



Girlguiding

Annual report and financial statements

For the year ended 31 December 2024



Girlguiding is
the UK's largest
youth organisation
dedicated
completely
to girls.



We're 300,000 girls between 4 and 18 who come together to laugh, learn and have adventures. We're 23,000 groups in communities across the UK. And we're 80,000 volunteers who make guiding happen by giving their time, talents and enthusiasm.

We're working to shape an equal world where all girls can be happy, safe and fulfil their potential.

Girls thrive in Girlguiding. They can be themselves and feel at home in our relaxed and welcoming all-girl spaces. They have fun and try new things, without so many of the pressures girls face in today's world. They're up to 28% more confident than girls in the UK on average, and more likely to have done something good for their local community or the environment.

Powered by our inspiring volunteers, we help all girls know they can do anything. We're Girlguiding.



Contents

- 6** Foreword from Chair of the Board of Trustees

- 10** 2024: Our achievements

- 32** Making Girlguiding sustainable for the future

- 36** Structural information

- 40** Statement of the Trustees' responsibilities

- 41** Notes

- 53** Review of financial position

- 58** Independent auditor's report

- 64** Consolidated statement of financial activities

- 65** Charity statement of financial activities

- 66** Consolidated balance sheet

- 67** Charity balance sheet

- 68** Consolidated cash flow statement

- 70** Notes to the financial statements

Girlguiding's vital statistics 2024

We work with:

**9 countries
and regions**
in the UK

We're made up of:

23,000
groups in communities

We give experiences to:

300,000
girls and young women in Rainbows,
Brownies, Guides and Rangers

We're proud to have:

80,000
volunteers who make
guiding happen

At headquarters
and trading we have:

273
staff members



The Trustees of Girlguiding are pleased to present their **report for 2024**

Foreword from the Chair of the Board of Trustees

2024 has been a year of delivery and hard work to improve girls' and young women's lives, from continuing to provide great girl-led experiences, to increasing their confidence and wellbeing, to using their voices to influence the Government. This year has been notable with achievements that bring us closer to our vision of an equal world, where all girls and young women can make a positive difference, be happy, safe and fulfil their potential. I am grateful for the unwavering support of our dedicated volunteers, generous funders and passionate Girlguiding members and staff.



We offer a welcoming, all-girl space

Our research shows young members across all sections agree Girlguiding improves their confidence (82%) and wellbeing (78%)



Our Girls' Attitudes Survey 2024 shows the pressures of being a girl are harder than they were ten years ago. Sexism, misogyny and loneliness are negatively impacting the confidence of girls as young as 7 years old. Our research shows only 1 in 4 girls feel very confident in their day-to-day lives and half of girls aged 7-21 feel anxious about their futures.

This is why charities like Girlguiding and the positive impact we have

with our offer, led and shaped by girls, are so vital. Our incredible volunteers help girls and young women be themselves, feel at home and welcomed. They make a real difference in girls' lives, creating a space away from the everyday pressures that girls face. Girls in guiding are up to 28% more confident than the average in the UK. We let girls and young women know they can do anything, and that cannot be overstated.



Giving girls a voice

Girls and young women deserve a seat at every table, especially when their futures are being discussed. Our Girls' Attitudes Survey 2024 showed an alarming 77% of girls and young women aged 7-21 experienced online harm in the last year, while 1 in 3 girls and young women aged 11-21 say the cost-of-living crisis has negatively affected their mental health and wellbeing. At Girlguiding, we're a powerful collective voice – with girls and led by girls. We highlight social, economic and political problems, and bring them to the attention of decision makers. We campaign tirelessly and speak out on issues that affect girls and young women to improve their lives across the UK.

In 2024, we put girls and young women at the heart of decision making by working with them on our general election manifesto. We asked decision makers to take urgent action on topics girls and young women care about, from tackling fast fashion to prioritising mental health. Through our campaigns we give girls and young women a voice on the issues that matter to them most.

Improving services for our volunteers

We could not do any of this without our extraordinary volunteers. The time, expertise and passion our

volunteers dedicate to Girlguiding is inspiring, and in 2024 we focused on making sure their experience was more enjoyable and fulfilling. We know there is more to do and are committed to offering more flexible, efficient and appealing ways of volunteering, including updating our digital systems and processes. Girlguiding is needed now more than ever, but we must attract more volunteers, so we can offer more opportunities to girls in the future.

Making sure Girlguiding is here in the future

We are pleased that through 2024, and into 2025, we have a balanced budget for core activity, meaning our income is matching our outgoings, and we are currently in a stable position financially. The Board of Trustees for Girlguiding would not have achieved this without having made challenging decisions in the last few years to secure the long-term future of the organisation and its members. We regret these decisions have been difficult for some of the membership, however, as a charity, we must think carefully about where we put our limited charity funds. Making the decision in 2023 to sell the Girlguiding UK-owned activity centres has contributed to our being able to become financially sustainable going forward.



However, we must continue to ensure this doesn't impact on our ability to provide adventurous experiences for girls and young women.

Two thirds of our core recurring income comes from our nearly 400,000 members. Despite several challenging factors, including the pandemic, a declining volunteer market and the cost-of-living crisis, our income and membership has broadly stabilised over the past year or so. However, costs in essential areas like risk management and safeguarding continue to rise.

We want to continue to be an affordable option for girls in the UK, and we have bold plans to ensure Girlguiding continues for another 100 years, including growing our membership and diversifying our income streams.

We continue to seek to sustainably grow our income from other sources, including making our investments work hard to generate valuable income, managing our money carefully, and partnering with other organisations.

What's next?

As we move into 2025, we remain committed to our mission and vision. Working with volunteers, we will launch an updated strategy for 2025-2035, making our ambitions for the future bolder and clearer, so we can be here for more girls and young women. We will reshape our volunteer offer, focusing on flexibility, and aim to reach more girls in their communities.

Thank you to everyone who has helped us get this far. Special acknowledgement goes to Chief Executive Angela Salt who leaves Girlguiding this summer after six and a half years. We thank Angela for her leadership, dedication and significant achievements, and there is no doubt that she leaves Girlguiding in strong shape for the future. As we look ahead, we have much to be excited about. While there is still a way to go to an equal world, I know that by working with our incredible members, being supported by our generous partners and funders, and being led by girls, we can continue to have a positive impact on the lives of girls and young women.

Denise Wilson OBE

Chair of the Board of Trustees

2024:

Our achievements

We stayed focused on the three priorities of Girlguiding's strategy:

Creating **exceptional** experiences for girls

Developing a **rewarding** volunteer experience

Being **inclusive** and **impactful**

Over the next few pages, we'll look at our achievements for each of the above, as well as how we're becoming more sustainable.





Creating exceptional experiences for girls

Led by girls, for girls

We put girls' voices at the heart of everything we do. From co-designing the new Girlguiding uniform to speaking out ahead of the general election, girls were heard loud and clear in 2024.

Our new young leader development programme launched in the summer, making it more rewarding for 14–18-year-olds to start their leadership journey. To make sure they looked the part, we celebrated International Women's Day in February with an inspirational clothing range for all fearless and future leaders.

Amplify, our youth steering group, makes sure girls' voices are being heard at the highest levels of our organisation. In 2024, members of Amplify supported the recruitment of staff and volunteers, presented their priorities for digital innovation in guiding, sat on our strategy panel, fed into the Girlguiding programme review and more.

87% of young members aged 14+ think Girlguiding makes them feel good about themselves*



Giving girls opportunities

Powered by volunteers, in 2024 Girlguiding continued to provide girls with exceptional experiences, locally and nationally.

In March we had our first creator collective workshop, inducting 22 young members to become our very own guiding social influencers. The panel, aged 13-18, are supported to speak about topics they're interested in and worked on a range of social projects including National Inclusion Week, Black History Month and our brand campaign. Across the year we had nine million views across TikTok and YouTube, helping us reach new audiences.

Girls attended two exclusive ODEON partnership opportunities. Inside Out 2 supported our work on mental health for girls, while more than 50,000 girls enjoyed Moana 2 at screenings across the country.

Girls also met industry experts at our Women in film event, hosted with ODEON. Key industry figures and journalists came together to speak about their experiences in entertainment and girls and young women had the chance to learn more about the industry.

In November, Girlguiding and Google partnered once again, this time to help girls learn how to use AI (artificial intelligence) tools. The activities we developed together gave girls an age-appropriate introduction to the technology, helping them understand AI and explore it safely. This helps girls and young women gain skills in the digital world and encourages them to pursue STEM subjects.



We also launched a new money skills badge and activities in partnership with HSBC to teach financial literacy, empowering over 300,000 girls and young women aged between 4 and 18 to confidently manage money. Working together, HSBC UK and Girlguiding will also provide training for Girlguiding's 80,000 volunteers, teaching transferable money skills that can be used to support the running of Girlguiding units, and in other areas of their lives.



Adventure is everywhere

We know how important it is to help girls take on challenges and grow in confidence. In 2024, 74% of girls at Girlguiding took part in an adventurous activity. Over half of girls stayed away from home and 77% explored nature.

Girlguiding used membership fees to help fund adventures happening on the ground. **As part of our future fund, we distributed over £400,000 from our adventure fund to members and were excited to see it benefiting almost 50,000 girls and young women in many communities.**

Thank you to Trefoil Guild, a group part of Girlguiding but with a separate constitution, for their local support and expertise across Girlguiding events. Nationally, we also appreciate everything they do to support leaders and girls, from new unit grants to helping fund international adventures.



We were grateful to receive a £40,000 grant from Gosling Foundation to fund travel and support accessible adventures. Whether it's a local adventure or international experience, grants and travel bursaries make it possible for more girls to have adventures with their units.

We recruited an adventure and international youth panel, Pioneer, made up of young members who contribute ideas for the future. The launch of our new outdoor badges marked the occasion - trailblazer, stargazer, happy camper and nature walk. Alongside our adventure activities finder, we launched a digital adventure map with over 300 venues, to make it easier to find places for adventures.

Reaching more girls

We were delighted to welcome nearly 100,000 new girls to guiding in 2024.

Our national digital girl recruitment campaign ran for three months, raising brand awareness and showing what Girlguiding means to girls. It mainly targeted parents and carers and led to almost 23,000 girls signing up to join us.

Funded by Garfield Weston Foundation, we are running a project looking at new ways of guiding in marginalised and underrepresented areas. We've worked with over 30 community partners, reaching over



2,000 girls and young women and supporting them to try different ways of guiding.

National Citizen Service (NCS) are also funding girl-led work in Bradford, enabling girls aged 16-17 to participate in 200 Girlguiding experiences, bringing the benefits of girl-only spaces to new audiences. Our Government funded project (Department for Environment, Food and Rural Affairs), Generation Green, helped almost 1,500 girls in deprivation access green spaces and connect to nature on day trips or residential in 2024. We greatly appreciate all this vital funding to help us reach more girls.

We're also grateful to the Government's Department for Digital, Culture, Media and Sport for funding a project to allow more girls to join us from our waiting lists. This meant in 2024 we created over 3,000 spaces through new and reopened units, and by creating more space in existing units.



Developing a rewarding volunteer experience

Improving the volunteer experience

We simply could not exist without our volunteers' passion, expertise and dedication to give girls amazing experiences.

But with a UK-wide decline in volunteers, and girl numbers rising at Girlguiding, there is increasing pressure on our existing volunteers. In 2024, we built on our work to make volunteering with us easier and more rewarding.

We would like to thank all our volunteers for everything they do for Girlguiding and girls. A special thank you to our most senior volunteers, the Chief Guide, Deputy Chief Guide and Assistant Chief Guide, and our Chief Commissioners, who lead the countries and regions that make up Girlguiding.

The top three words describing volunteering for Girlguiding were **fun, rewarding and enjoyable***



Making processes more efficient

Improvements we made in 2024:



Online consent forms



Pre-filled risk assessments



New safeguarding training and updated compliance

Updating our systems

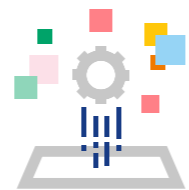
Improvements we made in 2024:



Simplified login system



Introduced a digital option for DBS checks in England and Wales



New digital service for volunteers

Easing costs

Improvements we made in 2024:



Distributed £300,000 of funding to countries and regions



Unit meeting activities free to download



Our adventure funding enabled 56,000 more girls to experience adventure in 147 events

More efficient processes

A challenge our volunteers face is the level of administrative tasks within the role. To tackle this, we made a number of changes to save time. These included creating online consent forms and pre-filled risk assessments which are quicker to complete. We also launched a new streamlined safeguarding training and simplified compliance procedures, improving the process while ensuring girls' safety.

