended 31 March 2023

## 7. Taxation

The organisation has been granted charitable status for taxation purposes by HM Revenue & Customs. It is considered that the company's activities were within the scope of its charitable status during the year and accordingly no provision for taxation has been made.

8. Investments	2023 £	2022 £
Market value of listed securities at 1 April 2022	8,551,178	8,071,627
Additions	1,338,808	1,082,015
Disposals	(1,337,034)	(1,246,541)
Losses during the period	(600,745)	582,506
Movement in cash	(152,493)	61,570
Market values of listed securities at 31 March 2023	<b>7,799,714</b>	<b>8,551,178</b>
UK	4,347,958	4,265,273
Overseas	3,344,319	4,025,974
Cash	107,437	259,931
Market values of listed securities at 31 March 2023	<b>7,799,714</b>	<b>8,551,178</b>
Cost at 31 March 2023	<b>5,910,965</b>	<b>5,833,809</b>

No individual investment represents more than 5% in value of the investment portfolio.

All investments are carried at their fair value. Investment in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of trade at cost (that is their transaction value).

The significance of financial instruments to the ongoing financial sustainability of the Charitable Company is considered in the financial review and investment policy and performance sections of the Directors' Report.

The main risk to the Charitable Company from financial instruments lies in the combination of uncertain investment markets and volatility in yield. The Charitable Company is reliant on dividend yield in part to finance its work and this leads to a greater exposure to international companies, the values of which, together with their yield are exposed to exchange rate risk when converting the holdings into sterling. The outlook for the sterling exchange rate is that it is anticipated to weaken as European, US and Asian economies strengthen. A weakening in the exchange rate will improve sterling returns from foreign currency denominated holdings.

The high current demand for high quality corporate bond and government stock continues to depress the yield.

Liquidity risk is anticipated to be low as all assets are traded and the commitment to intervention by central banks and market regulators has continued to provide for orderly trading in the markets and so their ability to buy and sell quoted equities and stock is anticipated to continue. The Charitable Company's investments are traded in markets with good liquidity and high trading volumes. The Trust has no material investment holdings in markets subject to exchange controls or trading restrictions.

The Charitable Company manages these investment risks by retaining expert advisors and operating an investment policy that provides for a high degree of diversification of holdings within investment asset classes that are quoted on recognised stock exchanges. The Charitable Company does not make use of derivatives and similar complex financial instruments as it takes the view that investments are held for their longer-term yield total return and historic studies of quoted financial instruments have shown that volatility in any particular 5-year period will normally be corrected.

9. Debtors	2023 £	2022 £
Investment Income Receivable	18,287	38,599
Other Debtors	8,400	-
	<b>26,687</b>	<b>38,599</b>

10 Creditors: Amounts falling due within one year	2023 £	2022 £
Trade Creditors	939	2,792
PAYE/NI	4,224	2,891
Accruals and accrued income	3,750	15,745
	<b>8,914</b>	<b>21,428</b>

11. Funds	2023 £	2022 £
<b>Movement for the year</b>		
Balance at 1 April 2022	8,656,407	8,340,120
Net (outgoing) / incoming before investment gains / (losses)	(301,418)	(213,525)
Realised gains / (losses) on investment	148,347	(52,694)
Unrealised (losses) / gains on investments	(600,745)	582,506
Balance 31 March 2023	<b>7,902,591</b>	<b>8,656,407</b>
<b>Fund Allocation</b>		
Designated Fund	120,000	155,000
Unrestricted Fund	7,782,591	8,501,407
Balance 31 March 2023	<b>7,902,591</b>	<b>8,656,407</b>

The General Fund represents the funds of the charity which are not designated for any specific purpose.

12. Reconciliation of net movement in funds to net cash flow from operating activities	2023 £	2022 £
Net movement in funds	(753,816)	316,287
<b>Less</b>		
Investment Income	(262,291)	(248,543)
Losses / (gains) on investments	584,594	(529,812)
Decrease in debtors	11,912	1,028
Decrease in creditors	(12,514)	(1,097)
Net cash used in operating activities	<b>(432,115)</b>	<b>(462,137)</b>

## 13. Share Capital

The Officers' Association Scotland is a company limited by guarantee and accordingly has no share capital.

## 14. Related Party Transactions

A close relationship based on cooperation exists between The Officers' Association Scotland and Poppyscotland. Notwithstanding this relationship, both organisations are considered to be organisationally and functionally independent of one another and neither exerts control or substantial influence over the other.

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