Updating our systems

Updating our technology helps make day-to-day guiding simpler and more efficient. In April we launched our simplified login system, removing the need for multiple logins on platforms and improving security online. Volunteers told us this change has made the biggest positive impact on their roles in 2024.

Later in the year, we introduced a digital option for disclosure and barring (DBS) checks in England and Wales, giving an alternative to meeting in person. 80% of volunteers are now choosing this digital option and it has reduced the identification verification process by 28 days, helping new volunteers join more quickly.

Easing costs

Volunteers told us they want the Girlguiding programme to cost less, so we made our unit meeting activities free to download. This helps units run activities at a lower cost and is more accessible.

To help units in need we distributed £300,000 of core funding to countries and regions in 2024. This funded everything from camp fees, uniforms and subscriptions - helping girls across the UK continue guiding.

Thanking our volunteers

We want to celebrate our volunteers and show them how valued they are.

In September 2024 we thanked hundreds of volunteers at Girlguiding Celebrates, an afternoon of glitz and glamour hosted at Leicester Square ODEON. Over 650 award winners and nominees received well-deserved recognition for the hours they've dedicated to volunteering. The event was a huge success with positive feedback from attendees:

'Thank you for making it a treasure of a day, I'm feeling totally valued in a lovely sincere way, it made my 54 years of service feel valued.'

Girlguiding volunteer



Girlguiding Celebrates, an afternoon of glitz and glamour hosted at Leicester Square ODEON

Working together

Volunteer insights and experiences are invaluable in shaping the future of Girlguiding. We'd like to thank everyone who contributed to key projects in 2024, including:

- Over 55,000 members who gave ideas and feedback on the uniform project
- Almost 9,000 volunteers, 4,000 girls and 2,000 parents who fed into the programme review
- And nearly 1,000 members who gave thoughts on our strategy update

Our online termly calls are an opportunity for members to put their questions to senior staff and volunteers, as well as hear project updates. We also introduced support calls to allow members to learn specifically about new processes and ask questions.

In November, we held a conference to bring together over 250 Girlguiding volunteers and staff from across the country. Over two days they joined workshops on strategy, leadership, and volunteering best practice. The event was a chance for adult members to share ideas for creating an equal world, and a training opportunity to build on their leadership skills.

Reaching new volunteers

We were pleased to welcome almost 10,000 new volunteers to Girlguiding in 2024.

We want to offer more flexible options to help people fit volunteering into their lives. In 2024 we've been working with volunteers to think creatively about showing the different ways you can volunteer and how we can adjust the roles.

'The thing I love most about volunteering with guiding is that it can be what I want. We work as a team to make sure there are enough leaders to keep my unit open, but there are also other responsibilities, projects and committees that I could get involved with, depending on what interested me.'

Girlguiding volunteer



Our national volunteer recruitment campaign focused on areas most ready to support new volunteers. Running from October to December, the digital campaign saw over 4,100 volunteers sign up. Locally, we also supported members to take part in the Big Help Out, giving resources and guidance on how to maximise the volunteering initiative.



Being inclusive and impactful

Building an equal world

We want Girlguiding to be a place where everyone is welcome and free to be themselves, and where everyone shares a commitment to equity, diversity and inclusion.

We're working to influence decision makers and create an equal world for girls and young women. In 2024 we took steps towards this with a number of our election manifesto asks being met. One ask was more representation of women in Parliament and as of July 2024 it's the highest it has ever been with 263 women in the House of Commons, including two Ministers for Women and Equalities. We also called for mental health professionals in schools, and voting age being reduced to 16 years old – both of which we were pleased to see included in the new Government's manifesto.

94% of young members feel welcomed at Girlguiding*

Mental health conditions are more than **twice** as common in girls than boys

Rise of **sexism** in schools, **online misogyny** and **gender-based violence** = **girls don't feel safe**

...ing the most **basic** essentials

We're the most **crisis** for girls

62% of girls worry about **climate change** all or some of the time

For all girls, our asks of the next government



For Black History Month 2024, we focused on connecting with communities where we know we need to strengthen our reach. Girls explored our activities on Black, African and Caribbean culture created in collaboration with The Black Curriculum. Case studies of our members celebrating were covered in national and local press.

We believe it's important to share the stories of our volunteers and young members with the world. So, we were proud to see national radio, TV and print media covering our inspiring members for Autism Acceptance Week and Disability Pride Month. For Mental Health Awareness Week and Trans Awareness Week, we released practical and supportive content to help members feel seen and welcome.

Increasing public awareness

Our refreshed brand, launched in 2023, has increased positive perceptions of Girlguiding, with more people agreeing we have a unique offer and seeing us as a modern organisation. Since launch, we have also seen an increase in girl and volunteer enquiries and conversion rates, and wider awareness of Girlguiding and our positive effect on girls.

To build on this in 2024, we launched a brand campaign on International Day of the Girl, challenging gender stereotypes in AI. We were appreciative to receive almost £40,000 of gifted billboards from Ocean Outdoor, and overall, our brand was shown in over 4,000 locations across the UK. Together with paid digital marketing across social media and online, the campaign was seen around 18 million times and had a positive impact on recruitment.

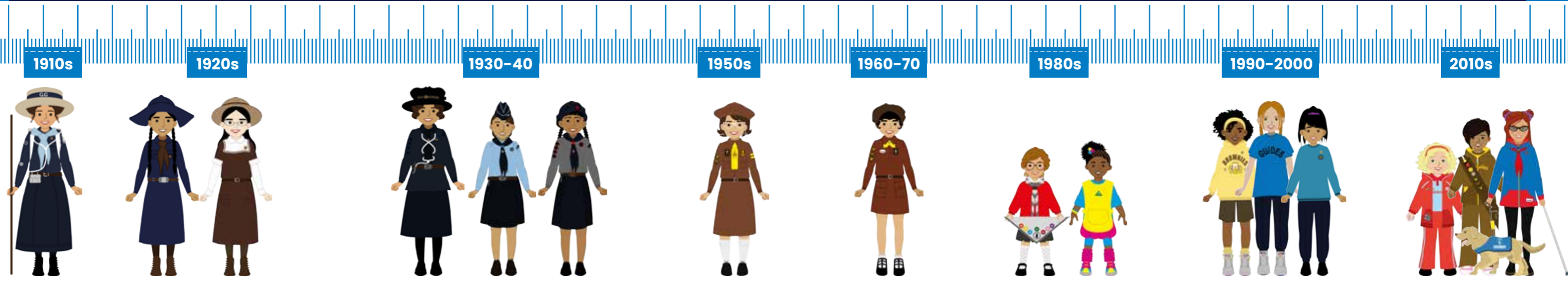


Screen from the brand campaign



For the first time in 30 years, we are redesigning our whole uniform range to bring it in line with our new brand. Working with our design partner, HemingwayDesign, we are creating a more sustainable and inclusive design. A modern and consistent uniform will help us attract new members and show how all our Girlguiding sections are united by the same purpose.

We know how much our uniform matters to our members and are committed to making sure everyone feels happy, comfortable and confident when it launches in 2026. That's why we wanted our members to co-design it with us, every step of the way. In 2024 55,000 girls and volunteers helped to co-design our new uniform, through design activities and workshops.



Involving Girlguiding members in the uniform design

Aug 2023

What do members think about the current uniform?

Surveyed

17,000
responses (leaders, girls)

January to June 2024

Co-designing the uniform

- ✓ Commissioners call
- ✓ Member calls
- ✓ Out and about
- ✓ Digital uniform hub
- ✓ Social media



We heard from nearly 55,000 members in response to our uniform redesign activities!

Focus groups and expert panel – gathering thoughts on inclusive designs



June 2024 – June 2026

Getting ready for launch

2024
Finalising designs and making tweaks



2025
Uniform goes into production



2026
Launch year!



HRH The Duchess of Edinburgh meets Girlguiding members



Media coverage helps us reach more communities across the UK, and our ambassadors campaign alongside us on the issues girls face. In 2024 we were pleased to announce gold medalist Paralympic rower Ellen Buttrick as an ambassador, and in October we were delighted to announce HRH The Duchess of Edinburgh as our Patron. These role models are passionate advocates for helping to empower girls and young women.

In her first engagement, HRH The Duchess of Edinburgh joined 100 members at an event where they contacted the International Space Station to speak to astronaut, Sunita Williams. Both the announcement and event had significant media coverage, with

over 170 pieces across national and regional publications. Overall, in 2024 Girlguiding was included in almost 4,000 pieces of coverage, showcasing the amazing things our members do.

Girls making change

We campaign and give a voice to girls to speak on the issues that matter to them most. In 2024, Girlguiding met with over 150 MPs and hosted two Parliament events.

In May, 50 Girlguiding members of all ages headed to Parliament to launch Girlguiding's manifesto, 'For all girls' ahead of the UK general election. Developed in collaboration with girls and young women, our manifesto called on decision makers to act on four key areas:

- Girls' safety
- Mental health crisis
- Cost of living
- The environment

Later in the year our Girlguiding advocate panel represented us at the Labour, Liberal Democrat and Conservative party conferences, and on a separate occasion met with the youth minister to discuss girls' safety. The advocates are a group of young members who

speak up for change in girls' lives. In 2024, we celebrated 15 years of the panel and thanked them for raising their voices on behalf of all girls and young women in the UK.

Our second Parliament event was the launch of our Girls' Attitudes Survey, on International Day of the Girl. Advocates and Brownies spoke to over 100 MPs about the findings of our annual flagship research, which highlighted that sadly girls as young as seven are feeling pressure to look and behave a certain way. We need change for girls and young women, and increasing our presence amongst key decision makers helps us make sure their voices are heard.



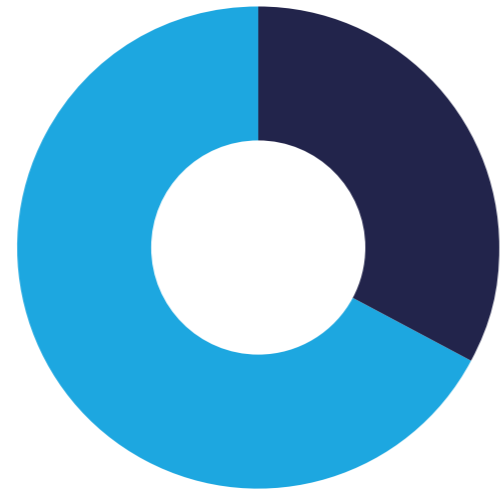
Making Girlguiding sustainable for the future

Remaining financially secure

We were glad in 2024 to have a balanced budget for our core funds, which has continued into 2025. This is in part due to the sale of the activity centres previously owned by Girlguiding UK, and their associated costs.

In April 2024, we announced that Blackland Farm activity centre will open under new ownership – an adventure operator led by a local group with well-established links to both Blackland Farm and the area. In November, we announced that Foxlease activity centre will be opening under the ownership and management of Foxie's Future, a local charity committed to preserving Foxlease's legacy.

Net proceeds from the sale of the activity centres, after deducting costs relating to their closure, go into a special designated future fund for the benefit of all our members – for adventure, including grants; for the future of Girlguiding, including our digital infrastructure; and for Girlguiding activities, such as preserving our precious memories and artefacts in our archives.



- Core recurring income from members: subscriptions and trading – £18.9m (70%)
- Core recurring income from other sources £8.1m (30%)

When people buy directly from us all profits go back into Girlguiding. We were happy to see our Girlguiding shop do well in 2024, with a total turnover of £7.9 million and profit of £1.9 million. We processed over 150,000 orders in the year and sold over three million badges to girls and volunteers.

Girlguiding is a membership organisation, and subscription fees help fund guiding around the UK. The current process has been running for a while, so we're reviewing how we collect and distribute subscriptions, to make it as efficient and inclusive as possible.

We were pleased in 2024 to successfully complete the early repayment of our business-interruption banking loans taken out in the early years of the Covid pandemic.



Girls celebrate 10 years of support from players of People's Postcode Lottery

A huge thank you to our funders and partners for their support in 2024, especially players of People's Postcode Lottery (PPL) and the Pears Foundation, who have both been supporting us for 10 years. PPL has raised over £20 million for Girlguiding and we are grateful for this vital funding, which means we can do more for girls and young women across the country. The Pears Foundation have championed various important projects across Girlguiding, and as partners in our mission, their ongoing support is so appreciated. Also, a huge thank you to Google, HSBC and PGL for supporting us this year and providing amazing activities for girls and young women to learn, grow and have adventures.

Looking forward, we aim to grow and diversify our income in several strategic ways, including stabilise and strengthen our core membership numbers, sustain turnover and profitability from trading, and expand our income generation.

Evolving and transforming

We approved an updated and ambitious new strategy for Girlguiding in 2024. We heard from nearly 1,000 members about what we should be doing to build an equal world for girls and young women, and what they think is distinctive about Girlguiding. The new strategy will be launched in 2025 and outlines our plans for the next 10 years.



We want to do everything we can to help create a safer world for girls to thrive in. As part of this, we have a duty to actively reduce our impact on the environment and address climate change. Many local guiding areas are already doing brilliant work with their own initiatives and now, we're bringing all this work together with our environmental sustainability strategy, launched on Earth Day 2024. We're making commitments for the future of Girlguiding – including more sustainable eco-guiding and cutting our carbon emissions by 50% by 2040.



We're also exploring how we can use technology to deliver the best possible guiding experience for girls. In 2024 we've been laying the foundations of this project, gathering information and speaking to members, girls, parents and carers and volunteers to ensure we're focusing on their needs. At the end of 2024, we launched a pilot version of a new digital service for volunteers, which they will evaluate to help further projects. As time goes on, the improvements we make will help us deliver even more incredible experiences in guiding.



In 2024 we made the decision for Girlguiding activities in British Overseas Territories to stay as part of Girlguiding, integrating into Girlguiding North West England. They will be governed by senior volunteers and staff in the region.

Young membership figures



Looking ahead

2025 promises to be another big year for Girlguiding.

We'll be continuing our work to simplify and improve the volunteer experience, with members, for members. This includes our important work to improve processes and systems and introducing a recruitment tool to make it easier for volunteers to bring new people into guiding.

We know that guiding offers girls a girl-led, fun and welcoming space in a time when pressures

are high. With partners in Girlguiding's countries and regions, we're working on our adventure offer, to give exciting opportunities to girls in 2025 and beyond. By the end of 2025 we want more girls asking about and benefitting from Girlguiding experiences, new volunteers interested in and joining guiding, and greater recognition and visibility for who we are and what we do. Together, we're working towards a world where every girl feels empowered, confident, and valued. And our energy and passion for an equal world is what drives our mission forward.

Structural information

Governing document and constitution

The Guide Association is incorporated by Royal Charter and is registered as a charity (charity registration number 306016, OSCR registration number SC038436). The headquarters is at 17-19 Buckingham Palace Road, London SW1W 0PT and a Board of Trustees leads and monitors the Association's affairs. The Association uses the operating name 'Girlguiding'. The constitution of Girlguiding's Council and the Board of Trustees, and the exercise of powers by the Council and Trustees, are set out in the byelaws to the Royal Charter.

The Board of Trustees has the following sub-committees: Audit and Risk, Finance, Nominations and Governance, and Remuneration. It also has a Board Standing Committee (see below). Terms of reference for each sub-committee explain their roles and responsibilities, their decision-making remit, and the requirements for them to exercise scrutiny and make recommendations to the Board. The decision-making framework for both the sub-committees and the Chief Executive and senior staff is laid out in the scheme of delegated authority, which the Board of Trustees reviews on a triennial basis.

The Board established a Board Standing Committee in 2020, tasked with coordinating and implementing urgent decisions required between board meetings where necessary.

Organisation structure

Girlguiding in the UK is made up of charities and unincorporated associations, organised into geographical areas. This allows us to provide support, lines of two-way communication and opportunities for young members, leaders and commissioners (volunteer managers) to make decisions and take responsibility.

Each of the nine countries and regions (listed below) has a voluntary position of Chief Commissioner, appointed by the Chief Guide:

- Girlguiding Anglia
- Girlguiding Cymru (Wales)
- Girlguiding London and South East England
- Girlguiding Midlands
- Girlguiding North East England
- Girlguiding North West England
- Girlguiding Scotland
- Girlguiding South West England
- Girlguiding Ulster

Each Chief Commissioner leads, or is supported to lead, a Board

of Trustees, which is appointed according to the country or region's constitution and is responsible for the administration of guiding in that country or region.

In 2024, British Girlguiding Overseas (BGO) closed in the Middle East, Asia, Africa and Europe, and operations in the Overseas Territories moved under the oversight of the North-West region of England.

This decision does not affect international trips for girls who live and are part of units in the UK. We remain committed to providing more opportunities for all girls to feel and be part of our worldwide sisterhood of guiding – from learning about different countries and cultures, to being connected to girls in other countries and feeling part of the World Association of Girl Guides and Girl Scouts (WAGGGS) movement.

Appointment and induction of Trustees

Trustees are appointed to the Association Board of Trustees according to the Royal Charter and byelaws. They're recruited through a formal, open and transparent process and in line with the Charity Governance Code and appointed based on our skill requirements and our equity, diversity and inclusion objectives. The Chief Guide and Deputy Chief Guide are ex-officio

members of the Board, meaning they are there because of another role. They are appointed in line with a process agreed by Council. The Chair and other Trustees are appointed by the Board and serve for a maximum of two terms of three years.

We appointed our new Chair of the Board of Trustees in May 2024, following a thorough external selection process led by a panel consisting of Girlguiding Chief Guide, a Trustee from the Audit and Risk Committee, a member of the Nominations and Governance committee and Council member, a Girlguiding member and young Trustee and an external independent panel member. Key stakeholders including young members were also involved in the process.

A schedule of reviews is conducted for new and continuing Trustees, and reappointment is subject to completion of a satisfactory review. The Nominations and Governance Committee is involved in all appointments. This is to ensure a breadth of professional background and experience suitable to direct the charity's affairs.

There are established procedures for each Trustee's induction to ensure they're aware of the responsibilities of a Trustee and the ways of working within the charity. There is a rolling programme of



training and development for Trustees and the Board. All Trustees take part in regular group Trustee training sessions. Trustees are also invited, where required, to attend specialist one-off training sessions on aspects of their role offered by sector training organisations.

The Board of Trustees of the charity (who served during the financial year and/or in the period up to the approval of the report and accounts)

Chair of the Board of Trustees

Catherine Irwin MBE
(until 30 April 2024)

Denise Wilson OBE
(from 1 May 2024)

Chief Guide

Tracy Foster

Deputy Chief Guide

Sally Kettle

Chair of the Finance Committee and Treasurer

Elizabeth Dymond CBE
(until 30 June 2025)

Abbie Wright
Alison Hampton
Amrita Aurora
Deborah O'Neill
Emma Blackburn
Hannah Moran
Jill McLaughlin
Mary Agbesanwa
Sue Parker-Tantush
Supriya Sobti

In addition, the trustees were supported in 2024 by a number of independent members of sub-committees as follows:

Faye Brundell (Finance Committee)

Jo Heritage-Harris
(Audit and Risk Committee)

Alison McLaughlin (Nominations and Governance Committee)

Alison McIver
(Remuneration Committee)

Marsha Austin, Mark Barraclough, Abbie Coventry-Walsh, Lauren Mayo and Henry Swift
(Trading Board).

The Guide Association's key management personnel

Chief Executive

Angela Salt OBE (until 30 June 2025)

Director of Communications, Marketing and Fundraising

Amanda Azeez

Director of Finance and Commercial

Richard Antcliffe

Director of Membership Services

Rachael Bayley

Director of People and Culture

Joanne Smithson
(until 28 February 2025)

Director of People, Governance and Risk

Anne Baxendale
(from 1 February 2025)

Director of Strategy, Technology and Transformation

Berenice Levenez

Professional advisers and consultants

The primary professional advisers and consultants have been as follows:

Bankers

National Westminster Bank Plc,
169 Victoria Street, London SW1E 5BT

Fund managers

CCLA, Senator House, 85 Queen Victoria Street, London EC4V 4ET

Newton Investment Management Limited, BNY Mellon Centre, 160 Queen Victoria Street, London EC4V 4LA

Statutory external auditors

Moore Kingston Smith LLP, 6th Floor, 9 Appold Street, London EC2A 2AP

Internal auditors

Crowe LLP, 55 Ludgate Hill, London EC4M 7JW

Legal consultants

Bates Wells, 10 Queen Street Place, London EC4R 1BE

Principal place of business

17-19 Buckingham Palace Road
London SW1W 0PT

Statement of the Trustees' responsibilities

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

Charity law requires the Board of Trustees to prepare financial statements for each financial year. They must give a true and fair view of the state of affairs of the group and parent charity, and of the incoming resources and application of resources of the group and parent charity for the year.

In preparing those financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice.
- Make judgements and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Board of Trustees is responsible for keeping proper 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 group and parent charity. They enable them to ensure that the financial statements comply with the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) regulations 2006 (as amended) and the regulations made in accordance. They are also responsible for safeguarding the assets of the group and parent charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

Notes

The Guide Association and public benefit

'Girlguiding' is an operating name of The Guide Association which is incorporated/governed by Royal Charter and is a registered charity in both England and Wales (number 306016) and Scotland (SC038436).

The Trustees confirm that they have complied with their duty to have due regard to the Charity Commission's guidance on public benefit when exercising any powers or duties to which the guidance is relevant.

Our charitable purpose

To promote the education of girls and young women to help them develop emotionally, mentally, physically and spiritually so they can make a positive contribution to their community and the wider world. It is also reflected clearly in Girlguiding's vision and mission, which are a fresh expression of the charity's purpose and direction.

Our vision

An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.

Our mission

Through fun, friendship, challenge and adventure we empower girls

to find their voice, inspiring them to discover the best in themselves and to make a positive difference in their community.

Our promise

Central to Girlguiding is the promise: every girl, young woman and volunteer joining the charity are invited to make the same promise. These are the words that express their undertaking to be the best that they can be through guiding, and to give back to their community through their involvement in the movement. This is a grassroots expression of the charity's public benefit at work.

I promise that I will do my best,
To be true to myself and develop my beliefs,
To serve the King and my community,
To help other people and to keep the (Brownie) Guide Law.

Public benefit in 2024

This report shows the framework the Trustees have adopted to maximise benefit to Girlguiding's members, their communities and the world beyond. We've referred to the Charity Commission's general guidance on public benefit in setting our strategic plan. Following the adoption of Girlguiding's strategy in 2019, the Trustees consider how planned activities

contribute to the aims and objectives against the following strategic priorities:

- Creating exceptional experiences for girls
- Developing a rewarding volunteer experience
- Being inclusive and impactful

Environmental statement

Girlguiding seeks to create a culture in which environmental considerations are built into all policy decisions and business activities. Girlguiding is taking steps to reduce any negative impact of our activities on the environment.

Through our programme and advocacy, we offer girls opportunities to better understand environmental issues and make positive decisions to live more sustainably.

We also launched our environmental sustainability strategy in 2024:

Our ambition is to protect the planet in all our actions and decisions and to empower girls to participate and drive positive change in society and for their futures.

We will achieve this ambition by:

- Building awareness and knowledge about sustainability across Girlguiding, so volunteers, girls and staff are well informed about what we can do to help protect the environment.

- Researching, promoting and adopting ways of more sustainable guiding. This will be called eco guiding.
- Inspiring and driving change in wider society as well as in our organisation, and become an advocate for girls on environmental issues.
- Reducing our carbon footprint across Girlguiding. In 2023 we looked at where our emissions are coming from, and we will make improvements in these areas.

Risk statement

Girlguiding has a robust risk management framework to ensure that significant risks that may impact on the strategic objectives or the business plan are identified. They are then evaluated, and suitable mitigations are put in place to reduce to an acceptable level the likelihood and impact of the risk materialising. Risks are reviewed at least quarterly by risk owners to ensure they reflect the current risk environment, and any new and planned mitigations are identified. The Board agrees the risk appetite statements on an annual basis, which outlines the amount of risk Girlguiding is willing to seek or accept in pursuit of its strategic objectives.

The senior leadership team conducts analysis of the external factors each year to consider the

emerging risks to the organisation and how the impact can be mitigated. Prior to the Audit and Risk Committee meeting, a Risk Management Board comprising senior executives meets to: review and agree any proposed changes to the risk register, discuss emerging risks, approve the quarterly reports (data protection, safeguarding, compliance, insurance, cyber security) and review any new high-risk policies before they are recommended to the Audit and Risk Committee and Board.

The Board has delegated strategic oversight of the governance and management of risk to the Audit and Risk Committee, although they remain ultimately responsible for oversight of the identification and management of risk.

Girlguiding operates on a three lines of defence model, and our outsourced internal audit team continues to provide additional independent assurance to the executive team and Audit and Risk Committee on key organisational risks. In 2024 this included a review of governance of a significant digital change project, transformation, IT controls and assurance. An annual audit plan, based on the significant risks has been agreed for 2025 and includes key financial controls and safeguarding. Any actions and recommendations are reported to the Risk Management Board

and Audit and Risk Committee for oversight.

The Trustees consider that the principal risks the organisation faces and the plans to manage these are:

- **External environment:** Girlguiding wants to ensure that we are able to respond quickly in the event of changes to the external environment. We are concerned about the continued impact of the cost-of-living crisis on our members and staff. The Girlguiding website provides information and guidance for parents about the grants available and support in their local area and we provided money to local units via our UK units in need grant. The cost-of-living crisis remains a high priority for consideration in our work. Girlguiding is also considering the risks and opportunities of artificial intelligence, and we have recently published a new AI policy. Each year the Senior Leadership Team conducts a PESTLE review to better understand the changes in society and the possible impacts on the organisation and how these can be mitigated.
- **Cyber and information security:** cyber security is an ongoing threat for all organisations and we must stay vigilant due to the sophisticated nature and frequency of attack. It is essential

that our cyber security controls are robust. We have implemented mandatory cyber security training for all members of staff and conduct regular scenarios such as mock phishing attacks.

We work with our third party suppliers to regularly update our antivirus and antimalware software and have enhanced email resilience. We have regular scheduled and essential security patches and have a new outsourced security monitoring contract to continually monitor our network for any suspicious activity. An outsourced IT supplier reports monthly on any new cyber security trends and responds appropriately to any new threats. A cyber insurance policy is procured annually and we are implementing the findings from an internal audit on our IT service which includes an IT security policy.

- **Volunteer and young member decline:** competing demands and opportunities for volunteers and young members leads to a decline in our membership. There are significant projects underway to increase the awareness of Girlguiding and the appeal to join, including an improved volunteer journey to remove any unnecessary barriers to joining us. One of our key strategic aims is to increase our number of volunteers. We're creating

more flexible volunteering roles and implementing solutions to reduce the complexity of administrative and compliance tasks for volunteers.

- **Ongoing safety and wellbeing of our members and staff:** we want to ensure all our members and staff are protected from harm. We have supported our leaders by improving health and safety processes including new risk assessment templates, tools and guidance. In 2025, we will release a new toolkit to support our leaders with large scale events, having already launched guidance on staying safe at a unit meeting, property management, adventurous activities and international trips.

A new mandatory training scheme called Safer Guiding has been released which includes safeguarding, safety, data protection and equity and inclusion as core topics and ensures our volunteers understand the roles and responsibilities for managing a safe unit and compliance is monitored. The Safer Guiding Board meets regularly to oversee safety in Girlguiding, and management information and risk indicators identify trends and further improvement work. The Board of Trustees reviews the health and safety policies each year and the Audit and Risk

Committee receive a quarterly progress update for the ongoing health and safety project. For staff and senior volunteers, we have an Employee Assistance Programme with access to professional guidance to support their wellbeing. We also provide training in mental health, first aid and resilience, and encourage staff to complete a wellbeing action plan, particularly after a period of sick leave.

- **Complexity of the governance structure between Girlguiding UK and Girlguiding countries and regions:** Girlguiding operates at a national, regional and local level which can result in a complex governance structure. Mitigation is sought through the implementation of a ways of working together agreement between Girlguiding UK and Girlguiding countries and regions. This outlines roles and responsibilities and ensures there is an alignment in our strategy and delivery of guiding. Improvements have been made with the introduction of the operational delivery group, and the operational leadership team, both of which involve senior volunteers and staff from across the network.

Serious incidents

Serious incidents are notified through a framework for reporting. Incidents are logged, scrutinised and assessed by senior staff and the Audit and Risk Committee for meeting the threshold for reporting to the Charity Commission and other relevant regulatory bodies. We have policies on safeguarding and whistleblowing (the latter covering a broad area including fraud and misconduct; antibullying and harassment; health, safety and welfare; and digital safeguarding).

Behind the reporting of all incidents lies a series of policies, frameworks and processes for notifying and managing incidents, depending on their nature. This includes having in place dedicated teams for managing safeguarding, compliance and complaints; mandatory training on key areas to include safeguarding; a case management system for all safeguarding incidents supported by the safeguarding team (and a safeguarding panel of experts to bring further scrutiny and advice to complex cases); a process for receiving disclosures, allegations and concerns; and a code of conduct for volunteers and staff.

Organisational structure and decision making

The Board of Trustees has overall responsibility for the decisions of the Association. It has delegated its authority in specific areas to the Chief Executive and her senior managers, and to the following sub-committees of the Board, under an approved scheme of delegated authority and committee terms of reference:

- Audit and Risk – has strategic oversight of the governance of risk (including safeguarding) and oversees the annual audit process.
- Finance – oversees financial policy, strategy and performance, including investments, and supports the Board in the effective scrutiny of Girlguiding finances.
- Nominations and Governance – oversees the appointment of Trustees, sub-committee and trading board members, and considers board development and succession planning.
- Remuneration – reviews the performance and development of the Chief Executive and has oversight of the overall approach to performance, pay and benefits across the organisation.
- Standing Committee – comprising the Chair of the Board of Trustees, Chief Guide, Chair of Finance Committee

and Chair of Audit and Risk Committee; has a remit to coordinate and implement urgent decisions required between board meetings where necessary.

There is also an operational leadership team and an operational delivery group, comprising senior volunteers and staff, who address key operational issues, lead and direct the delivery of guiding within countries and regions, and feed into the work of the sub-committees and Board.

Each Girlguiding country or region has an administrative office with a small number of professional staff. Girlguiding volunteers and countries and regions staff do not report to the Chief Executive, instead they report to various levels of leadership within their own organisational structure, depending on their specific roles and responsibilities.

Charity Governance Code

The Board of Trustees is committed to good governance and to its own and the charity's continuous improvement in delivering its purpose most effectively for public benefit. It is clear about the charity's aims and seeks to ensure that these are being delivered effectively and sustainably, keeping under review the Code's recommended practice and seven principles of organisational

purpose: leadership; integrity; decision making; risk and control; board effectiveness; equity, diversity and inclusion; and openness and accountability.

The Board strives for best practice in accordance with the Charity Governance Code. Many of the measures it takes in achieving this are addressed in this report (for example Board effectiveness, including performance review, is addressed in the section on appointment, induction and review of Trustees; decision making, risk and control in the risk section; and equity, diversity and inclusion in the next section). As part of a revised Board performance review process implemented in 2020, an internal Board review is conducted annually, with a triennial external review scheduled for completion in 2025, to include a fresh self-assessment against the Code. The Board is committed to ongoing review of the Code principles.

Board diversity

The Board of Trustees recognises its responsibility to champion equity, diversity and inclusion throughout Girlguiding as part of our goal to be an inclusive and impactful organisation. The Board's equity, diversity and inclusion statement, which is published on our website, sets out how it seeks to fulfil this responsibility by:

- Modelling a culture of equity, diversity and inclusion at Board level
- Championing diverse and inclusive practices throughout the organisation
- Ensuring that organisational strategy and culture reflect the organisation-wide commitment to diversity
- Setting targets and performance metrics as appropriate

All Trustees take part in mandatory inclusion and diversity training as part of their induction, including race equity training.

The Girlguiding equity, diversity and inclusion strategic plan was launched in 2021. The Board statement and objectives were reviewed in 2022 in line with the approved plan and with the 2020 update to the Charity Governance Code's Equality, Diversity and Inclusion Principle. We launched phase two of the equity, diversity and inclusion plan in 2023, and built on these achievements in 2024.

In line with its commitment and focused objectives to build a more diverse board, the Trustee recruitment process was modified to attract and recruit a more diverse pool of candidates including young people, people of colour, LGBTQ+ people and people of minority faiths or no faith.

Volunteers

The Association is grateful for the skills and support of our volunteers across the countries and regions in which Girlguiding operates, who give their time and energy to help our young members achieve their potential, make a difference and be their best.

Setting pay at Girlguiding

As a good employer, every three years Girlguiding undertakes a review of its salary and benefits structure and package, evaluating all jobs – including that of the Chief Executive and senior staff – and benchmarking with charity sector salary and benefits data. Our latest major review took place in 2024 and the results, with oversight from our Trustee Remuneration Committee, were implemented in 2024 and Q1 2025.

Our policy and salary structure means we do not negotiate salaries, so pay is equal and transparent across our organisation. Girlguiding is a median payer in the charity sector. We review annual charity sector salary data, in order to maximise the potential of our package to attract and retain staff with the right skills and experience. We do this with due regard to budget, transparency and equity. In 2024, we implemented an increase in salary for staff, which gave a

higher-percentage increase to the lowest paying grades, continuing to align our salaries to the Real Living Wage.

Girlguiding is passionate about helping to build a society where all girls have equal opportunities to fulfil their potential. We believe tackling differences in pay between people of different ethnicities (the 'Ethnicity Pay Gap') is an important step towards this.

With this in mind, we were pleased to publish our fifth Ethnicity Pay Gap. While ethnicity pay gap reporting is not a legal requirement for UK employers, we see it as a key part of our commitment to equity, diversity and inclusion. Our Ethnicity Pay Gap is available to find on our website from summer 2025.

We also shared our annual gender pay gap – which shows that Girlguiding has a gender pay gap at the mean of 15.8% in favour of men employees, £4.34 hourly pay difference.

A key reason for this is at the end of 2023 Girlguiding closed its 5 activity centres, and the workforce there included more men compared to other parts of the organisation, specifically in the lower 25% (quartile) of earners. Now, that quartile is made up overwhelmingly of women, and women make up a greater proportion of the workforce than before (85% compared with 78.6% in 2023).

Also, while the vast majority (over 70%) of higher earners at Girlguiding are women, most of the roles high-earning men hold attract a market premium. Only a minority of the roles high-earning women hold attract this.

The vast majority of our top 25% of earners are women (47 women compared to 19 men).

Fundraising statement

At Girlguiding we want to help more girls to learn new skills, make friends, have adventures and grow in confidence. We simply wouldn't be able to do this without the commitment of our valued supporters. When you give to Girlguiding you're making a big difference to the lives of girls and young women.

We're committed to responsible fundraising practices. We follow the Fundraising Code of Practice, we're registered with the Fundraising Regulator and we have signed up to the Fundraising Promise, which means our fundraising activity will always be legal, open, honest and respectful.

At Girlguiding we make all reasonable efforts to ensure the ongoing compliance of third parties with the Fundraising Code of Practice and the law. The work we do with commercial participants is governed by a contract, which sets out the

obligations of the parties involved. Similarly, all work with agencies that process responses to campaigns, print campaigns and mail out campaigns on our behalf is governed by a contract.

Telephone fundraising at Girlguiding is a way to update supporters on our work and raise funds. Since 2023, any calls we make to potential supporters have been handled by QTS Fundraising, a UK charity agency or our internal fundraising team. Costs go towards supporting Girlguiding, with QTS only getting paid after completing a call. The telephone fundraisers are well trained, receive continuous support, and have regular debriefs for effective representation. Every call is recorded for quality, with recordings kept for one year. We do not currently carry out door-to-door or street fundraising.

We take our responsibility towards our donors very seriously. We aim to provide a positive experience and deliver meaningful and personalised communication to them. We strongly believe that no one should ever feel pressured into giving, and we take steps to ensure that the vulnerable are protected. We will not contact anyone unless they have requested or consented to receiving fundraising communications. Donors can opt out of receiving fundraising or any other communications at any time. We will never sell, swap or share their data.



It's our aim for all those donating to Girlguiding to have an extremely positive experience. However, we recognise that there may be times when supporters are not happy with their experience. In 2024 we received no complaints from donors and supporters. However, when we do receive them, we are committed to investigating complaints and resolving them swiftly. If anyone is unsatisfied with their experience, we would like to hear about it, feedback enables us to improve our fundraising service.

Girlguiding would like to thank the following partners for their generous support in 2024:

- Accenture (UK) Limited
- BBC Children in Need
- DAME
- Daisy Corporate Services Trading Limited
- Department for Digital, Culture, Media & Sport
- The FA
- Garfield Weston Foundation
- GO Outdoors Limited
- Google
- HSBC UK Bank Plc
- Knorr®
- Lighthouse Events
- NCS Trust
- Ocean Outdoor Limited
- ODEON
- Pears Foundation
- PGL Travel Limited
- Players of People's Postcode Lottery



- Rolls-Royce plc
- The United Kingdom Space Agency
- Unity Insurance Services

We would also like to thank the following supporters:

The supporters who generously left a gift to Girlguiding in their will, whether to national Girlguiding or local, we are extremely grateful.

The families and friends who supported us in memory of a loved one.

Everyone who gave their time and energy to raise money for Girlguiding in sponsored events, including local fundraisers, international treks, physical challenges and running events, such as the London Marathon.

Regular givers who donate throughout the year, from individuals to trusts and foundations.

Our generous and loyal supporters who have kindly given donations and wish to remain anonymous.

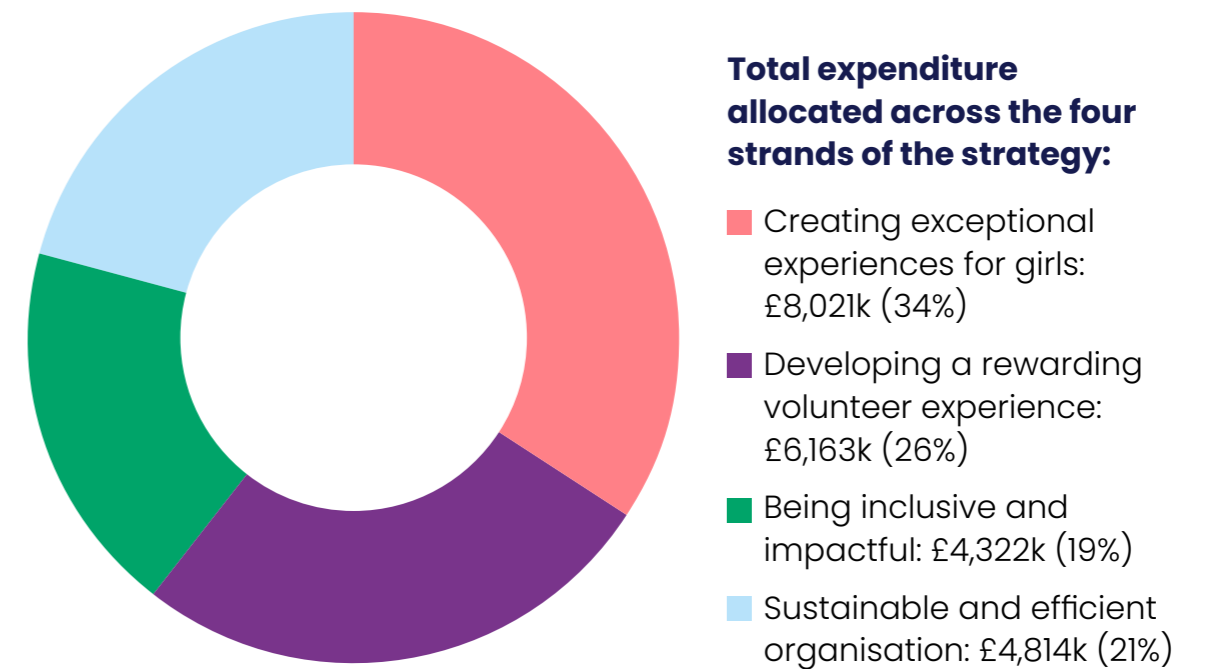


Review of financial position

The financial statements annexed to this report are those of the Association's headquarters and reflect the activities it undertakes on behalf of the Association as a whole. Countries and regions, counties, divisions, districts and units are separate organisations and are responsible for their own finances.

The statement of financial activities

Total income and total expenditure for the year are detailed in the statement of financial activities, together with net gains or losses on investments. These are shown separately for the Association's unrestricted funds, which may be used at the discretion of the Board of Trustees, and the Association's restricted funds, which must be spent in accordance with the donors' wishes.



Overview of 2024

Our core general fund income and charitable expenditure both reduced in 2024, due to the closure of business of the training and activity centres in 2023. Supported by the realised gains on the one-off sales of two of our activity centres, the net movement in funds for the year amounted to an overall surplus of £3.7 million (2023: £0.4 million surplus). This includes unrealised losses on our investments of £0.2 million (2023: gains of £0.8 million). £3.0 million in funds was raised by players of People's Postcode Lottery and awarded through the Postcode Children Trust (2023: £3.1 million).

Total funds carried forward at 31 December 2024 amounted to £50.4 million (2023: £46.7 million), of which the vast majority is tied up in fixed assets and property, which were being used either operationally during the year to enable charitable activity, or are deriving an income that helps to keep the subscription levy as affordable as possible. The remaining UK-activity centres are being marketed for sale.

Income and expenditure

Income

Total income amounted to £34.2 million (2023: £30.2 million): an increase of 13%, caused primarily by the realised gains from the sale of two of the activity centres. The income from our subscriptions

increased by £1.0 million, and income from our investments increased by £0.3m.

Expenditure

Total expenditure was £30.3 million (2023: £30.7 million): a small decrease. Cost of raising funds was £7.0 million (2023: £5.8 million). Charitable expenditure was £23.3 million (2023: £24.9 million).

Balance sheet

Investment movements

Investment values decreased by £0.2 million in the year. (2023: gains of £0.8 million). This was mainly due to a reduction in the value of the investment property of £0.5m, offset by gains on equity investments of £0.3m.

Investment policy

Girlguiding holds two different types of investments: investment property and financial investments.

The Guide Association seeks to select investment managers who demonstrate a proactive environmental, social and governance (ESG) approach with particular emphasis on governance, supporting gender diversity and promoting development of women in leadership roles. The Guide Association will regularly review the overarching ethical approaches of fund managers of pooled funds to ensure they support or at least do not undermine the above proactive ESG approach.

Girlguiding's investment objective is to preserve capital, in real terms, while providing liquidity for most eventualities and a source of capital for future growth opportunities. While equities are volatile year on year, over a five-year period they typically outperform inflation. Performance is benchmarked against (a) movements in the FTSE 100 index and (b) the fund's own weighted combined benchmark.

While Girlguiding seeks to produce an acceptable level of financial return, this is always contained within an accepted pre-identified risk appetite. The key risk to long-term reserves is inflation, so assets are invested to mitigate its effects over the longer term. Capital volatility in the short-term is a feature of such investments, to be offset by greater average returns over the medium term and is therefore accepted.

The Association also holds financial investments as an important part of our reserves. Professional fund managers are used to manage the funds and their performance is reviewed regularly by the finance committee. Performance is benchmarked against appropriate performance indices. In total financial investments were valued at £8.9 million on 31 December 2024 (2023: £8.6m) following the unrealised investment gains of £0.3 million, and support our unrestricted general, and restricted funds.

The conversion of part of the headquarters building to an investment property in 2015 provides rental income which helps to fund day-to-day running costs and to fund strategically important revenue and capital projects in the future. As at the year-end, the investment property has been revalued to £26.5 million (2023: £27.0 million).

Tangible fixed assets

The Association holds various tangible fixed assets to support its activities. These are the headquarters building, the trading service premises and the remaining activity centres. The sale of two of the activity centres during 2024 resulted in the net book value of tangible fixed assets being £4.4m at the year-end (2023: £6.2m).

Reserves

Free reserves represent the working capital of the Association, available to support short- and medium-term objectives and to safeguard against unexpected decreases in income. Charity Commission guidance defines free reserves as income which becomes available to the charity and is to be expended at Trustees' discretion in furtherance of any of the charity's objectives, but is not yet spent, committed or designated. They exclude assets not freely available to spend on the charity's purposes – its tangible and intangible fixed assets and the investment property, an asset let on a lease for long-term financial return.

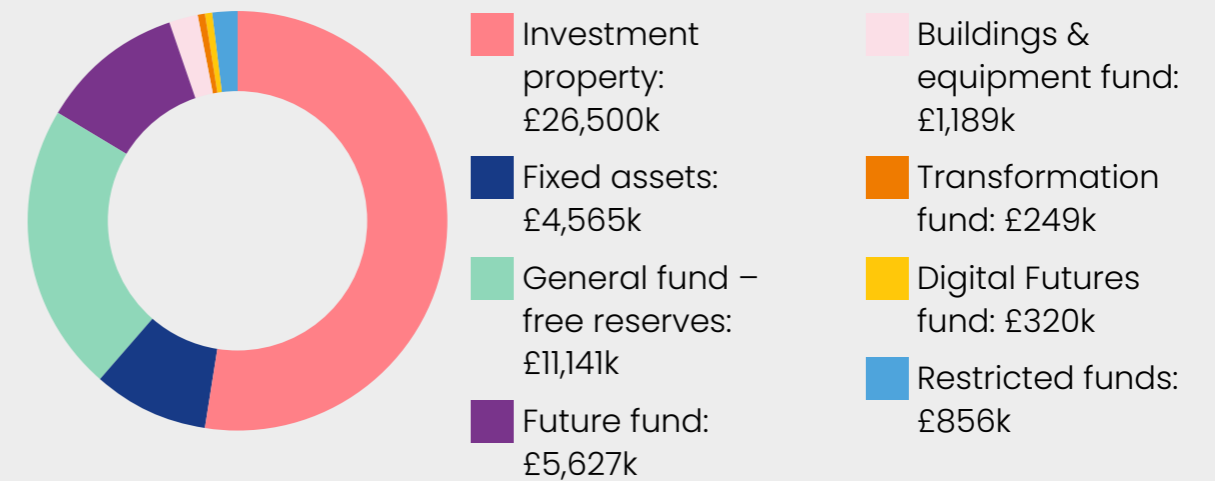


The Finance Committee has examined the needs and challenges faced by the Association in both the short and the medium-term along with relevant financial forecasts and has formulated a policy to meet those needs. This policy was recently reviewed, updated and approved by the Board of Trustees and requires target free reserves to be maintained at between £6 million and £10 million, of which around half

(i.e. between £3 million and £5 million) should be held in cash and deposits. The level of free reserves at the balance sheet date was £11.1 million: slightly ahead of the new policy requirement (2023: £10.7 million).

Girlguiding continues to face financial challenges in the current uncertain and volatile economic environment, and as it evolves its strategy.

Funds – how our assets are deployed



Designated funds

The Association holds a number of designated funds, totalling £38.5 million (2023: £35.0 million). The specific uses of the funds and how they will meet our needs are detailed in note 20.

Financial statements for 2024

The annual financial statements for 2024 are annexed to this report and include a report by the Association's auditors, Moore Kingston Smith LLP. The financial statements comply with current statutory requirements and with the requirements of the Association's Royal Charter and were approved by the board of Trustees at its meeting on 10 June 2025. They are to be submitted to the Association's annual general meeting for adoption.

Approval of the annual report and the financial statements

This report was approved by the Board of Trustees at its meeting on 10 June 2025 and the Chair of the Board of Trustees was authorised to sign the report. The Chair of the Board of Trustees and the Chair of the Finance Committee were authorised to sign the annual financial statements on its behalf.

Denise Wilson OBE

Chair of the Board of Trustees
10 June 2025

Independent auditor's report to the Trustees and members of the Guide Association

Opinion

We have audited the financial statements of The Guide Association for the year ended 31 December 2024 which comprise the Group and Charity Statement of Financial Activities, the Group and Parent Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2024 and of the group's and the parent charity's incoming resources and application of resources,

including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The

trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and

parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Charities Act 2011 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 40, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial

statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent charity 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 section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs

(UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the

financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, 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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial

statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial

statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of noncompliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Stickland

(Senior statutory auditor)

Moore Kingston Smith LLP

Date: 12 June 2025

6th floor, 9 Appold Street, London EC2A 2AP

Consolidated statement of financial activities

For the year ended 31 December 2024

	Notes	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Income from:									
Donations, legacies and grants	2	263	3,041	1,465	4,769	696	3,394	771	4,861
Charitable activities:									
Subscriptions		11,016	-	-	11,016	9,974	-	-	9,974
Training and activity centres		50	-	-	50	4,429	-	-	4,429
Events	3	232	-	-	232	191	-	-	191
Trading activities	4	7,938	-	-	7,938	8,262	-	-	8,262
Investments	5	2,242	-	23	2,265	1,933	-	24	1,957
Other	6	727	40	-	767	558	-	-	558
Profit on sale of activity centres		-	7,180	-	7,180	-	-	-	-
Total income		22,468	10,261	1,488	34,217	26,043	3,394	795	30,232
Expenditure on:									
Raising funds	7	6,960	15	-	6,975	5,784	17	-	5,801
Charitable activities	8	16,123	5,539	1,658	23,320	18,674	4,449	1,731	24,854
Total expenditure		23,083	5,554	1,658	30,295	24,458	4,466	1,731	30,655
Net income / (expenditure) before gains / (losses)		(615)	4,707	(170)	3,922	1,585	(1,072)	(936)	(423)
Net gains / (losses) on investments	13	309	(500)	33	(158)	528	200	61	789
Net income / (expenditure)		(306)	4,207	(137)	3,764	2,113	(872)	(875)	366
Transfers between funds	20	780	(780)	-	-	40	(40)	-	-
Net movement in funds		474	3,427	(137)	3,764	2,153	(912)	(875)	366
Reconciliation of funds:									
Total funds brought forward at 1 January 2024		10,667	35,023	993	46,683	8,514	35,935	1,868	46,317
Total funds carried forward at 31 December 2024		11,141	38,450	856	50,447	10,667	35,023	993	46,683

All gains and losses recognised in the year are included in the statement of financial activities.

All amounts arise from continuing activities.

The notes to the financial statements form part of these accounts.

Charity statement of financial activities

For the year ended 31 December 2024

	Notes	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Income from:									
Donations, legacies and grants	2	263	3,041	1,465	4,769	696	3,394	771	4,861
Charitable activities:									
Subscriptions		11,016	-	-	11,016	9,974	-	-	9,974
Training & activity centres		50	-	-	50	4,429	-	-	4,429
Events	3	232	-	-	232	191	-	-	191
Investments	5	2,242	-	23	2,265	1,933	-	24	1,957
Other	6	179	40	-	219	151	-	-	151
Profit on sale of activity centres		-	7,180	-	7,180	-	-	-	-
Donation from subsidiary		1,979	-	-	1,979	2,366	-	-	2,366
Total income		15,961	10,261	1,488	27,710	19,740	3,394	795	23,929
Expenditure on:									
Raising funds	7	453	15	-	468	(615)	17	-	(598)
Charitable activities		16,123	5,539	1,658	23,320	18,770	4,449	1,731	24,950
Total expenditure		16,576	5,554	1,658	23,788	18,155	4,466	1,731	24,352
Net income / (expenditure) before gains / (losses)		(615)	4,707	(170)	3,922	1,585	(1,072)	(936)	(423)
Net gains / (losses) on investments	13	309	(500)	33	(158)	528	200	61	789
Net income / (expenditure)		(306)	4,207	(137)	3,764	2,113	(872)	(875)	366
Transfers between funds		780	(780)	-	-	40	(40)	-	-
Net movement in funds		474	3,427	(137)	3,764	2,153	(912)	(875)	366
Reconciliation of funds:									
Total funds brought forward at 1 January 2024		10,667	35,023	993	46,683	8,514	35,935	1,868	46,317
Total funds carried forward at 31 December 2024		11,141	38,450	856	50,447	10,667	35,023	993	46,683

All gains and losses recognised in the year are included in the statement of financial activities.

All amounts arise from continuing activities.

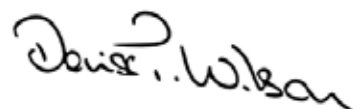
The notes to the financial statements form part of these accounts.

Consolidated balance sheet

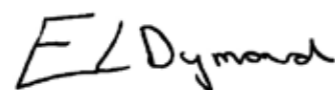
As at 31 December 2024

	Notes	£'000	2024 £'000	£'000	2023 £'000
Fixed assets					
Intangible fixed assets	11		159		310
Tangible fixed assets	12		4,407		6,189
Investments – property	13a		26,500		27,000
Investments – listed	13b		8,904		8,562
			39,970		42,061
Current assets					
Stocks	14	1,431		1,737	
Debtors	15	1,528		1,695	
Short-term bank deposits	16	10,953		6,762	
Cash at bank and in hand		240		301	
			14,152	10,495	
Current liabilities					
Creditors due within one year	17	(3,439)		(4,673)	
			10,713	5,822	
Net current assets					
Long-term liabilities					
Creditors due after one year	18		-		(975)
Provisions for liabilities and charges	19		(236)		(225)
			50,447	46,683	
Net assets					
Unrestricted funds					
Designated funds	20	38,450		35,023	
General funds	20	11,141		10,667	
			49,591	45,690	
Restricted funds					
	21		856		993
Total funds	22		50,447		46,683

Approved and authorised by the Board of Trustees on 10 June 2025 and signed on their behalf by:



Denise Wilson OBE
Chair of the Board of Trustees



Elizabeth Dymond CBE
Chair of Finance Committee

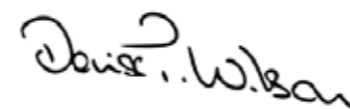
The notes to the financial statements form part of these accounts.

Charity balance sheet

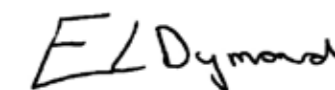
As at 31 December 2024

	Notes	£'000	2024 £'000	£'000	2023 £'000
Fixed assets					
Intangible fixed assets	11		159		310
Tangible fixed assets	12		4,407		6,189
Investments – property	13a		26,500		27,000
Investments – listed	13b		8,904		8,562
Investments – subsidiary	13c		150		150
			40,120		42,211
Current assets					
Stocks	14	10		19	
Debtors	15	3,932		2,942	
Short-term bank deposits	16	9,057		4,963	
Cash at bank and in hand		215		259	
			13,214	8,183	
Current liabilities					
Creditors due within one year	17	(2,651)		(3,486)	
			10,563	4,697	
Net current assets					
Long-term liabilities					
Creditors due after one year	18		-		-
Provisions for liabilities and charges	19		(236)		(225)
			50,447	46,683	
Net assets					
Unrestricted funds					
Designated funds	20	38,450		35,023	
General funds	20	11,141		10,667	
			49,591	45,690	
Restricted funds					
	21		856		993
Total funds	22		50,447		46,683

Approved and authorised by the Board of Trustees on 10 June 2025 and signed on their behalf by:



Denise Wilson OBE
Chair of the Board of Trustees



Elizabeth Dymond CBE
Chair of Finance Committee

The notes to the financial statements form part of the accounts.



Consolidated cash flow statement

For the year ended 31 December 2024

Notes	£'000	2024 £'000	£'000	2023 £'000
Cash flows from operating activities:				
Net cash (used in) / provided by operating activities (1.)		(5,413)		715
Cash flows from investing activities:				
Investment income and interest received	2,265		1,910	
Payments to acquire intangible fixed assets	-		(75)	
Sale of tangible fixed assets	8,753		-	
Sale of fixed asset investments	-		34	
Purchase of fixed asset investments	-		(1,000)	
		11,018		869
Cash flows from financing activities:				
CBILS* loans repayments (see note 18)	(1,475)		(675)	
		(1,475)		(675)
Change in cash and cash equivalents in the year (2.)		4,130		909

Notes to the cash flow statement

1. Reconciliation of net income/ expenditure to net cash flow from operating activities

	£'000	2024 £'000	£'000	2023 £'000
Net movement in funds for the year (as per the SoFA)		3,764		366
Adjustments for:				
Losses / (Gains) on investments	158		(789)	
Investment income	(2,265)		(1,957)	
Amortisation charges	145		165	
Depreciation charges	208		403	
(Profit) / Loss on disposal of tangible fixed assets	(7,180)		2	
Loss / (Profit) on disposal of intangible fixed assets	7		-	
Decrease in stocks	306		106	
Decrease in debtors	167		1,308	
(Decrease) / Increase in creditors and provisions	(723)		1,111	
		(9,177)		349
Net cash (used in) / provided by operating activities		(5,413)		715

*Coronavirus Business Interruption Loan Scheme

2. Analysis of the balances of cash as shown in the balance sheet

	2024 £'000	Change in year £'000	2023 £'000	Change in year £'000	2022 £'000
Cash at bank and in hand	240	(61)	301	(1)	302
Short term cash deposits	10,953	4,191	6,762	910	5,852
Total cash and cash equivalents	11,193	4,130	7,063	909	6,154

3. Net debt

	At 1 January 2024	Cashflows	Other non-cash changes	At 31 December 2024
Cash and cash equivalents				
Cash at bank and in hand	301	(61)	-	240
Short term cash deposits	6,762	4,191	-	10,953
	7,063	4,130	-	11,193
Borrowings				
Debt due within 1 year	(500)	1,475	(975)	-
Debt due after 1 year	(975)	-	975	-
	5,588	5,605	-	11,193

Notes to the financial statements

For the year ended 31 December 2024

These are the financial statements of the Association's central organisation and reflect the activities it undertakes on behalf of the Association as a whole. Countries and regions, counties, divisions, districts and units are responsible as separate charities for their own finances. The principal accounting policies applied in the preparation of the financial statements are as follows:

(a) Basis of accounting

These financial statements have been prepared in accordance with 'Accounting and Reporting by Charities': Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011.

The financial statements are prepared in accordance with the historical cost convention except for the revaluation of certain fixed asset investments.

The Association constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling which is the functional currency of the charity. Monetary amounts are rounded to the nearest whole £1,000, except where otherwise stated.

Going concern

The trustees assess whether the use of going concern is appropriate ie whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of

a period of one year from the date of approval of the financial statements.

There are no material uncertainties about the Association's ability to continue as a going concern.

Based on the above, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

(b) Basis of consolidation

The consolidated financial statements include the results of the Association and its subsidiary, The Guide Association Trading Service Ltd. All activities are consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA). Accordingly, the consolidated statement of financial activities reflects the income and expenditure of the group and not the Association as an individual entity.

(c) Fund accounting – unrestricted funds

The Association's unrestricted funds consist of funds which may be used for its purposes at its discretion. These comprise the general fund and various designated funds. The specific uses and needs to be met by the designated funds are detailed separately in note 20 to the financial statements.

(d) Fund accounting – restricted funds

The Association's restricted funds consist of a number of different funds where the donor has imposed restrictions on their use which are legally binding. The accounting records separate those restricted funds

from the unrestricted funds of the Association. A schedule of the movements on the various funds during the year is set out in note 21.

(e) Income

Income is recognised when there is evidence of entitlement, receipt is probable and the amount can be measured reliably. In particular:

- Donations are accounted for on receipt.
- Subscriptions are recognised when the income is receivable from units at the end of February.
- Grants are accounted for once a formal offer of funding is received, subject to satisfying any performance related conditions not within the charity's control. In the event that a grant is subject to conditions that require a level of performance before the Association is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Association and it is probable that those conditions will be fulfilled in the reporting period.
- Government grants are accounted for subject to satisfying any conditions not within the Association's control.
- Legacies are accounted for when probate has been granted and the executor has advised the legacy will be payable.
- Gifts in kind are included in the accounts at their approximate market value on the date of receipt.

(f) Basis of allocation or apportionment of expenditure

Expenditure during the year is analysed into the categories required by the SORP:

- Cost of raising funds
- Charitable activities

Note 8 to the financial statements provides an analysis of activities in furtherance of the Association's objects according to function. Support costs reflect the Association's overall establishment and communication costs allocated on an activity based apportionment. Governance costs are also allocated on an activity based apportionment. Cost of raising funds includes expenditure incurred on behalf of the Association in relation to investment manager fees, sponsorship and fundraising costs together with the operational costs of the trading subsidiary.

(g) Investments

Investments are valued initially at cost and subsequently at market value within the financial statements. Realised and unrealised gains or losses on investments are accounted for in full within the particular fund to which the investment forms a part. The holdings of investments of certain restricted funds are merged and managed in an investment pool. The funds hold units in the investment pool which represent their share of the capital value of the investments plus any uninvested cash or debtors which exist at the year end. Investment properties are measured initially at cost and subsequently at fair value at the reporting date.

(h) Depreciation and amortisation

Depreciation and amortisation is provided on all tangible and intangible fixed assets (except land) on a straight-line basis to write off the cost of those assets over their estimated useful lives. No depreciation is provided on investment properties. The principal rates of depreciation are:

Tangible fixed assets

- Freehold buildings – 1.333% to 10%
- Long leasehold – over life of lease
- Equipment, fittings and vehicles:
 - Computer equipment – 25%
 - Mechanical equipment – 10%
 - Electrical equipment – 20%
 - Fittings – 5% to 20%
- Assets held for sale – no depreciation

Intangible fixed assets

- Membership database – 18% to 30%
- Other software – 25%

(i) Stocks

Stocks are valued at the lower of cost and net realisable value.

(j) Cash and short term cash deposits

These comprise deposits held on call with banks and other short-term liquid investments with maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities.

(k) Debtors

Debtors are measured at their recoverable amounts.

(l) Creditors

Amounts due to creditors are measured at their settlement amount. Deferred income is recognised as the amount receivable as an advanced payment for goods or services that must be provided.

(m) Self-insured claims provision

Provision is made for the self-insured element of notified insurance claims on the basis of advice from the Association's insurance brokers, and is measured at the best estimate of the settlement amount.

(n) Pensions

The Association operates a defined contribution pension scheme on behalf of its employees. The scheme is operated by Scottish Widows. The amount charged to the SOFA in respect of pension costs and other post-retirement benefits is the contributions payable in the period. Differences between contributions payable in the year and contributions actually paid are shown as other creditors in the balance sheet.

(o) Employee benefits

The costs of any short term employee benefits are recognised as a liability and an expense. The costs of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the Association is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(p) Operating leases

Rentals applicable to operating leases are charged to the SOFA over the period in which the costs are incurred.

(q) Heritage assets

The Association holds a vast written and photographic archive of the history of the Association, the value of which is in the information it contains for Association members and the public's research. It is not possible to place a monetary value on this archive, therefore the asset is not recognised in the balance sheet of the Association. The Association has procedures in place to ensure that the asset is adequately preserved and maintained.

Throughout 2024 work continued to review and catalogue the collection. The archive has incorporated a considerable amount of additional material and artefacts following the closure of the activity centres. In addition, following closure, the archive from British Girlguiding Overseas (BGO) has also moved to the national collection.

(r) Critical accounting judgements and estimation uncertainty

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The judgements and estimates considered by the trustees to have the most significant effect on amounts recognised in the financial statements relate to:

- whether the going concern basis is appropriate, which is discussed in section (a) above;
- the provision of self-insured claims, which is made on the basis of advice from the Association's insurance brokers and is measured at the best estimate of the settlement amount;

- the fair value of property investments, which is made on the basis of advice from our external chartered surveyors and would be consistent with redeemed value if the asset were to be sold and
- the stock valuation and the need for the write down of slow moving stock.

The trustees do not consider there are any further critical judgements or key sources of estimation uncertainty requiring disclosure other than those already described within note 1.



Notes to the financial statements

For the year ended 31 December 2024

2 Donations, legacies and grants	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated								
Individual donations	207	-	6	213	362	-	45	407
Legacies and in memorial donations	44	41	5	90	315	294	9	618
Grants	12	3,000	398	3,410	19	3,100	395	3,514
Government grants	-	-	1,056	1,056	-	-	322	322
	263	3,041	1,465	4,769	696	3,394	771	4,861
Charity								
Individual donations	207	-	6	213	362	-	45	407
Legacy and in memorial donations	44	41	5	90	315	294	9	618
Grants	12	3,000	398	3,410	19	3,100	395	3,514
Government grants	-	-	1,056	1,056	-	-	322	322
	263	3,041	1,465	4,769	696	3,394	771	4,861

3 Events income	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated and charity								
Community events	15	-	-	15	18	-	-	18
Other charity events	217	-	-	217	173	-	-	173
	232	-	-	232	191	-	-	191

4 Trading income	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated								
Members' trading service	7,852	-	-	7,852	8,157	-	-	8,157
Licence fees and royalties	86	-	-	86	105	-	-	105
	7,938	-	-	7,938	8,262	-	-	8,262

5 Investment income	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated and charity								
Listed investments:								
Distributions from listed Investments	202	-	22	224	201	-	22	223
Interest on cash deposits	476	-	1	477	301	-	2	303
	678	-	23	701	502	-	24	526
Investment property:								
Rental income	1,564	-	-	1,564	1,431	-	-	1,431
	2,242	-	23	2,265	1,933	-	24	1,957

6 Other income	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated								
Corporate sponsorship	727	-	-	727	558	-	-	558
Other	-	40	-	40	-	-	-	-
	727	40	-	767	558	-	-	558
Charity								
Corporate sponsorship	24	-	-	24	5	-	-	5
Other	155	40	-	195	146	-	-	146
	179	40	-	219	151	-	-	151

Notes to the financial statements

For the year ended 31 December 2024

7 Cost of raising funds (all unrestricted funds)	Staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2024 £'000	Staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2023 £'000
Consolidated								
Seeking donations, grants and legacies	599	95	136	830	563	61	197	821
Operating costs of trading company	1,984	3,837	686	6,507	1,750	4,157	492	6,399
Investment management costs	-	9	-	9	-	14	-	14
Other - including release of provision	-	(371)	-	(371)	-	(1,433)	-	(1,433)
Total	2,583	3,570	822	6,975	2,313	2,799	689	5,801
	Staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2024 £'000	Staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2023 £'000
Charity								
Seeking donations, grants and legacies	599	95	136	830	563	62	197	821
Investment management costs	-	9	-	9	-	14	-	14
Other - including release of provision	-	(371)	-	(371)	-	(1,433)	-	(1,433)
Total	599	(267)	136	468	563	(1,357)	197	(598)

The other direct costs category for both consolidated and charity includes the release in the provision for bad and doubtful debts.

8 Charitable expenditure

The expenditure has been allocated across the 4 strands of the strategy as follows:

	Staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2024 £'000	Staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2023 £'000
Consolidated								
Creating exceptional experiences for girls	4,232	2,305	1,484	8,021	6,035	3,470	2,124	11,629
Developing a rewarding volunteer experience	3,513	1,512	1,138	6,163	3,354	1,491	718	5,563
Being inclusive and impactful	2,364	1,214	744	4,322	2,287	932	443	3,662
Sustainable and efficient organisation	2,711	1,222	881	4,814	2,605	871	524	4,000
Total	12,820	6,253	4,247	23,320	14,281	6,764	3,809	24,854

In 2024, the expenditure on charitable activities was £23,320,000 of which £5,539,000 was from designated funds and £1,658,000 was from restricted funds. (2023: £24,854,000 of which £4,449,000 was from designated and £1,731,000 was from restricted funds).

9 Analysis of support costs

	Charitable expenditure £'000	Raising funds £'000	Trading operation £'000	Total 2024 £'000	Charitable expenditure £'000	Raising funds £'000	Trading operation £'000	Total 2023 £'000
Consolidated								
Governance	108	3	22	133	96	5	22	123
Finance & legal	1,442	46	52	1,540	1,264	65	45	1,374
Insurance	628	20	23	671	519	27	23	569
Property management	381	12	252	645	372	19	178	569
Catalogues	-	-	24	24	-	-	20	20
Information technology	1,452	47	313	1,812	1,302	68	204	1,574
Human resources	236	8	-	244	256	13	-	269
	4,247	136	686	5,069	3,809	197	492	4,498
	Charitable expenditure £'000	Raising funds £'000	Trading operation £'000	Total 2024 £'000	Charitable expenditure £'000	Raising funds £'000	Trading operation £'000	Total 2023 £'000
Charity								
Governance	108	3	-	111	96	5	-	101
Finance & legal	1,442	46	-	1,488	1,264	65	-	1,329
Insurance	628	20	-	648	519	27	-	546
Property management	381	12	-	393	372	19	-	391
Information technology	1,452	47	-	1,499	1,302	68	-	1,370
Human resources	236	8	-	244	256	13	-	269
	4,247	136	-	4,383	3,809	197	-	4,006

Auditor's remuneration

	Total 2024 £'000	Total 2023 £'000
Charity	26	25
Trading	19	18
Prior year under accrual	-	1
Accountancy, tax and other services	35	17
	80	61

Governance costs include £26,425 of auditor's remuneration for the charity (2023: £25,175) of which costs of £26,425 are in respect of audit services (2023: £25,175).

Further costs of £29,771 (2023: £11,888) are included in finance & legal costs for non-audit services.



Notes to the financial statements

For the year ended 31 December 2024

10 Staff numbers and remuneration

	2024 Total £'000	2023 Total £'000
Gross salaries and wages	12,439	12,942
Termination costs	-	701
Employer's national insurance	1,282	1,182
Employer's pension contribution	1,133	1,129
	14,854	15,954

Girlguiding is a median payer in the charity sector. The headcount has been allocated across the four strands of the strategy and fundraising as follows:

	2024 No.	2023 No.
Creating exceptional experiences for girls	76	165
Developing a rewarding volunteer experience	58	56
Being inclusive and impactful	38	34
Sustainable and efficient organisation	45	41
Raising funds	56	65
	273	361

Temporary staff engaged through employment agencies are not included in the above analysis.

The number of employees whose emoluments exceeded £60,000 in the year were:	2024 No.	2023 No.
£60,001 - £70,000	10	11
£70,001 - £80,000	13	11
£80,001 - £90,000	2	-
£90,001 - £100,000	5	6
£100,001 - £110,000	-	1
£120,001 - £130,000	-	-
£130,001 - £140,000	1	1

Remuneration for key management personnel including the chief executive of the Association (as shown on page 38 of the report) totalled £755,000 (2023: £720,000).

Members of the Board of Trustees are not remunerated. Expenses reimbursed in the year for travel and out-of-pocket expenses amounted to £13,723, for 7 members (2023: £14,995 for 11 members).

The Association owns a long-leasehold flat, which is available for the use of senior volunteers during their term of office.

The Association pays the service and utility costs of the flat, which totalled £11,811 in the year (2023: £8,456).

11 Intangible fixed assets Consolidated and charity

	Software £'000	Total £'000
Cost		
At 1 January 2024	2,396	2,396
Disposals	(20)	(20)
At 31 December 2024	2,376	2,376
Accumulated amortisation		
At 1 January 2024	2,086	2,086
Provision for the year	145	145
Disposals	(14)	(14)
At 31 December 2024	2,217	2,217
Net book value at 31 December 2024	159	159
Net book value at 31 December 2023	310	310

Notes to the financial statements

For the year ended 31 December 2024

12 Tangible fixed assets

	Freehold land and buildings £'000	Leasehold property £'000	Fittings and vehicles £'000	Total £'000
Consolidated and charity				
Cost				
At 1 January 2024	9,839	312	3,456	13,607
Disposals	(3,727)	-	(521)	(4,248)
At 31 December 2024	6,112	312	2,935	9,359
Accumulated depreciation				
At 1 January 2024	4,526	97	2,795	7,418
Charge for the year	73	5	130	208
Disposals	(2,273)	-	(401)	(2,674)
At 31 December 2024	2,326	102	2,524	4,952
Net book value at 31 December 2024	3,786	210	411	4,407
Net book value at 31 December 2023	5,313	215	661	6,189

13a Investments – property

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated and charity								
Market value loss at 1 January	-	27,000	-	27,000	-	26,800	-	26,800
Net gains/(losses) on revaluation of investment property	-	(500)	-	(500)	-	200	-	200
Market value at 31 December	-	26,500	-	26,500	-	27,000	-	27,000

The freehold investment property which comprises a hotel was valued at 31 December 2024 by an external valuer, Knight Frank, a regulated firm of chartered surveyors. The valuations were prepared in accordance with the requirements of the RICS valuation – Global Standards 31 January 2022 and the national standards and guidance set out in the UK national supplement 2018 and the financial reporting standard applicable to the UK and Republic of Ireland (FRS102). The valuation of the property was on the basis of fair value, equated to market value, on the assumption of an investment. It was principally derived using the profits and investment methods valuation.

Girlguiding has applied the revised standard in SORP (FRS102) that allows charities that rent property to group companies to report the property as fixed assets rather than an investment property. In the charity accounts, this applies to Broadheath which is rented to The Guide Association Trading Service Limited.

13b Investments – listed

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated and charity								
Listed investments								
Market value at 1 January	7,729	-	833	8,562	6,201	-	772	6,973
Acquisitions at cost	-	-	-	-	1,000	-	-	1,000
Net gain/(loss) on revaluation of investments	309	-	33	342	528	-	61	589
Market value at 31 December	8,038	-	866	8,904	7,729	-	833	8,562
Cash held for investment	-	-	-	-	-	-	34	34
Disposal proceeds	-	-	-	-	-	-	(34)	(34)
Portfolio value at 31 December	8,038	-	866	8,904	7,729	-	833	8,562
Historical cost at 31 December	6,707	-	639	7,346	6,707	-	639	7,346

The table below shows the asset allocation structure of the total investment portfolio.

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Pooled funds	8,038	-	866	8,904	7,729	-	833	8,562
Total	8,038	-	866	8,904	7,729	-	833	8,562

13c Investments – subsidiary

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Charity only								
Investment in subsidiary	150	-	-	150	150	-	-	150
Total value of investments	150	-	-	150	150	-	-	150

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
14 Stocks								
Consolidated								
Stocks for resale	1,421	-	-	1,421	1,718	-	-	1,718
Consumable stocks	10	-	-	10	19	-	-	19
Total	1,431	-	-	1,431	1,737	-	-	1,737
Charity								
Consumable stocks	10	-	-	10	19	-	-	19
Total	10	-	-	10	19	-	-	19

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
15 Debtors due within one year								
Consolidated								
Trade debtors	533	-	-	533	676	-	-	676
Other debtors	60	-	-	60	16	-	15	31
Prepayments and accrued income	989	10	5	1,004	1,452	2	-	1,454
Bad debt provision	(69)	-	-	(69)	(466)	-	-	(466)
	1,513	10	5	1,528	1,678	2	15	1,695
Charity								
Trade debtors	17	-	-	17	145	-	-	145
Amounts due from subsidiary	3,241	-	-	3,241	1,856	-	-	1,856
Other debtors	60	-	-	60	12	-	15	27
Prepayments and accrued income	651	10	5	666	1,361	2	-	1,363
Bad debt provision	(52)	-	-	(52)	(449)	-	-	(449)
	3,917	10	5	3,932	2,925	2	15	2,942

Amounts due from the wholly owned subsidiary represent the balances on the donation for the year and the inter-company management charges.

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
16 Short term bank deposits								
Consolidated								
Call accounts	3,147	7,689	117	10,953	4,450	2,289	23	6,762
	3,147	7,689	117	10,953	4,450	2,289	23	6,762
Charity								
Call accounts	1,251	7,689	117	9,057	2,651	2,289	23	4,963
	1,251	7,689	117	9,057	2,651	2,289	23	4,963

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
17 Creditors due within one year								
Consolidated								
Trade creditors	829	-	-	829	1,214	-	-	1,214
Deferred income (see note 17a)	809	-	-	809	745	-	-	745
Bank loans (see note 18)	-	-	-	-	500	-	-	500
Accruals and other creditors	979	315	150	1,444	950	767	129	1,846
Income tax and national insurance	342	-	-	342	324	-	-	324
VAT	15	-	-	15	44	-	-	44
	2,974	315	150	3,439	3,777	767	129	4,673
Charity								
Trade creditors	686	-	-	686	1,070	-	-	1,070
Deferred income (see note 17a)	362	-	-	362	368	-	-	368
Accruals and other creditors	781	315	150	1,246	783	767	129	1,679
Income tax and national insurance	342	-	-	342	325	-	-	325
VAT	15	-	-	15	44	-	-	44
	2,186	315	150	2,651	2,590	767	129	3,486



17a Analysis of movement in deferred income	Balance 1 January 2024 £'000	Income released in current year £'000	Income deferred in current year £'000	Balance 31 December 2024 £'000
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Consolidated				
Deferred Income	745	(23)	87	809

Deferred income relates to fees received in advance from corporate partnerships at the end of the year and rental from the tenants of the investment property.

Charity	£'000	£'000	£'000	£'000
Deferred Income	368	(23)	17	362

18 Creditors due after one year

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000
Consolidated only								
Bank loans								
Later than 1 year and not later than 5 years	-	-	-	-	975	-	-	975
	-	-	-	-	975	-	-	975

During 2021 the wholly owned subsidiary applied for a loan of £1.5 million under the government backed Coronavirus Business Interruption Loan Scheme. The loan was drawn down on 9 August 2021. The final repayment was due six years after the loan was drawn and the interest rate was 3.0% over the Bank of England base rate. The loan was repaid in full during the year.

During 2020 the wholly owned subsidiary applied for a loan of £1 million under the government backed Coronavirus Business Interruption Loan Scheme. The loan was drawn down on 1 September 2020. The final repayment was due six years after the loan was drawn and the interest rate was 2.78% over the Bank of England base rate. The loan was repaid in full during the year.

19 Provisions for liabilities and charges (all unrestricted)	Balance 1 January 2024 £'000	Paid during the year £'000	Provision in the year £'000	Balance 31 December 2024 £'000
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Consolidated and charity				
Self-insured claims provision	225	(68)	79	236

20 Movement in unrestricted funds

	Balance 1 January 2024 £'000	Income £'000	Expenditure £'000	Net investment gains / (losses) £'000	Transfers £'000	Balance 31 December 2024 £'000
Consolidated						
General fund	10,667	22,468	(23,083)	309	780	11,141
Total	10,667	22,468	(23,083)	309	780	11,141
Investment property	27,000	-	-	(500)	-	26,500
Intangible fixed assets	310	-	(145)	-	(6)	159
Tangible fixed assets	6,189	-	(208)	-	(1,574)	4,407
Buildings and equipment fund	168	7,220	(1,275)	-	(4,925)	1,188
Transformation fund	1,062	3,000	(3,393)	-	(420)	249
Digital Futures fund	-	-	-	-	320	320
Future fund	294	41	(533)	-	5,825	5,627
Total	35,023	10,261	(5,554)	(500)	(780)	38,450
	45,690	32,729	(28,637)	(191)	-	49,591

The balance on the general fund is equivalent to the free reserves following the transfer of the fixed assets into designated funds at the end of 2020. The trustees believe this improves the user's understanding of the accounts.

The main uses of the designated funds are:

Investment property

This fund represents the current market value of the hotel owned by the Association.

Intangible and tangible fixed assets

These funds represent the current net book value of all intangible and tangible fixed assets owned by the Association. All amortisation and depreciation is charged against these funds.

Buildings and equipment fund

This fund was created to ensure there are adequate funds available for renewal and replacement of the Association's fixed assets. The income, expenditure and transfers out in the year relate largely to the sale of the activity centres.

The funds are likely to be expended in the next three years.

Transformation fund

This fund supports Girlguiding's strategic infrastructure and system changes. The fund is being spent as the projects within the strategy are developed with further funding and projects expected to take place in the coming three years.

Digital Futures fund

This fund was created in 2024 to support the work of the Digital Futures programme over the next five years.

Future fund

This fund was created during 2023 to support Girlguiding activities, adventure for girls and for a range of purposes to invest in the future of Girlguiding. The transfers in, in the year, relate to the sale of the activity centres.

A majority of the funds are likely to be expended over the next three to five years.



21 Movement in restricted funds

	Balance 1 January 2024 £'000	Income £'000	Expenditure £'000	Net investment gains/ (losses) £'000	Balance 31 December 2024 £'000
Restricted funds (consolidated and charity)					
Support for countries and regions	364	10	(9)	13	378
Support for UK guiding	192	1,418	(1,561)	12	61
Support for training and adventure	437	60	(88)	8	417
	993	1,488	(1,658)	33	856

Country and region funds are used to generate income that is distributed to nine countries and regions in proportion to their membership. UK guiding funds are used to provide grants to the membership, for example to set up new units, to support members with a disability and to provide travel bursaries. Training and adventure funds are used to provide grants to leaders for training and to support girls to have adventure.

The income from the grant from the Department for Digital, Culture, Media and Sport, included within Support for UK Guiding, is paid in arrears. This leads to this sub-fund being in deficit by £220,000 at the year end. The reimbursement was received in early 2025 (see also note 29).

22 Analysis of net assets between funds

	Tangible fixed assets £'000	Intangible fixed assets £'000	Investments £'000	Assets £'000	Liabilities £'000	Total 2024 £'000
Consolidated and charity						
Restricted funds						
Support for countries and regions	-	-	368	10	-	378
Support for UK guiding	-	-	302	108	(349)	61
Support for training and adventure	-	-	196	221	-	417
Total restricted funds	-	-	866	339	(349)	856
Unrestricted funds						
General fund	-	-	8,038	6,114	(3,011)	11,141
Designated funds						
Investment property	-	-	26,500	-	-	26,500
Fixed assets	4,407	159	-	-	-	4,566
Buildings and equipment fund	-	-	-	1,398	(210)	1,188
Transformation fund	-	-	-	352	(103)	249
Digital Futures fund	-	-	-	320	-	320
Future fund	-	-	-	5,629	(2)	5,627
Total designated funds	4,407	159	26,500	7,699	(315)	38,450
Total unrestricted funds	4,407	159	34,538	13,813	(3,326)	49,591
Total funds	4,407	159	35,404	14,152	(3,675)	50,447

22 Analysis of net assets between funds (continued)

	Tangible fixed assets £'000	Intangible fixed assets £'000	Investments £'000	Assets £'000	Liabilities £'000	Total 2023 £'000
Consolidated and charity						
Restricted funds						
Support for countries and regions	-	-	355	9	-	364
Support for UK guiding	-	-	289	37	(134)	192
Support for training and activity centres	-	-	189	248	-	437
Total restricted funds	-	-	833	294	(134)	993
Unrestricted funds						
General fund	-	-	7,729	7,910	(4,972)	10,667
Designated funds						
Investment property	-	-	27,000	-	-	27,000
Fixed assets	6,189	310	-	-	-	6,499
Buildings and equipment fund	-	-	-	893	(725)	168
Transformation fund	-	-	-	1,104	(42)	1,062
Future fund	-	-	-	294	-	294
Total designated funds	6,189	310	27,000	2,291	(767)	35,023
Total unrestricted funds	6,189	310	34,729	10,201	(5,739)	45,690
Total funds	6,189	310	35,562	10,495	(5,873)	46,683

23 Financial commitments

At 31 December 2024 the Association had £nil capital commitments (2023: £nil).

At 31 December 2024 the Association's subsidiary, The Guide Association Trading Service Limited, had entered into contracts of advance stock purchased with suppliers within the ordinary course of business worth £949,000 (2023: £1,075,000).

24 Operating lease commitments

The minimum lease payments under non-cancellable operating leases for land and buildings were as follows:

	2024 £'000	2023 £'000
Not later than 1 year	6	45
	6	45

25 Contingent assets

The Charity has been advised of a number of legacies from which it will benefit. The Charity's total estimated share is £16,000 (2023: £12,000). The value has not been included in the accounts as the conditions for recognition of the income have not been met.

26 Investment in subsidiary

The Association's subsidiary, The Guide Association Trading Service Limited, operates the trading service and the shop activities.

The Guide Association owns the whole of the issued ordinary share capital, amounting to £150,000, of The Guide Association Trading Service Limited, a company registered in England (company number 04301686). As a wholly owned subsidiary, the Association is exempt from reporting its transactions and balances with this entity. The subsidiary donates its profits to the Association under Gift Aid and therefore, the net movement in funds for the Association as an entity equals the net movement for the consolidated group.

During the year The Guide Association Trading Service Limited achieved sales of £7,852,000 (2023: £8,157,000). Of these sales £Nil (2023: £96,000) were sales to the Association. The Association charged £170,000 (2023: £163,000) in management fees. The Guide Association Trading Service Limited achieved a net profit of £1,980,000 (2023: £2,366,000) and this was donated under Gift Aid to the Association. At the end of the year The Guide Association Trading Service Limited had £4,179,000 (2023: £4,164,000) of assets and £4,029,000 (2023: £4,014,000) of liabilities.

27 The Guide Association Trust Corporation

Guide Association Trust Corporation is a company limited by guarantee and incorporated under the Companies Act. It acts as custodian and holds land, freehold or leasehold buildings and investments on behalf of guiding units. It is funded by the Guide Association as a service to guiding units and the expenses are included in management and administration expenditure in these financial statements. Financial statements of the Guide Association Trust Corporation are available from the Guide Association, 17-19 Buckingham Palace Road, London, SW1W 0PT.

28 Related party transactions

There are no related party transactions requiring disclosure (2023: none) other than those with the Association's subsidiary (as outlined in note 26).

29 Grants from the Department for Digital, Culture, Media and Sport (DCMS)

Included within support for UK guiding within the restricted funds note 21 were grants from DCMS as follows:

	Balance 1 January 2024 £'000	Income £'000	Expenditure £'000	Balance 31 December 2024 £'000
DCMS - Waiting lists	(274)	1,056	(1,002)	(220)



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